

# **Final Report of UN Women Albania Outcome Evaluation on “Women’s Leadership and Political Participation”**

UN Women Albania

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## LIST OF ACRONYMS

|          |  |
|----------|--|
| AWCs     | Alliance of Women Counselors   |
| AWMPs    | Alliance of Women Members of Parliament                                    |
| CEDAW    | Convention on the Elimination of All Forms of Discrimination Against Women |
| CB       | Capacity Building  |
| CBS      | Community Based Scorecards   |
| CSOs     | Civil Society Organizations  |
| CO       | Country Office   |
| CEC      | Central Election Commission  |
| CPD      | Commissioner for Protection against Discrimination                         |
| CSO      | Civil Society Organization   |
| DAC      | Development Assistance Committee   |
| DRT-F    | Delivering Results Together Fund   |
| ECA      | Europe and Central Asia  |
| ERG      | Evaluation Reference Group   |
| EU       | European Union   |
| GE       | Gender Equality  |
| GRB      | Gender Responsive Budgeting  |
| GSIM     | Gender Sensitive Indicators in Media                                       |
| INSTAT   | National Institute of Statistics   |
| IWLPP    | Intervention on Women's Leadership and Political Participation             |
| LGU      | Local Government Unit  |
| M&E      | Monitoring and Evaluation  |
| MSWY     | Ministry of Social Welfare and Youth                                       |
| MHSP     | Ministry of Health and Social Protection                                   |
| MP       | Member of Parliament   |
| NDI      | National Democratic Institute  |
| NGO      | Non-Governmental Organization  |
| OSCE     | Organization for Security and Cooperation in Europe                        |
| PoC      | Programme of Cooperation   |
| PoCSD    | Program of Cooperation for Sustainable Development                         |
| RO       | Regional Office  |
| RBM      | Results-Based Management   |
| Sida     | Swedish International Development Agency                                   |
| SN       | Strategic Note   |
| TA       | Technical Assistance   |
| TAR      | Territorial Administrative Reform  |
| TOR      | Terms of Reference   |
| UN       | United Nations   |
| UNCT     | United Nations Country Team  |
| UNDAF    | United Nations Development Assistance Framework                            |
| UNDP     | United Nations Development Program   |
| UNEG     | United Nations Evaluation Group  |
| UNESCO   | United Nations Educational, Scientific and Cultural Organization           |
| UN WOMEN | United Nations Entity for Gender Equality and the Empowerment of Women     |

|       |  |
|-------|--|
| UPR   | Universal Periodic Review                                      |
| USAID | United States Agency for International Development             |
| USD   | United States Dollars  |
| VAWP  | Violence against Women in Politics                             |
| WEE   | Women Economic Empowerment                                     |
| IWLPP | Intervention on Women's Leadership and Political Participation |

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## Executive Summary

### Background

Over the last decade, UN Women Albania CO has provided support to national and local stakeholders in strengthening democratic governance and advancing women's rights and gender equality (GE) in Albania. During the period 2012-2017, UN Women Albania CO implemented the intervention on women's leadership and political participation (IWLPP) in national and local decision-making bodies including executive and legislative power, civil society and media as part of Government of Albania and UN Programme of Cooperation (PoC) 2012-2016 and 2017-2021 and its Strategic Notes 2012-2013, 2014-2016 and 2017-2021.

UN Women's support aimed to realize gender equality in political representation at national and local levels through a multi-stakeholder approach by working at three interdependent and mutually reinforcing levels:

- at national level, to ensure that legislation is in line with Gender Equality Law and international gender equality obligations.
- at the level of national institutions, towards strengthening their knowledge and support in implementing and monitoring the national legal obligations; and
- at the grassroots level, by supporting CSOs and media to hold decision makers to account, advocate for gender quota implementation and equal representation and support women leaders and grassroots women to participate in public decision-making.

The budget for IWLPP amounts to 1.5 million USD, where 58% (872,929 USD) of funding comes from Sida, whereas the rest from core funding (34%) and Delivering Results Together Fund (7%).

At the end of WLPP intervention, in May 2018, UN Women Albania CO commissioned an external evaluation conducted by an independent national expert. As articulated in the TORs, the main purpose of this evaluation is *"to provide findings, lessons learned, conclusions and recommendations to support accountability, learning, reflection and knowledge generation, as well as to inform strategic direction for the programme for the period 2019-2021"*.

Main evaluation users include UN Women Albania CO as well as UN Women ECA RO, national stakeholders such as CSOs and women's organizations, public oversight bodies (the Central Elections Commission, People's Advocate, Commissioner on Protection Against Discrimination), national and local actors (Women Members of Parliament, elected women in local government units especially the Network of Women Councilor's Alliance, the National Council on GE) as well as international actors.

### Methodology and scope

The evaluation covered the implementation period from January 2012 until December 2017 and its methodology was designed in accordance with UN Women Evaluation Policy and United Nations Evaluation Group (UNEG) norms and standards. The evaluation was conducted between May-October 2018 with on-site data collection taking place during the period mid-July-September 2018. The inception report and proposed evaluation methodology and plan were consulted and validated with the External Evaluation Reference Group (ERG) on July 10<sup>th</sup>, 2018 and revised as per ERG comments.

In conducting the evaluation, the Evaluator applied a consultative and participatory evaluation approach by ensuring participation, engagement and inputs of key project beneficiaries, relevant stakeholders and partners involved in and affected by the implementation of the project including women and men at national and local level.

The evaluation was guided by four criteria of relevance, effectiveness, efficiency, sustainability and the cross-cutting theme of gender equality and human rights as set out in ToRs. The Evaluator employed a mixed-methods approach to collect data and ensure their accuracy, quality and triangulation.

Data collection methods included: a) a comprehensive documentation review b) semi-structured key informant interviews with primary stakeholders; c) focus groups discussions, d) online survey e) field visits and observations. Thirty-seven key informants' interviews (29 F, 8M) were conducted representing UN Women management and IWLPP staff, donors,

governmental partners, independent public oversight institutions, civil society. Data were collected in Tirana and five other targeted areas (Berat, Elbasan, Vlore, Shkoder, Kukës and Kamzë) where IWLPP was implemented. Preliminary findings were presented to External Evaluation Reference Group on October 10<sup>th</sup>, 2018 to provide an opportunity for initial response and validation of findings.

## Findings

### 1. Relevance

IWLPP responds to national context given disadvantaged women's situation and role in public and private life. It is assessed relevant in terms of scope and focus of work as it addressed important aspects related to increasing women's participation in decision-making. Its support is acknowledged in (i) legislative reform especially in lobbying with other actors for adopting and enforcing Temporary Special Measures (TSMs), (ii) institutional strengthening of oversight bodies to implement, monitor and report gender equality commitments (iii) capacitating women running for office at national and local level and the elected ones such as women MPs and women councilors in increasing their capacities to work jointly cross party and focusing on a women's rights agenda ((iv) empowering (vulnerable) women to participate in local decision-making and (v) networking of CSOs and media across the country for advocacy on gender equality.

IWLPP is fully aligned with normative frameworks related to gender equality and women's empowerment including Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and Beijing Platform for Action, Millennium Development Goals and Sustainable Development Goals, national legal and policy framework on gender equality and responds to country's ambition to join EU. IWLPP is aligned with UN development assistance and cooperation framework (Programme of Cooperation with Government of Albania 2012-2016 and 2017 and 2021) and UN Women Albania CO Strategic Notes 2012-2013, 2014-2016 and 2017-2021 and it built synergies with UN agencies and other key actors in the country in supporting strategic priorities on gender equality.

### 2. Effectiveness

Despite the lack of project document and logical framework, IWLPP is assessed to have made good progress to achieve *Outcome 1.1. Strengthen public oversight, civil society and media institutions and make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes (PoC 2012-2016)/Outcome 1. State and civil society organizations perform effectively and with accountability for consolidated democracy in line with international norms and standards (PoCSD 2017-2021).*

There is evidence that IWLPP has made significant contribution in (i) improving the management capacity of Central Election Commission (CEC) for gender responsive and inclusive electoral processes at national and local level; (ii) strengthening capacities of oversight bodies (Ombudsman and Commissioner for Protection against Discrimination) to implement, monitor and report on gender equality commitments and case management on gender based discrimination; (iii) establishing and strengthening the organizational and advocacy capacities of 7 Alliances of Women Counsellors (AWCs) and National Network of AWCs; (iv) consolidating and scaling up local governance mechanism (community based score cards-CBS) that supports (vulnerable) women's participation in public decision making at local level;(v) strengthening civil society networks and media capacities to advocate on gender equality and monitor women's political participation; (vi) generating knowledge products that provide evidence of gender inequalities in public space and decision-making'.

IWLPP in partnership with other actors (donors and civil society) has contributed in (i) strengthening gender equality normative framework at the country level through technical assistance and advocacy for implementation of temporary special measures on gender equality (introduction and enforcement of 50% gender quota at local elections in Electoral Code in 2015 and lobbying for 50% quota for women in national elections, enforcement of 30% quota for women in national elections as well as strengthening the sanctions in cases of violations of the gender quota; (ii) development of women's leadership and advocacy skills through support provided to Alliance of Women MPs and Alliances of Women Counsellors and National Network of Women Counsellors for gender sensitive policies.

All the above have created an overall enabling environment for the incremental increase of women's participation in decision-making at central and local level during the period 2012-2017 from 16.43%<sup>1</sup> in 2009 national elections to

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<sup>1</sup> [cec.org.al/Portals/0/Documents/CEC%202013/Barazia\\_gjinore/graf\\_parti\\_parlamentare.pdf](http://cec.org.al/Portals/0/Documents/CEC%202013/Barazia_gjinore/graf_parti_parlamentare.pdf)

17.86% in 2013 national elections and 23% in 2015 through implementation of vacancy replacement quota disposition in the Electoral Code up to 28% in 2017 national elections, yet to reach the 30% quota. For the first-time women have equal representation (50%) in the newly elected government in September 2017 versus 42% in the previous government in 2013.

Women's political participation and representation also improved at local level. 14.7% of them are elected mayors versus 1.72 % in 2011 and 35% are counsellors versus 12.5% in 2011<sup>2</sup> yet to reach the 50% quota in local government councils.

While increased women's representation in decision-making cannot be attributed to IWLPP, definitely it has its share of contribution in partnership with other actors.

### **3. Efficiency**

Overall it is assessed that WLPP has used well its resources. It is implemented with minimum human resources: one full-time Project Manager and one Project Associate (50% cost shared for four years and 10% cost shared in the last two years) taking up 15% of overall budget. In order to respond to needs of various stakeholders, external expertise was contracted through procurement procedures ensuring cost-effectiveness and closely monitored to ensure quality of work.

34% of budget, which is the largest share, has been spent on CSOs engagement in implementation of CBS, advocacy for gender equality in elections and monitoring of elections. 15% of budget is spent on capacity building and 5% on publications of knowledge products.

IWLPP managed to build successful partnerships with donors (OSCE, USAID's Planning and Local Governance Project, SDC's Decentralization and Local Development Programme and Olof Palme International Center funded by Sida), maximizing use of its financial resources and expertise through joining efforts in supporting CEC, Parliament (AWMPs, Alliances of Women Counselors and National Network of Alliances of Women Counselors, Community Based Scorecards) ensuring complementarity, maximizing impact and avoiding overlapping.

It is to be noted that UN Women Albania CO particularly in the last years made efforts to leverage in-house expertise on WLPP by building synergies with other impact areas (GRB, WEE) for a larger impact at local and national level.

### **4. Sustainability**

It is assessed that IWLPP results at systemic level (changes in legal framework) are sustainable and at institutional level have the potential to be sustainable, but to a large extent dependent on the political will, financial resources and staff retention. Key stakeholders (CEC, Ombudsman, CPD, AWMPs and AWCs) demonstrate (i) high awareness on GE and women's participation in decision-making, (ii) increased capacity in implementing and promoting gender equality in their institutions (iii) institutional initiatives to submit recommendations to Parliament on amendments to Electoral Code for better addressing gender equality.

The main ingredients for sustainability of IWLPP results relate to i) involvement of key stakeholders in implementation and delivery of its activities ii) building partnerships with key actors to maximize use of resources and territorial coverage and iii) generating relevant country knowledge on WLPP.

There is evidence that several methodologies and approaches (CBS, GE Advocates, establishment of AWCs) developed and tested by UN Women Albania CO have been taken over, replicated or scaled up by project partners.

Self-assessments of interviewed and surveyed individuals indicate increased capacities on WLPP issues and high awareness and commitment on gender equality issues.

### **5. Lessons learnt**

- Benchmarking tools such as project document, theory of change and logical framework along with consistency in results frameworks of strategic planning documents such as PoCs and SNs in terms of outcomes, outputs, indicators, M&E plans and reporting are key for ensuring project accountability, measuring progress and efficiency.

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<sup>2</sup> cec.org.al/Portals/0/Documents/CEC%202013/Barazia\_gjinore/graf\_vendore\_03-07-11.pdf

- Increasing women’s participation in politics and decision-making takes time and this needs to be accounted in new WLPP programming. Careful planning is needed not to cluster too many activities (capacity building, advocacy, publications/knowledge product) around the elections period to mitigate pressure and time constraints.
- Work with political parties can be challenging in a highly politicized context, but necessary to overcome a major barrier that hinders women to run for elections;
- IWLPP focus on women has “neglected” work in building alliances with men in decision-making or influential positions (Parliament, municipal councils, political parties, public figures). Working with men at decision-making level is important in reaching out the other half of population and change the patriarchal norms embedded with them on women’s role in society and their capacity as leaders.
- Exchange of experiences and dissemination of knowledge and good practices are key entry points for quick results, change and networking

## 6. Conclusions and Recommendations

| Conclusion  | Recommendation   | Target                                     | Priority                     |
|---|--|--|------------------------------|
| <b>1. IWLPP was a relevant and well-timed intervention coinciding with three election cycles and implementation of important reforms (Electoral Reform, Territorial Administrative Reform and Justice Reform) responding to national context given women’s disadvantaged situation and role in public and private life.</b> | <b>1.1 Continued support to WLPP is recommended subject to funding availability through the design of a new programme</b> based on lessons learnt for at least another cycle of elections (local elections 2019 and national elections 2021) to maintain momentum of achieved results at legal, institutional, capacity and advocacy level and bring them to a higher level.   | UN Women staff<br><br>Donors               | In the new programming phase |
| <b>2. IWLPP reached out multiple duty bearers and right holders and worked at multi-levels (central, local, grassroots) using a diversity of approaches: technical assistance, capacity building, research, advocacy, knowledge products and knowledge sharing activities (conferences, retreats).</b>                      | <p>2.1 In the design of the new WLPP programme, UN Women <b>should aim a more focused intervention on fewer stakeholders</b> at central and local level and its scope should be narrower.</p> <p>2.2 At central level, UN Women <b>should continue to support CEC to consolidate and build on achieved results</b> on gender responsive electoral management, implementation of legal framework on gender equality in elections at the central and local level and revise the Electoral Code to include the compulsory application of a zipper/zebra system to candidate lists for national elections</p> <p>2.3 At local level, UN Women <b>should narrow its scope of work on women’s individual</b></p> | UN Women staff<br><br>CEC<br>AWCs<br>AWMPs | In the new programming phase |



|   |   |  |                                     |
|---|---|--|-------------------------------------|
|   | <p><b>empowerment</b> targeting women counsellors and other potential women and young girls to create a pool of women leaders at local level.</p> <p>2.4 UN Women should continue <b>support to capacity and organizational strengthening and networking of Alliances of Women Counsellors</b> at local, regional and national level to create functional models for pro-women policy making and cross-party cooperation.</p> <p>2.5 UN Women should <b>support cooperation of the National Network of AWCs with AWMPs</b>. A mentorship component can be set up where senior MPs in AWMPs take a leading role to coach and advise members of AWCs National Network on promoting gender equality at local level and facilitate exchange of experiences.</p> |  |                                     |
| <p><b>3. IWLPP supported a diversity of areas (legislative, framework, institutional strengthening, capacity building, networking, awareness, election monitoring) that were conducive to increase women’s participation in decision-making at central and local level.</b></p> <p><b>One of the least explored areas is work with political parties and VAWP which constitute the major barrier to women’s participation in decision-making.</b></p> | <p><b>3.1 Support to political parties should focus on democratizing the internal processes for competitive and transparent selection of women candidates</b> and enforcing the quota in full compliance with the legal provisions of Electoral Code and address VAW in politics.</p> <p><b>3.2 Support to Women’s Forums to re-organize them as structures and philosophy for enabling women’s competition,</b> quality representation and mediation between political decision-making and women’s; and girls’ community.</p> <p><b>3.3 Civil society should be supported to monitor the internal processes and mechanisms of political parties</b> for selection of women’s candidates.</p>   | <p>UN Women staff</p> <p>Political parties</p> <p>Women’s Forums</p> | <p>In the new programming phase</p> |

|  |  |                                       |                                     |
|--|--|---------------------------------------|-------------------------------------|
| <p>4. IWLPP has maximized use of its resources through building effective partnerships with a range of actors OSCE, USAID, SDC, Olof Palme International Center supported network of local CSOs, women and youth CSOs networks and media ensuring complementarity of resources and wide public outreach on WLPP and geographical coverage particularly peripheral and rural areas.</p> | <p>4.1 UN Women should continue to <b>rely on the partnership building approach with various actors</b> and particularly with donors active in WLPP identified areas for the new programme to match resources, ensure complementarity and avoid overlapping.</p>   | <p>UN Women staff<br/><br/>Donors</p> | <p>New programming phase</p>        |
| <p>5. IWLPP has produced results with a high potential of sustainability at systemic, institutional, organizational, community and individual level and has demonstrated capacity to promote replication and scaling up of tested methodologies (CBS, AWCs, GE advocates)</p>  | <p>5.1 <b>The new programme should capitalize and rely on CSO networks, organizations, media and Individuals capacitated through IWLPP activities</b> for working with women, men, political parties and other stakeholders at central and local level. Working with partners that proved reliable and effective in IWLPP will ensure continuity of cooperation, consolidation of results, efficiency in use of resources and geographical coverage.</p> | <p>UN Women staff</p>                 | <p>New programming phase</p>        |
| <p>6. Gender equality and human rights considerations were an integral part in the design and implementation of IWLPP activities, yet building alliances with men in decision-making, positions, influential human rights activists and public figures needs to be targeted to address discrimination and inequalities faced by women in politics and support further progress.</p>    | <p>6.1 In the design of the new programme, <b>men in decision-making positions (MPs, municipal councilors, politicians), influential human rights activists and public figures should be consulted</b> to identify Interventions where they can act as “agents of change”.</p>   | <p>UN Women staff</p>                 | <p>New programming phase</p>        |
| <p>7. Overall IWLPP implementation is assessed successful, future WLPP programming and evaluation should address limitations observed during this evaluation.</p>  | <p>7.1 <b>Design a project/programme with clearly articulated goal and objectives, national counterpart, logical framework, performance measurement framework</b> with baseline and target indicators to enable realistic assessment of achieved results.</p> <p>7.2 In the future, <b>evaluations should not be planned after a long-time lapse since the start of intervention</b> (6 years as in this evaluation exercise) to ensure</p>              | <p>UN Women staff</p>                 | <p>In the new programming phase</p> |

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|  | <p>“freshness” of information and easier accessibility to beneficiaries.</p> <p><b>7.3 Evaluation planning in the future should avoid data collection during summer holidays</b> as this affects availability of stakeholders/beneficiaries and overall momentum of data collection.</p> |  |  |
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## 1. Introduction

### 1.1 Background and Context of Project

Over the last decade, UN Women Albania CO has provided support to national and local stakeholders in strengthening democratic governance and advancing women's rights and gender equality in Albania.

One of the impact areas of UN Women Albania CO work identified in the Strategic Notes 2012-2013, 2014-2016 and 2017-2021 is *to advance women's leadership and political participation in national and local decision-making bodies including executive and legislative powers and political parties as well as empower CSOs and women's advocates to influence and demand accountability to gender equality commitments and measures central to public policymaking.*

UN Women Albania CO implemented a series of interventions during the period 2012-2017 with funding from Sida through the UN Coherence Fund as well as UN Women core funds, in the framework of the Government of Albania and UN Programme of Cooperation (PoC) 2012-2016 and PoCSD 2017-2021 contributing to the following respective outcomes and outputs related to women leadership and political empowerment (WLPP):

*Outcome 1.1. Strengthen public oversight, civil society and media institutions and make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes (PoC 2012-2016).*

Output 1.1.1 Public oversight bodies including the Parliament, Ombudsman, and the anti-discrimination commissioner have the capacity to implement appropriate policy frameworks that ensure transparency and accountability of government

Output 1.1.2 Civil society and media facilitate a public demand for human rights, gender equality and access to justice including the compliance with international legal instruments and the Convention on the Elimination of All Forms of Discrimination against Women

Output 1.1.3 National and local networks of civil society organizations participate in public policy analysis negotiation, monitoring, lobbying and decision making

*Outcome 1 - State and civil society organizations perform effectively and with accountability for consolidated democracy in line with international norms and standards (PoCSD 2017-2021).*

Output 1.1 Constitutional, ministerial and independent mechanisms are reinforced to identify and report human rights violations and enable evidence-based policy making and response.

Output 1.3 Local Government Units (LGUs) are able to deliver equitable, quality services and strengthen influence of citizens in decision-making

The overarching goal of the UN Women support is the realization of gender equality in political representation at national and local levels through collaboration with relevant institutions, civil society, media and other international stakeholder by working at three interdependent and mutually reinforcing levels:

- At national level, to ensure that legislation is in line with Gender Equality Law.
- At the level of national institutions, towards strengthening their knowledge and support in implementing and monitoring the national legal obligations; and
- At the grassroots level, by supporting CSOs and media to hold decision makers to account, advocate for gender quota implementation and equal representation and support women leaders and grassroots women to participate in public decision-making.

The above interventions were implemented during the period 2012-2017 with a total funding of 1,5 million USD with specific activities at different levels, where 58% (872,929 USD) of funding comes from Sida, whereas the rest from core

funding (34%) and DRT-F (7%). At the end of the program, an external evaluation is commissioned to be conducted by an independent national expert to assess the programmatic progress (and challenges) for the duration of the implementation with measurement of the output level achievements and gaps and how/to what extent these have affected outcome-level progress. It will also contribute to re-strategizing UN Women's approach in a year when this programme area is not in focus for the UN Women Albania CO.

### **1.2 Purpose, Objectives and Scope of the Evaluation**

As articulated in the TORs, the main purpose of this evaluation is *“to provide findings, lessons learned, conclusions and recommendations to support accountability, learning, reflection and knowledge generation, as well as to inform strategic direction for the programme for the period 2019-2021”*.

Further to the above, the evaluation specific objectives are outlined in TORs as follows:

- Analyze the relevance of the IWLPP implementation strategy and approaches to the PoC's results framework;
- Review the relevance of the results framework and respective Monitoring data;
- Validate programme results in terms of progress toward the achievement of outcome and outputs of the UN WOMEN Albania CO Strategic Note and related PoC Outcome and Outputs, with a critical examination of how/to what extent the programme supported efforts and strengthened the capacities of national partners from government, independent bodies and civil society to advance gender equality and women's human rights in Albania;
- Assess the potential for sustainability of the results and the feasibility of ongoing, nationally-led efforts in advancing women's political participation;
- Identify the strengths/weaknesses of the partnerships established with national and local partners;
- Document lessons learned, best practices, success stories and challenges to inform future work of UN Women Albania in the framework of women political participation and beyond;
- Document and analyze possible weaknesses and provide actionable recommendations with respect to UN WOMEN's future work on IWLPP in Albania;
- Analyze how human rights approach and gender equality principles are integrated in the implementation of the IWLPP programme;
- Analyze programme efficiency in its use of resources.

As per TORs the evaluation was conducted in compliance with UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN System including the UN Women Evaluation Policy.<sup>3</sup>

The evaluation covered the IWLPP implementation period from January 2012 until December 2017 and data were collected in Tirana and six other targeted areas (Berat, Elbasan, Vlore, Shkoder, Kukes and Kamza) where IWLPP was implemented and which were agreed with UN Women Albania CO. The evaluation was conducted between May-October 2018 with on-site data collection taking place during the period mid-July- early October 2018 as provided in the Evaluation Schedule (Annex 2) for a more detailed overview of dates and scheduled evaluation activities. Main evaluation users include UN Women Albania CO as well as UN Women ECA RO, national stakeholders such as NGOs and women's organizations, public oversight bodies (the Central Elections Commission, People's Advocate, Commissioner on Protection Against Discrimination), national and local actors (Women Members of Parliament, elected women in local government units especially the Network of Women Councilor's Alliance, Prime Minister's Office, the

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<sup>3</sup> <http://www.unevaluation.org/document/detail/102>

<http://www.unevaluation.org/document/detail/100>

National Council on GE) as well as international actors that will be closely involved in the evaluation process to increase ownership of findings, draw lessons learned and make and greater use of evaluation results.

## 2. Evaluation Framework

### 2.1 Evaluation Approach

The evaluation methodology was developed in compliance with standard evaluation criteria of relevance, effectiveness, efficiency and sustainability along with two guiding UN principles of human rights based and gender equality approach and results-based management. An Evaluation Matrix was developed based on the criteria and cross-cutting themes of this evaluation (Annex 1). They are an elaboration of the major evaluation questions set out in ToRs (Annex 9).

In conducting the evaluation, the Evaluator applied a consultative and participatory evaluation approach by ensuring participation, engagement and inputs of key project beneficiaries, relevant stakeholders and partners involved in and affected by the implementation of the project including women and men at national and local level.

Finally, and in line with the evaluation Terms of Reference, a theory of change” (TOC) approach was used by re-constructing the IWLPP Theory of Change Mode (Diagram 1) to analyze the intervention logic and assess how UN Women’s support contributed to IWLPP. It should be noted that IWLPP does not have a project document per se and no ToC articulated, and it is implemented as part of UN WOMEN Albania CO work plan aligned with priorities of Strategic Notes 2012-2013, 2014-2016 and 2017-2021 and One UN PoCSD 2012-2016 and 2017-2021.

The theory of Change (ToC) of IWLPP is aligned with the Gender Equality Law (2008), which introduced a gender quota (30%) to promote equal gender representation in all levels of legislative, executive, judicial systems and public institutions, National Strategies on GE and GBV (2012-2015 and 2016-2020) ), human rights conventions signed by the Albanian Government and UN Joint Programmes (2012-2016, 2017-2021) which responded to the development needs of the country where gender equality is identified as a critical area for support.

*IWLPP overall goal was to increase women’s participation in decision-making at all levels.*

It aimed to address the main identified barriers to women’s participation in decision-making related to (i) lack of institutional capacity of public oversight bodies (CEC, Parliament, Ombudsman, Anti-Discrimination Commissioner) to implement gender equality legal framework, (ii) inadequate coordination among various actors (donors, CSOs) working in the field of WLPP, (iv) limited public and media support to WLPP and (v) lack of internal democracy in political parties and their lack of willingness to promote WLPP.

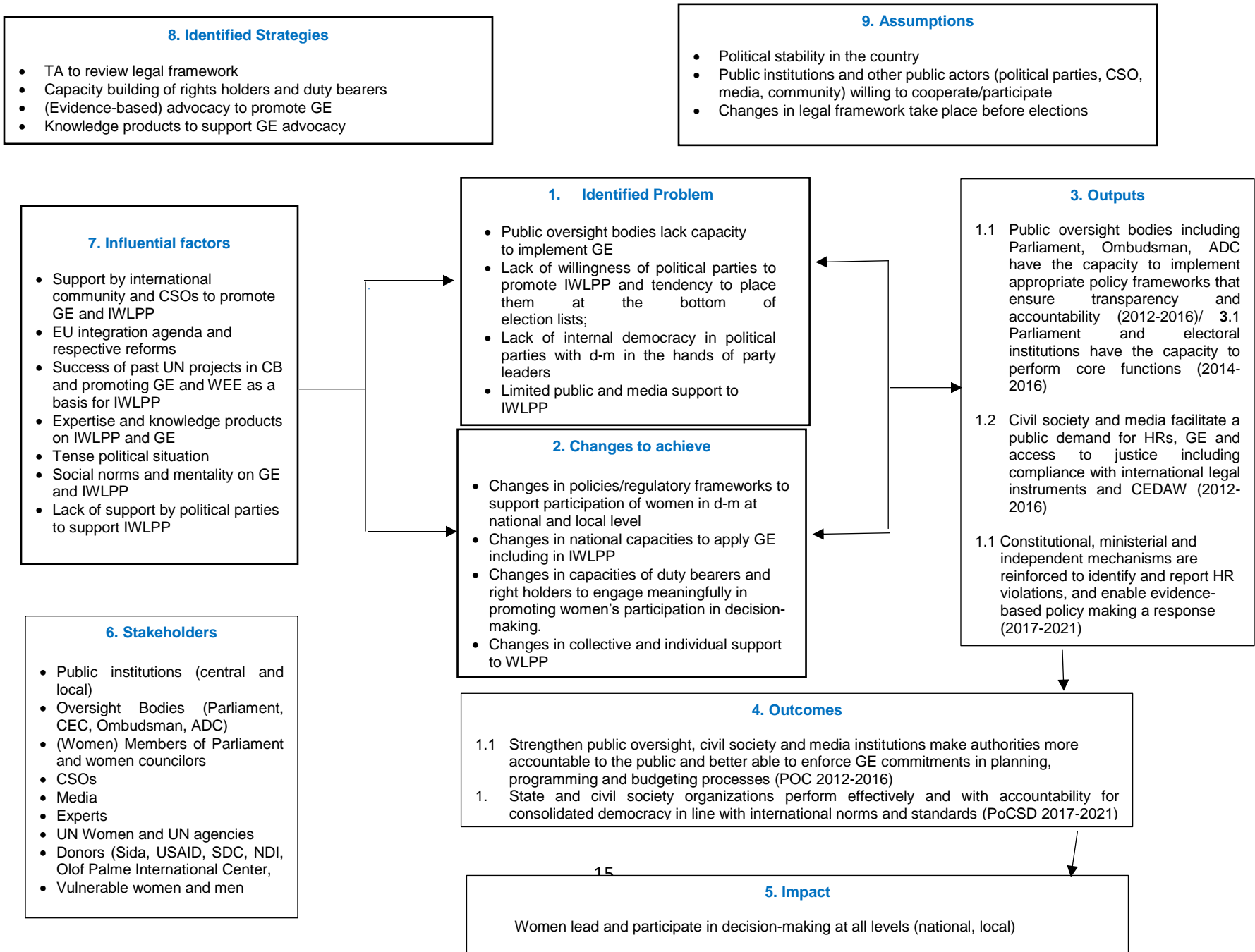
IWLPP underlying hypothesis upheld that increase in women’s participation in decision-making at all levels is possible if efforts are directed toward influencing regulatory frameworks on gender equality especially in adopting and enforcing Temporary Special Measures, strengthening the capacities of duty bearers to enforce gender equality legal framework and empower right-holders (civil society, media, women (MPs and counsellors), men, youth) to demand human rights and gender equality and hold government accountable at central and local level.

IWLPP adopted a multi-layered approach which promoted long-lasting changes at (i) legislative frameworks to support women’s participation in decision-making at central and local level, (ii) institutional capacities to apply, implement, monitor and report on gender equality and WLPP and (iii) collective and individual level to support WLPP.

IWLPP strategy included a set of instruments to increase women’s participation in public life: (i) technical assistance to review and implement legal framework, (ii) capacity building of rights holders and duty bearers, (iii) (evidence-based) advocacy to promote GE, (iv) knowledge products to support GE advocacy

IWLPP closely coordinated its efforts with other key donors (USAID, SDC, NDI, Olof Palme International Center) and CSOs working on WLPP to maximize use of resources and impact.

**Diagram 1: IWLPP Theory of Change**



### 2.1.1 Key Evaluation Stakeholders

The Evaluator identified the following key evaluation stakeholders:

- UN Women Albania Country Office: management staff and IWLPP staff
- UN Agencies: UNDP, UNESCO
- Governmental institutions at central level (public oversight bodies) and national actors: The Central Elections Commission, People's Advocate, Commissioner on Protection Against Discrimination, Parliament/Women MPs/ Alliance of Women MPs, MHSP
- Governmental institutions and actors at local level: LGUs/municipalities, women councilors/Alliances of Women Councilors/Network of Women Councilors
- International partners: USAID, OSCE, NDI, Swiss Cooperation (Local Governance Programme), Olof Palme International Center
- Other actors and partners at central and local level: CSOs (think tanks/research, (vulnerable) women and youth, media, experts) involved in the implementation of activities of IWLPP;
- community members as direct beneficiaries of interventions;

The list of identified key stakeholders is included in Annex 3.

### 2.1.2 Sampling

Sampling ensures a cross-section of stakeholders and beneficiaries and is based on:

- geography** ensuring a balanced inclusion of stakeholders and beneficiaries' views from the different pre-selected regions in TORs where IWLPP was implemented: Tirana, Kamza and Elbasan (central), Shkodra and Kukes (North), Vlora and Berat (South). The final selection of regions was agreed with UN Women CO staff based on the criteria of number and typology of interventions in the targeted regions.
- stakeholder category** where a balance was sought in the different types of stakeholders consulted including governmental, non-governmental and international organizations.
- gender equality and human rights** considerations guided the selection of evaluation stakeholders and such considerations were integrated into the data collection methodology.

## 2.2 Data Collection Methods

The Evaluator employed a mixed-methods approach to collect data and ensure their accuracy, quality and triangulation.

Data collection methods included:

- a) comprehensive documentation review,
- b) semi-structured key informant interviews with primary and secondary project stakeholders;
- c) focus group discussions;
- d) field visits and observation;
- e) survey

### A. Documentation Review

Preliminary documentation review has been conducted by the Evaluator and it includes a range of documentation provided by UN Women Albania CO at the commencement of the assignment such as strategic documents (UN Women Albania CO Strategic Notes, UN Albania PoC and PoCSD 2012-2016, 2017-2021), programme related documents, UN Women annual work plans, UN joint work plans, UN Women and joint UN annual reports, mid-term evaluation, progress reports, monitoring reports along with other documentation related to knowledge products produced by the programme. A list of the documentation reviewed is in Annex 4.

### B. Semi-structured Key Informant Interviews with Primary and Secondary Project Stakeholders

Semi-structured Interviews were used to collect qualitative information on the implementation of IWLPP. Reflecting a rights-based approach, 37 key informant interviews (29 F, 8M) were conducted representing 10 identified categories of stakeholders and beneficiaries. A list of framework questions to guide the interviews was developed which was adapted to be specific and relevant to the role and involvement of the interviewees. (Annex 5)



### **C. Focus Group Discussions**

Given the large number of stakeholders involved in the project implementation over a 6-year period and the limited time available for data collection at regional level, Focus Group Discussions (FGDs) was used as a means of interviewing multiple stakeholders at one time (Annex 6)

One FGD was organized with six rural women in Paskuqan, Kamez, central Albania .

### **D. Survey**

In order to maximize participation of beneficiaries who could not be reached out through interviews and validate and triangulate data a survey was conducted with identified stakeholders to gather information on the range of activities they participated, the relevance and effectiveness of UN Women Albania CO activities to their work, quality of support from UN Women, sustainability of activities and suggestions for UN Women's future work.

The survey was conducted via e-mail and included general questions directed primarily at i) representatives of institutions at central and local level where the Project was implemented; ii) members of Women MP's Alliance; iii) women councilors; iv) representatives of CSOs, v) journalists, (vii) Gender Equality experts, viii) members of women's networks as beneficiaries of the Project. (Annex 7)

Eleven<sup>4</sup> (55%) out of 20 persons contacted responded to the survey representing oversight bodies, local government, CSOs and GE experts. The majority of respondents were women councilors and civil society organizations.

### **E. Field Visits and Observations**

Visits to project sites, as primary sources of information, were conducted in selected regions in consultation with IWLPP project management. The Evaluator made efforts to observe the impact of project interventions in the life of the beneficiaries, the attitude and approach of project stakeholders and beneficiaries and their interactions.

The rights of persons participating in the interview process were ensured through respect for confidentiality and the assurance of anonymity of all persons providing information and feedback throughout the data collection process. In order to minimize demands on time, efforts were made to customize and limit the number of questions asked of stakeholders to ensure relevance and efficiency in the interview process.

The evaluation methodologies used for data collection and analysis were appropriate and adapted to ensure relevance for each stakeholder and regional context.

Data triangulation was addressed by interviewing and surveying a range of stakeholders at different levels from a variety of institutions and reviewing a range of documents.

#### **2.3 Evaluation Management Structure**

The Evaluation is managed by the National Programme Officer (NPO)/Head of the Programme Unit of the UN Women Albania CO with the support of the UN Women Regional Evaluation Specialist based in the UN Women Europe and Central Asia Regional Office.

Internal and external evaluation reference groups (Annex 8) are established to ensure that the evaluation approach is robust and relevant to staff and stakeholders and provide inputs at key stages of the evaluation process: inception report; draft and final evaluation reports.

The Internal Reference Group is composed of UN Women staff based in UN Women Albania CO and ECA Regional office.

The External Reference Group is composed of key partners including representatives from government, civil society, donor (Sida) and relevant UN sister agencies.

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<sup>4</sup> CSOs (3), women councilors (4), CEC (1), local government (1), GE experts (2)

The inception report and proposed evaluation methodology and plan were consulted and validated with the Evaluation Reference Group on July 10<sup>th</sup> 2018 and relevant comments were reflected in the final inception report submitted to UN Women Albania Country Office. Preliminary findings, conclusions and recommendations were validated with ERG on October 10<sup>th</sup>, 2018.

During the evaluation process, the Evaluator relied on the expertise, knowledge and guidance of UN Women Albania CO management staff and IWLPP staff, who were consulted on the identified list of stakeholders developed by the Evaluator and included in the Inception Report.

IWLPP staff facilitated and coordinated meetings and interviews with identified stakeholders as needed.

#### **2.4 Risks and Limitations**

The following risks and limitations were identified in the inception phase that could undermine the reliability and validity of the evaluation results and which remained valid during the data collection phase:

- i) The Evaluator's access to key informants was hindered by the fact that some of the project partners and beneficiaries were not available during the time of the scheduled data collection (mid July 2018-September 2018), which coincided with summer holidays. In order to mitigate this risk, the Evaluator used use phone and skype interviews at a convenient time for the key informants and identified stakeholders. Two interviews were conducted by skype and one on phone.
- ii) Given the large range of project partners, stakeholders and beneficiaries (including the governmental institutions, Members of Parliament, Civil Society Organizations, UN agencies and international organizations and donors) and range of locations (different cities and municipalities), it was challenging for the Evaluator to interview all stakeholders within the time allocated for data collection. In order to address this challenge, the Evaluation Team utilized other data collection tools including surveys and FGDs and in order to reach as many Project stakeholders as possible and ensure an inclusive and participatory approach. Organizing FGDs proved to be challenging.
- iii) The number of interviewed and surveyed evaluation stakeholders is not sufficient for generalization about IWLPP, but provides insights and understanding of activities, concrete results, achievements, challenges and lessons learnt at national and local level;
- iv) Given the fact that that the project has been on-going for over five years, some of the key representatives of beneficiary institutions were not in office due to staff turnover or end of mandate resulting in weak institutional memory about past project involvement. To address this limitation, the Evaluator sought to reach previous counterparts via e-mail and telephone for an interview or asked them to complete the survey and interviewed other representatives of the institutions involved in the project.
- v) Another limitation is the absence of a complete project document per se along with project performance measuring framework with concrete indicators to measure achievements of results and no clear indication on respective UN agencies contributing to this field. The fact that all UN agencies worked guided by output joint work plans resulted challenging to single out the contribution of UN Women versus other output actors among UN agencies. During the documentation review, the Evaluator had to re-construct the theory of change (Diagram 1) relying on UN Women CO Annual Work Plans, UN joint work plans and PoC Results Framework and corresponding progress reports to identify relevant outcomes, outputs, activities, baselines and target indicators and level of progress to date.
- vi) Evaluation drew on the opinions of the key informants, program managers and project partners involved in the design, implementation and monitoring of IWLPP and their opinions are subject to bias when people are asked to evaluate their performance. To address this issue, the Evaluator relied on multiple sources of information and requested evidence to support the opinions.

### **3. Main Findings**

The main evaluation findings are organized in terms of four criteria of: relevance, effectiveness, efficiency, sustainability with which evaluation questions are associated

#### **3.1 Relevance**

Overall it is assessed that IWLPP is relevant in terms of scope and focus of work and addressed important legislative, institutional and capacity building aspects related to increasing women's participation in decision-making. It is fully

aligned with global and national normative frameworks on gender equality and built synergies with UN agencies in the framework of UN Joint Programme as well as with other key actors in the country in supporting strategic priorities on gender equality.

**Finding 1. IWLPP scope and focus of work has provided to a large extent a very good opportunity to contribute to increased women's participation in leadership and decision making at central and local level during the period 2012-2017 supporting three elections cycles (2012, 2015 and 2017)**

UN Women Albania CO in its strategic notes 2012-2013, 2014-2016 and 2017-2021 has defined IWLPP as one of its five impact areas aiming *to increase women's leadership and participation at all decision-making levels*.

IWLPP scope of work is multidimensional covering and providing support to the most important aspects related to increasing women's participation and representation ranging from (i) support to legislative reform especially in adopting and enforcing Temporary Special Measures (TSM); (ii) institutional support to oversight bodies to implement, monitor and report gender equality commitments ((iii) capacitating women running for office at national and local level and the elected ones such as women MPs and women councilors in increasing their capacities to work jointly cross party and focusing on women's rights agenda, (iv) empowering (vulnerable) women to participate in local decision-making, (v) networking of CSOs and media across the country for advocacy on GE.

IWLPP is a multilevel intervention implemented at central level, local level and grassroots level reaching out peripheral and rural areas in the country.

The rights-based approach is used by including key groups of duty bearers and right holders such as public oversight bodies CEC, Parliament, Ombudsman and CPD, CSOs representing women and youth, media, women from urban and rural areas and addressed their capacity gaps in upholding women's rights and national and international gender equality commitments focusing on:

- i) strengthening capacities of Central Elections Commission for gender sensitive and inclusive electoral management processes;
- ii) strengthening the capacities of newly set up oversight bodies: Ombudsman, CPD to protect women and youth from all forms of discrimination and safeguarding their constitutional and human rights,
- iii) strengthening the capacities of Parliament for supporting gender equality commitments and in particular Alliance of Women MPs (AWMPs),
- iv) strengthening the capacities of Alliance of Women Counsellors (AWC) to support pro-women policies at local level;
- v) support CSOs and their networking at national, regional and local level, including women's CSOs from marginalized groups and youth CSOs, to demand accountability to gender equality commitments and advocacy for gender equality in legal framework and elections;
- vi) support to media to advocate for gender equality in elections and fight gender stereotype;
- vii) empowering vulnerable women from urban and rural areas to actively participate in local decision-making and holding local governments accountable.

Reaching out and supporting a wide range of stakeholders created an overall enabling environment and momentum for IWLPP.

**Finding 2. IWLPP is fully aligned with international and national normative framework and deriving commitments on gender equality**

At the global level, IWLPP is in compliance to the (i) Convention on the Political Rights of Women (1953) which calls on states to implement women's political rights, (ii) CEDAW which upholds women's right to participate in public and political life, (iii) Beijing Platform for Action (1995) which calls for removing barriers to equal participation and sets a target of 'gender balance' at all levels, (iv) the Millennium Development Goals which measured progress towards gender equality in part by the proportion of women in parliamentary seats and (v) the Sustainable Development Goal # 5 measures progress by the percentage of seats held by women in national parliaments and at the local level, (vi) UN General Assembly Resolution on Women's Political Participation (A/RES/66/130) which encourages the United Nations system and other international and regional organizations, within their existing mandates, to enhance their assistance to States in their national efforts; (vi) the Report of the Secretary-General on "Measures Taken and Progress Achieved in the Promotion of Women and Political Participation" (2013) which offered concrete recommendations for Member States to accelerate progress and show greater political commitment based on statistics, and identified data gaps on women in politics at all levels,

It further supported action toward addressing the relevant CEDAW (2010 and 2016) and UPR (2010, 2014) recommendations concerning the adoption of temporary special measures and application of quota in the list of candidates for elected bodies at the local and national level.

At the national level the intervention supported the implementation of (i) Gender Equality Law (2008) which introduced a gender quota (30%) to promote equal gender representation in all levels of legislative, executive, judicial systems and public institutions, (ii) the strategic priorities on gender equality where *increased women’s political leadership and participation in decision-making* is clearly outlined in a set of consecutive national development strategies<sup>5</sup> (iii) the Law on Protection from Discrimination” (2010) which prohibits discrimination in exercising the right to be elected or appointed to a public office, (iv) Electoral Code (2008) which provides for the right to vote without discrimination, the gender representation in Central Election Commission, and the gender quota for the Electoral Administration Zones and its amendments in 2012 and 2015 which respectively provided for implementation of gender quota (30%) in the multi-name list of political parties and one in three candidates belongs to each gender and the fine for political parties for non-compliance of the quota and MP vacancy replacement by the next candidate that belongs to the underrepresented gender<sup>6</sup>, and the implementation of the gender quota 50 (one in two sequential names belongs to each gender) and non-compliance with this requirement is sanctioned with rejection of the political party list.

Albania’s aspiration to join EU is a major drive to support gender equality and good governance, transparency and accountability at central and local level.

**Finding 3. IWLPP is an integral part of UN response to the development needs of the country where gender equality is identified as a critical area for support and efforts were made to complement its resources with other UN agencies**

IWLPP is implemented as part of UN JP 2012-2016 and 2017-2021 framed within the “GoA and United Nations Programme of Cooperation 2012-2016 and 2017-2021, a single plan for all UN-system in Albania, wherein all agencies are jointly responsible for delivery on key outputs, which jointly contribute to common outcomes and goals.

IWLPP was originally part of three outputs<sup>7</sup> under Outcome 1.1 (POC 2012-2016) and two outputs under Outcome 1 (PoC 2017-2021) as presented in the table below which aimed to support key (oversight) public institutions, civil, society and media to enforce gender equality commitments in line with national and international norms.

| PoC 2012-2016   | PoC 2017-2021  |
|---|--|
| <b>Outcome 1.1 Strengthen public oversight, civil society and media institutions make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes</b>   | <b>Outcome 1 - State and civil society organizations perform effectively and with accountability for consolidated democracy in line with international norms and standards.</b>  |
| 1.1.1 Public oversight bodies including the Parliament, Ombudsman, and the anti-discrimination commissioner have the capacity to implement appropriate policy frameworks that ensure transparency and accountability of government<br>1.1.2 Civil Society and media facilitate a public demand for human rights, gender equality and access to justice including the compliance with international legal instruments and the Convention on the Elimination of All Forms of Discrimination against Women<br>1.1.3 National and local networks of civil society organizations participate in public policy analyses negotiation, monitoring, lobbying and decision making | 1.1 Constitutional, ministerial and independent mechanisms are reinforced to identify and report human rights violations and enable evidence-based policy making and response.<br><br>1.3 - Local Government Units (LGUs) are able to deliver equitable, quality services and strengthen influence of citizens in decision-making. |

Along with UN Women in the implementation of the IWLPP related outputs, there were involved other UN agencies such as UNDP and UNESCO. UN Women cooperated quite well with UNESCO using the latter knowledge resources for

<sup>5</sup> National Strategy for Gender Equality and Reduction of Gender Based Violence (2011-2015), National Strategy and Action Plan on Gender Equality 2016-2020,

National Strategy for Development and Integration (NSDI) 2007-2013 and 2015-2020,

<sup>6</sup> 1,000,000 ALL at national elections and 500,000 ALL for local elections

<sup>7</sup> Merged into Output 3.1: Parliament and electoral institutions have the capacity to perform core functions following mid-term review in 2014

media capacity building in International Gender Sensitive Indicators in Media (GSIM) and there are episodes of good cooperation with UNDP in supporting CEC (setting up the on-line system for sex disaggregated data collection and capacity building for CEC staff).

Nevertheless, IWLPP cooperation and coordination in other activities with UN agencies and in particular UNDP has not been consistent and timely information sharing was lacking. *'Most of the information about IWLPP was received from the internal and progress reports'*<sup>8</sup>

#### **Finding 4. IWLPP fared better in complementing its resources and expertise with other key actors resulting in combined and coordinated response**

IWLPP succeeded to coordinate its resources with other key actors ensuring complementarity of intervention and avoiding overlapping with following actors and respective areas:

- (i) OSCE and NDI in supporting jointly normative work: adoption and enforcement of temporary special measures (adoption of 50% gender quota in local elections in 2015 and enforcement of 30% gender quota in national elections in 2013 and 2017) and supporting election management bodies, Parliament and Alliance of Women MPs (AWMPs)
- (ii) USAID in the implementation of local governance program in the framework of TAR through the use of CBS as a gender sensitive local governance accountability tool;
- (iii) NDI and SDC funded Local Governance Programme for supporting the Alliance of Women Counsellors;

UN Women Albania CO plays an active actor in the International Working Group in Elections and the coordination platform *"Women in Decision-Making Group"* led by OSCE, where various donors and civil society actors share information on their interventions.

UN Women Albania CO is given credit by various actors as a trusted impartial and neutral partner and its technical knowledge and expertise on gender equality issues at global and national level is widely acknowledged. *"UN Women CBS instrument helped us integrate the gender perspective in Local Governance Program, but we took it further and applied in the decentralization process and local finances"*.<sup>9</sup>

#### **Finding 5. IWLPP addressed to a considerable extent the needs of different sub-groups of women and girls at individual and collective level**

IWLPP addressed the needs of women with most of the focus at the local level by supporting:

- i) individual empowerment of 59 women candidates in 12 regions running for national elections to engage with first time voters, women and men through public forums and discuss about women potentials as leaders, gender quota and importance of equal representation. Seven of them were elected as MPs.
- ii) individual and collective empowerment of (vulnerable) women to participate in local decision-making through Community Based Scorecard mechanism by bringing women's needs and priorities to the attention of local government in 16 LGUs an 48 administrative units. Participation of different sub-groups of women (employed and unemployed, beneficiaries of economic aid schemes, domestic violence survivors, head of households, Roma and Egyptians, young girls, rural women and girls, PWDs) was ensured in the process and their main needs focusing mainly on economic empowerment, access to public transport, health care, education and infrastructure (lightening, roads) were accounted in local budgets and plans. *"Community meetings brought women together to articulate their needs and be heard by the local government"*<sup>10</sup> (More information on CBS in section 5. Good Practices)
- iii) Working with local government was strategic as it is closer to the needs of marginalized communities and an important space to engage with women and girls.
- iv) (women and youth) CSOs and their networks at local level and media advocated for gender equality and women's participation in elections ensuring reach-out and involvement of women and young girls in large urban areas as well peripheral and rural areas.

### **3.2 Effectiveness**

This section seeks to assess the contribution IWLPP made towards *Outcome 1.1*. Strengthen public oversight, civil society and media institutions and make authorities more accountable to the public, and better able to enforce gender

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<sup>8</sup> Interview with UNDP staff

<sup>9</sup> Interview with USAID representative

<sup>10</sup> Focus group with rural women in Paskuqan

equality commitments in planning, programming and budgeting processes (PoC 2012-2016) and *Outcome 1*. State and civil society organizations perform effectively and with accountability for consolidated democracy in line with international norms and standards (PoCSD 2017-2021).

Due to lack of project document and logical framework, the focus was on identifying the main results of IWLPP support provided to oversight bodies, civil society and media.

It is assessed that IWLPP has made good progress in strengthening capacities of oversight bodies, CSOs and media on gender equality issues and has contributed to an enabling environment for supporting gender equality and women's empowerment in Albania.

**Finding 6. Lack of IWLPP project document, logical framework and theory of change renders challenging the assessment of level of progress to IWLPP related outcome (s) and outputs in the framework of PoCs 2012-2016, 2017-2021 and SNs 2012-2013, 2014-2017, 2017-2021.**

IWLPP is a set of activities and not a project per se with clearly set out goal, objectives and outcomes/expected results. It lacks a results-based framework to measure level of results and a theory of change to justify the approach of the intervention.

IWLPP is clearly articulated in impact area 1 in SN 2012-2013, 2014-2017 and 2017-2021 "*increased women's participation in decision making at all levels*" and its relevant outcome (s) and outputs are aligned with outcomes and outputs of POCs 2012-2016 and 2017-20221 consolidated in the table below.

| PoC 2012-2016  | Revised PoC 2012-2016  | PoC 2017-2021   |
|--|--|---|
| <b>Outcome 1.1</b> Strengthen public oversight, civil society and media institutions make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes                                    | <b>Outcome 3;</b> The Albanian State executes major governance processes following Internationally agreed democratic principles and practices, while upholding the rule of law and eliminating key factors in the exclusion of women | <b>Outcome 1</b> - State and civil society organizations perform effectively and with accountability for consolidated democracy in line with international norms and standards.               |
| <b>Output 1.1.1:</b> Public oversight bodies including the Parliament, Ombudsman, and the antidiscrimination commissioner have the capacity to implement appropriate policy frameworks that ensure transparency and accountability of government                                 | <b>Output 3.1:</b> Parliament and electoral institutions have the capacity to perform core functions   | <b>Output 1.1</b> - Constitutional, ministerial and independent mechanisms are reinforced to identify and report human rights violations and enable evidence-based policy making and response |
| <b>Output 1.1.2:</b> Civil Society and media facilitate a public demand for human rights, gender equality and access to justice including the compliance with international legal instruments and the Convention on the Elimination of All Forms of Discrimination against women |  | <b>Output 1.3</b> - Local Government Units (LGUs) are able to deliver equitable, quality services and strengthen influence of citizens in decision-making.                                    |
| <b>Output 1.1.3</b> National and local networks of civil society organizations participate in public policy analyses negotiation, monitoring, lobbying and decision making   |  |   |

In order to assess IWLPP results, there were reviewed results framework of PocS and SNs, progress reports and gender output reports produced in the framework of PoCs and to Sida, UN WOMEN Albania CO annual reports to single out IWLPP results vis a vis relevant outcomes and outputs and corresponding baseline and target indicators. The assessment was challenging due to a number of factors:

- i) PoC 2012-2016 was subject to revision following mid-term review in 2014 leading to merging of relevant outputs (1.1.1, 1.1.2., 1.1.3) into one Output 3.1 and re-arranging the respective outcome in number and wording. This led to revision of respective indicators at outcome and output levels. Progress reports in 2012-2013 were at outcome level and no progress is reported vis a vis established indicators. PoC progress reports 2014-2016 provide an

updated monitoring table on level of achieved progress towards revised indicators at outcome and output level, but there is lack of consistency in terms indicators to measure progress. UN WOMEN Albania CO specific contribution at outcome and output level is difficult to single out as the contributions are reported mostly at UN agency level.

- ii) PoC 2017-2021 is more streamlined with established baseline, target indicators and annual target values allowing for tracking level of progress at outcome and output level, but it covers only one year (2017);
- iii) UN Women Impact area "Women lead and participate in decision-making at all levels" in SN 2012-2013, SN 2014-2017 and SN 2017-2021 is overall aligned to POC outcomes and outputs. It is noted that the two last SNs (2014-2017 and 2017-2021) are more elaborated in terms of outputs and indicators vs. SN 2012-2013, but lack of consistency in indicators is persistent as well.

In order to address this challenge, the focus was on identifying the main results of IWLPP support provided to oversight bodies, civil society and media.

**Finding 7. Progress is made in strengthening capacities of oversight bodies in implementing, monitoring and reporting on gender equality commitments.**

Public oversight bodies demonstrate increased knowledge, skills and in-house capacities in implementing gender equality legal framework, promoting women's political empowerment, addressing gender-based discrimination, and monitoring and reporting on national and international gender equality commitments.

- i) **CEC** has improved significantly its capacity on gender responsive electoral management, collecting and reporting on gender-disaggregated data on election process, public outreach during elections targeting first-time voters, anti-family and group voting and promoting women's participation in elections as voters and candidates as well as mainstreamed gender in all its departments as result of support to CEC Annual Retreat November in 2015;
- ii) **Ombudsman's office** strengthened its capacities in monitoring implementation of CEDAW. Its staff went through a learning process of data collection and analysis that contributed to preparation in 2016 of its first ever CEDAW Shadow Report to the UN Committee on CEDAW and identification of a number of areas where it can play a crucial role in monitoring the implementation of the CEDAW recommendations. More than 80% of the Ombudsman's recommendations were incorporated with the CEDAW Committee Concluding Observations on Albania. The Ombudsman prepared a follow-up action plan for the implementation of the recommendations. Ombudsman based on experience acquired through the preparation of first CEDAW shadow report is in the process of preparing the shadow report on Convention of People with Disabilities and Children's Rights.
- iii) **CPD** strengthened its capacity and proactive role in addressing gender-based discrimination in private sector. An online gender-disaggregated database has been established for case management and a resource guide developed providing guidance on how to address gender discrimination in the private sector. There is reported an increased number of case management over years, yet the number of gender-based discrimination cases remains low.
- iv) **Parliament** endorsed amendments to Electoral Code in 2015 with regard to 50% gender quota in local elections along with sanctions for non-compliance. Moreover, the Criminal Code was reformed introducing the first-time penal action against family voting.

**Finding 8. IWLPP contributed in establishing mechanisms and processes to support and promote gender equality at national and local level**

- i) *Alliance of Women MPs (AWMPS)* enhanced its lobbying and advocacy skills in Parliament for promoting gender equality in legal framework. AWMPS, although a voluntary structure set up in 2013, has progressively strengthened its profile and capacities in advocating and lobbying for women's rights and empowerment within the Parliament and their political parties. The most significant contribution by AWMPS' advocacy is the introduction of 50% gender quota for the candidates' lists at local councils in 2015 and lobbying for extending this measure in national elections which is still on-going. AWMPS led three concrete legal initiatives (i) *to review legislation through gender lenses for women participation in elections*, (ii) *fight against domestic violence* and (iii) *ensure women's rights within the Justice Reform*. IWLPP through technical support to a strategic retreat in 2015 and sharing of knowledge products has contributed in strengthening AWMPS' strategic and operational planning and supported it to function as a cohesive group beyond party lines with common objectives, work plan, strategy and annual reports.
- ii) IWLPP provided support to establishment and organizational strengthening of 7 *Alliances of Women Counsellors* in 7 LGUs<sup>11</sup>, and the National Network of Alliances of Women Counsellors bringing together 15 Alliances<sup>12</sup> at local level under a common gender equality agenda. The 15 Alliances of Women Counsellors are established in 25

<sup>11</sup> Berat, Elbasan, Fier, Gjirokaster, Korca, Lushnja, Prrerjas

<sup>12</sup> 8 other Alliances of Women Counsellors are set up by other actors

percent of the country's municipalities and cover 55 percent of the population. Women, members of AWCs represent 40 percent of all women counsellors of Albania

Two Alliances of Women Counsellors in Tirana and Elbasan have set up Gender Equality Commissions and there is evidence that pro-women policies are initiated at local level by the Alliances targeting vulnerable women and head of households through tax breaks and special incentives. One commendable initiative is the establishment of Gender Equality Fund through advocacy of AWC in Tirana in the amount of 45,000 USD in 2015 which was operational for two years.

- iii) Community Based Scorecards (CBS) was successfully implemented by a network of CSOs and Citizens Advisory Panels in partnership with USAID in 16 municipalities<sup>13</sup> and 44 AUs on prioritizing needs of women and men has led to more gender sensitive municipal decision-making.

**Finding 9. Support to national and local civil society organizations contributed to their capacity development to use innovative methods of advocacy, networking and monitoring for gender equality.**

IWLPP supported the Ad-Hoc Coalition on Gender Equality set up by UN Women in 2012 and comprised of 4 CSO networks to advocate with the political parties and parliamentarians for changes to the electoral code for increased women representation. Two out of three of their recommendations were taken in consideration.

CBS network made up of national CSOs and local CSOs facilitated dialogue between candidates in national elections in 2013, 2017 and local elections in 2015 to include women's and men's needs in their electoral programs and monitored the promises of the winning candidates.

A platform of 7 NGOs in the Election Situation Room was set up to advocate with a unified voice for women issues in elections, monitored elections and produced a unified report on Elections Results.

CSOs networks at local level also organized also get-out-to-vote activities for women and monitored women's participation in local elections reaching out large urban areas as well as peripheral and rural areas.

IWLPP in partnership with youth organization<sup>14</sup> identified 100 first time voters and trained them in gender equality advocacy through parliamentary debate format and selected through a competitive process 36 young people, who served as gender equality advocates in 6 regions<sup>15</sup> who were also engaged in monitoring local elections.

It is estimated that more than 41,000 women<sup>16</sup> were reached out through CSOs activities informing them on equal representation, gender quota and free participation in 2017 national elections.

**Finding 10. Media capacities strengthened to promote gender equality through gender sensitive reporting and media coverage**

IWLPP in partnership with UNESCO strengthened the capacities of media (journalists, university professors, students of journalism, civil society and media representatives to use Gender Sensitive Indicators in Media (GSIM) which resulted in adopting a gender equality ethos in a number of articles and reports (28) promoting positive achievements and portrayal of women in leadership. Success stories of women in politics, business and social life were featured in the local and national online and printed media challenging public's perceptions on "typical" positions and occupations of women and men,

**Finding 11: IWLPP results can be attributed to two main drivers: i) UN Women's direct investment in terms of resources and expertise to the targeted beneficiaries and ii) UN Women's partnership with other actors where resources and expertise were pooled to maximize synergies and impact.**

In particular IUN Women contribution is acknowledged in the following areas:

- i) **improved inclusive electoral processes at national and local levels** through technical support provided to CEC for gender sensitive electoral management;
- ii) **institutional strengthening of oversight bodies** (Ombudsman and CPD) in implementing, monitoring and reporting on gender equality commitments and case management on gender-based discrimination;

<sup>13</sup> Berat, Elbasan, Fier, Gjirokaster, Kamza, Korca, Kucova, Lushnja, Vlora and Shkoder Kukes, Lezha, Patos, Roskovec, Saranda and Vora

<sup>14</sup> BYLA (Balkan Youth Link Albania)

<sup>15</sup> Gjirokastra, Korca, vlora, Shkodra, Durres, Tirana

<sup>16</sup> Progress Report 2017



- iii) **setting up and strengthening voluntary gender equality oversight structures at local level** (seven Alliances of Women Counsellors in 7 LGUs and strengthening their strategic and operational capacity and National Network of AWCs;
- iv) **supporting the organizational, strategic and operational work** of Alliance of Women MPs and National Network of Women Counsellors supporting their visibility in public;
- v) **consolidating and scaling up local governance mechanism (CBS)** that supports (vulnerable) women's participation in public decision making at local level;'
- vi) **strengthening civil society networks<sup>17</sup> and media** advocating on gender equality and monitoring of women's political participation,
- vii) **knowledge products that provide evidence of gender inequalities** in public space and decision-making'

*UN Women in partnership with other key actors (donors and civil society) contributed to WLPP results in the following areas:*

- i) **strengthening gender equality normative framework** at the country level through implementation of temporary special measures on gender equality (introduction and enforcement of 50% gender quota at local elections in Electoral Code in 2015 and lobbying for 50% quota for women in national elections, enforcement of 30% quota for women in national elections as well as strengthening the sanctions in cases of violations of the gender quota; revision of Criminal Code introducing the first time penal action against family voting. as well as implementation of CEDAW recommendations and GE equality commitments deriving from international treaties.
- ii) **development of women's leadership and advocacy skills** through support provided to Alliance of Women MPs and Alliances of Women Counsellors and National Network of Women Counsellors for gender sensitive policies;
- iii) **supporting the organizational, strategic and operational work** of Alliance of Women MPs and National Network of Women Counsellors;

**Finding 12. IWLPP has its share of contribution in the incremental increase of women's participation in decision making at national and local level during the period 2012-2017, yet the gender quota need to be reached.**

Based on consolidation of information collected from progress reports, gender output reports, UN Women annual reports, interviews and surveys, it is assessed that good progress is made towards UN WOMEN's impact area goal in SNs 2012-2013, 2014-2016, 2017-2021" *increased women's participation in decision making at all levels*".

UN Women Albania CO support in tandem with other actors' technical expertise, lobbying and advocacy (OSCE, NDI, Alliance of Women MPs, civil society. media) have contributed to creating an enabling normative framework for gender equality and enforcement of legal framework on gender equality focusing in particular on *(i) enforcement of 30% gender quota in national elections 2013 and 2017 and 50% gender quota in 2015 local elections along with stronger sanctions for non-compliance with gender quota ii) amendments in the Electoral Code in 2015 requiring at least 50 percent representation of each gender on candidate lists for local elections (zipper list);*

This supported an incremental progress in women's political participation and representation in Parliament: from 16.43%<sup>18</sup> in 2009 national elections to 17.86% in 2013 national elections and 23% in 2015 through implementation of vacancy replacement quota disposition in the Electoral Code up to 28% in 2017 national elections, yet to reach the 30% quota. For the first-time women have equal representation (50%) in the newly elected government in September 2017 versus 42% in the previous government in 2013.

Women's political participation and representation also improved at local level. 14.7% of them are elected mayors versus 1.72 % in 2011in and 35% are counsellors versus 12.5% in 2011<sup>19</sup> yet to teach the 50% quota in local government councils.

**Finding 13. UN Women was effective in implementing its normative and operational mandate, with areas for improvement in the coordination mandate**

<sup>17</sup>The Ad-Hoc Coalition on Gender Equality, Network of Equality in Decision Making, Network of CSOs and Citizens Advisory Panels, FREJA, Elections Situation Room

<sup>18</sup> [cec.org.al/Portals/0/Documents/CEC%202013/Barazia\\_gjinore/graf\\_parti\\_parlamentare.pdf](http://cec.org.al/Portals/0/Documents/CEC%202013/Barazia_gjinore/graf_parti_parlamentare.pdf)

<sup>19</sup> [cec.org.al/Portals/0/Documents/CEC%202013/Barazia\\_gjinore/graf\\_vendore\\_03-07-11.pdf](http://cec.org.al/Portals/0/Documents/CEC%202013/Barazia_gjinore/graf_vendore_03-07-11.pdf)

UN Women Albania CO was effective in its normative and operational work. At the country level UN WOMEN in partnership with other actors such as OSCE, Parliament/Alliance of Women MPs, CSOs was effective in advocating for amendments of Election Code for gender quotas and its implementation in national elections in 2013, 2017 and local elections 2015.

Work with CEC on gender mainstreaming in electoral process was a core element of UN Women's work and support to oversight bodies such as Ombudsman and ADC was key in strengthening their capacities to monitor and enforce national and international gender equality commitments and address discrimination.

Regarding its coordination role, UN Women Albania CO is credited for its convening, coordination and facilitating role with CSOs and donors and intra-CSOs coordination such as CBS network and GE advocates network, but it needs to be more responsive and proactive in implementing its coordination mandate on IWLPP at inter- (UN) agency level through timely information sharing and structured coordination.

**Finding 14. Gender and human rights considerations were an integral part of the design and implementation of IWLPP interventions aiming to address gender inequalities in decision-making at central and local level**

IWLPP activities addressed gender inequalities in response to recommendations of international bodies concerned with the implementation of human rights and gender equality, such as CEDAW Committee and UPR.

Support provided to oversight institutions (Parliament/AWMPs, CEC) addressed gender inequalities in legal framework (Electoral Code). Improved capacities in monitoring, reporting gender inequalities and gender-based discrimination was the main focus of the technical support provided to oversight bodies (Ombudsman and CPD)

IWLPP targeted and reached out women and girls at different levels aiming their empowerment and interaction in public spaces: members of parliament/AWMPs, women councillors as members of AWCs and National Network of AWCs, women candidates for national and local elections, women participating in local decision-making in urban and rural areas. While the support has definitely strengthened the capacities and empowered targeted women, it might have hindered their interaction with men and building alliances with them particularly at decision-making level and change stereotypes and mind set.

IWLPP through implementation of CBS mechanism enhanced participation of the vulnerable women in the public decision-making and strengthened the networking capacities of women CSOs and women informal groups to demand accountability and transparency through direct policy dialogue with local governments.

A series of IWLPP supported knowledge products have made visible the existing challenges and inequalities between men and women in the political and public space and established baselines for informing and monitoring relevant interventions at policy and project level.

- Study on Gender Equality in Political Parties captures the gender quotas in the structures of the three main political parties;
- Two National Studies on 'Freedom to Vote and Family Voting' (2014, 2018), map trends and challenges for free and fair participation in elections of women and men as well as progress and regress from 2014;
- Obstacles to Women's Participation in Elections in Albania which developed Women's Participation Electoral Index which will serve as a benchmark to measure future progress

IWLPP support improved knowledge and statistics on women's participation in decision-making and public space by building national capacity to collect and analyse sex-disaggregated data in an effort to bring gender balance in all aspects of elections. CEC's publication "Report on National Elections 2017" is the first report providing gender disaggregated data on national elections.

**Finding 15. IWLPP has demonstrated high flexibility in responding to changing political context**

IWLPP supported three key public oversight institutions (CEC, Ombudsman and CPD) that were subject to management and leadership changes due to political situation in 2015 and 2017. Despite the changes, IWLPP continued to keep a sharp focus on its work and worked closely with the new management to drive the processes initiated with previous management and respond to their emerging needs.

UN Women Albania CO was flexible in responding to emerging situations. In 2017 support to the ‘Elections Situation Room’ did not materialize due to lack of funding and the support was re-designed by preparing a methodology on “Perception on Women Participation in Elections Index<sup>20</sup>, which would serve as a baseline referring to 2017 Elections and can be used by NGOs for future monitoring reports.

IWLPP was flexible in building partnerships for maximizing its impact in the areas of CBS (USAID), legal reform (OSCE, NDI) and CSOs networks at national and local level.

### 3.3 Efficiency

It is assessed that IWLPP has maximized use of its resources through building successful partnerships and interaction among various partners where capacities and resources have been effectively leveraged through synergies and joint action

#### **Finding 16. IWLPP project management structure has been minimal with ensuing challenges, but stable over years ensuring institutional memory and consolidation of IWLPP knowledge and partnerships with various actors.**

IWLPP was implemented with minimum human resources: one full-time Project Manager (project-based), who has been stable for the period 2012-2017 and prior to 2012 and one Project Associate (50% cost shared for four years and 10% cost shared the last two years) under the management of the Program Specialist in charge of other impact areas. This has allowed (i) building and consolidating IWLPP expertise over the years “*through learning by doing*”, trainings provided by UN Women and use of UN Women IWLPP global knowledge products and resources on TSMs, capacity building, advocacy for GE, (ii) maintaining and strengthening partnerships with various stakeholders over years (CEC, Parliament, Ombudsman, ADC, CSOs, media) and (iii) ensuring IWLPP institutional memory, an important factor to build on previous work and achievements.

Stakeholders in interviews and surveys were satisfied with IWLPP staff and assessed “*very good cooperation with UN Women Albania CO and the staff, “professional, with relevant technical expertise and flexible in responding to their needs, who were not only managing and coordinating the interventions, but also providing valuable technical inputs and ensured presence in the field and visibility of UN Women”.*

IWLPP team was quite small in size and this posed its challenges in terms of coordination with various actors and available in-house expertise. It had to deal with a diversity of stakeholders at central and local level (CEC, Ombudsman, CPD, MPs, women councilors, civil society, media, LGUs and other international partners), various typology of interventions and approaches which rendered difficult to find a balance between working with multiple stakeholders, keeping the donor informed beyond progress reports and coordination within UN agencies on IWLPP, where the former (stakeholders) were apparently given priority.

On the other hand, limited human resources in IWLPP team entailed limited scope of expertise given the typology of interventions, which was overcome by relying on external technical expertise to complement and tailor support to beneficiaries. It relied on specific technical expertise of individuals, research organizations and CSOs partnerships/networks.

For example, engagement of CSO networks for CBS and GE advocacy in elections where they had local expertise, presence and experience working with different vulnerable groups including women has created better results and geographical coverage including peripheral and rural areas.

All outsourced expertise was contracted in compliance with UN Women procurement procedures conducted by Operations Department ensuring cost effectiveness vs. quality and was closely monitored by IWLPP Project Manager through on-site monitoring visits and output reports ensuring accountability and documentation of activities as per UN Women standards.

Various stakeholders in interviews and surveys appreciated the quality of outsourced technical expertise (legal, research, lobbying, advocacy, networking, capacity building) provided over the years, Technical information was

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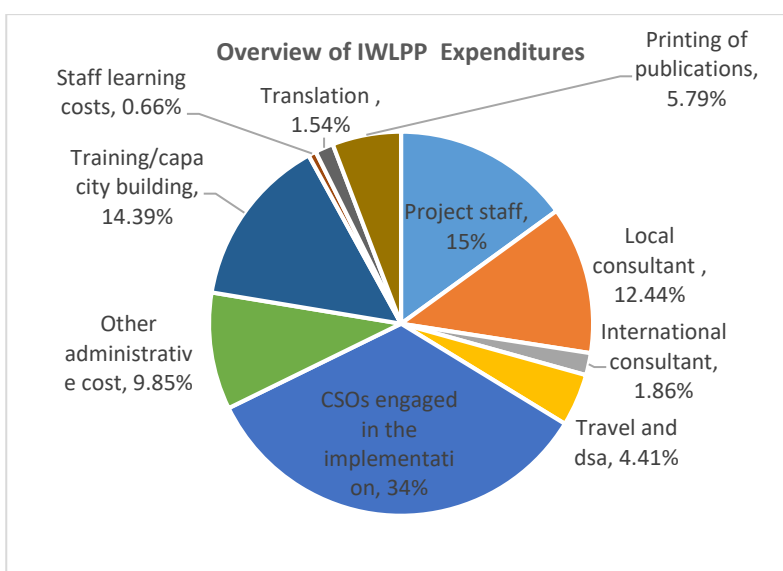
20 The index captures perceptions about women's role in elections, including their participation as voters, political candidates and campaign managers.

successfully communicated to public and interested stakeholders to build critical mass of knowledge and support to IWLPP and is one of the most appreciated contribution of UN Women CO Albania by various interviewed stakeholders.

**Finding 17. CSOs engaged in community work and gender equality advocacy have benefited more than one third of IWLPP budget ensuring awareness, capacity building and reach out on gender equality at grass root level.**

The largest share of IWLPP budget at 34% is spent on CSOs engagement in implementation of CBS, advocacy for gender equality in elections and monitoring of elections which took place at local level. On one hand this enhanced the visibility and consolidation of CSOs' role at local level and strengthened their capacities in community work, advocacy and monitoring, but on the other hand it ensured reach out of vulnerable communities in the country including rural and peripheral areas.

There is almost an equal distribution of budget spent on IWLPP staff (15%) and external consultancy (12.14% local and 1.86% international) ensuring complementarity in technical expertise, 15% in capacity building, 6% on publications of knowledge products and 0.66% on staff learning costs.



While the budget spent on staff learning costs is insignificant (0.66%), UN Women Albania CO relied on UN Women global and regional knowledge products (publications, policy briefs and evaluation reports) to support IWLPP implementation. *“I developed my IWLPP expertise through learning from UN WOMEN global and regional IWLPP products particularly those related to TSMs, inclusive electoral processes, parliament and advocacy”.*<sup>21</sup>

UN Women Albania CO invested 6% of its budget in building country evidence-based knowledge on IWLPP which provide important baselines for building programmatic interventions and raised public awareness on the issue. More importantly, UN Women Albania CO was strategic in disseminating in public the findings of these knowledge products through conferences and workshops enhancing its visibility and role as a lead agency in GE and women’s empowerment.

It is assessed that 55% of IWLPP budget is spent on activities with a high multiplier effect (capacity building, CSO-led practices and methodologies such as CBS, GE advocacy which resulted in scaling up with other donors, knowledge products) enhancing its efficiency in terms of reach-out, awareness raising and knowledge dissemination on gender equality.

**Finding 18. While IWLPP had constant funding over the period 2012-2017 demonstrating donor’s interest in this impact area, UN Women resource mobilization strategy has not yielded yet additional funding for IWLPP**

<sup>21</sup> Interview with Project Manager

IWLPP budget over the period 2012-2017 is stable amounting to 1.5 million USD with an annual average of budget delivery amounting to 250,000 USD, with more than 50% of funding coming from Sida and the rest from core funds and DRT-F.

In the last years, several partners and CSOs noted a drain in financial resources to fund activities and complementarity with other donors was effective in overcoming this issue.

UN Women Albania CO engaged in the recent years in resource mobilization through several project proposals on WLPP following up on donors' explicit interest in this area. Two project proposals were submitted, but none of them was funded. In one case the funding was diverted to another organization.

**Finding 19. Results Frameworks of PoCs and SNs, Annual Work Plans and Annual Reports were key in planning, implementing and reporting IWLPP, but lack of constant and harmonized baseline and target indicators across the documents since the start of intervention affects to some extent level of assessment of efficiency**

IWLPP has planned, implemented and reported its outputs and outcomes based on Annual Work Plans (AWPs) deriving from the Results Framework of PoCs 2012-2016 and 2017-2021 and SNs 2012-2013, 2014-2016 and 2017-2021. IWLPP programming has been largely based on the annual work planning process which has been joint with other UN agencies.

Overall AWPs include a short narrative which do not set out priorities and hierarchy of results, a work plan on deliverables, deadlines, responsible parties, budget, source of fund and inputs along with the total budget per agency, a monitoring tool, and tables with unfunded deliverable and total funding gap per agency attached as annexes. The reviewed work plans ensure on paper complementarities among UN agencies.

Based on AWPs, progress reports and interviews with stakeholders, it is assessed that most of outputs have been delivered as planned, although delays are reported due to internal bureaucracy and procurement procedures. Delays are mainly related to deliverables around the election cycle and publication of knowledge products. In the framework of PoC, IWLPP output(s) were managed and coordinated at technical level by output working group led by UN WOMEN and at strategic level by Outcome Coordinators. As a standard procedure the POCs' output working groups are composed of representatives of the implementing partners and UN agencies, with roles and responsibilities directly related to the achievement of the specific output and who sign the annual work plan. IWLPP specific output 3.1 (a merger of output 1.1.1, 1.1.2, 1.1.3) of Outcome 1.1 in PoC 2012-2016 is the only output which lacks a national counterpart to sign the work plan. This is due to the fact that Output 3.1 had several implementing partners (CEC, Ombudsman, CPD, Parliament) and this rendered difficult to single out one representative national counterpart.

**Finding 20: Reporting formats on IWLPP have not been consistent including PoC 2012-2016 Progress Reports, gender output progress reports to Sida and UN Women Albania CO annual reports but improved as of 2015.**

PoC annual progress reports for the period 2012-2014 focused on achieved results at outcome level, and as of 2015 the reports provided a narrative on output level along with information on progress made against annual targets using the indicators established for the output, but not clearly differentiating the contribution made by UN agencies. In generally, the reporting has become more detailed and results-oriented since 2015.

The formats of gender output reports to SIDA covering the years 2012-2013 provide "a snapshot" of progress made by output and identifies challenges and emerging priorities. There is a reporting gap in 2014 and the subsequent reports include a more systematic assessment of progress made against the defined output indicators.

UN Women Albania CO annual reports 2012-2013 were quite simple and evolved as well over the years improving reporting on baselines and targets and level of progress. UN WOMEN Albania CO has established its internal monitoring framework capturing delivery of activities vs. annual plans.

**Finding 21. UN Women Albania CO was capable to build partnerships, coordinate and maximize synergies and resources towards IWLPP**

IWLPP managed to build successful partnerships with donors such as OSCE, USAID, SDC maximizing use of its financial resources and expertise through joining efforts in supporting CEC, Parliament (AWMPs), Network of Alliances of Women Counselors and National Network of Alliances of Women Counselors), Community Based Scorecards ensuring complementarity, maximizing impact and avoiding overlapping.

It is to be noted that UN Women Albania CO particularly in the last years made efforts to leverage in-house expertise on IWLPP by building synergies with other impact areas (GRB, WEE) for a larger impact at local and national level which is captured in SN 2017-20121.

UN Women Albania CO is an active participant and co-chairs with OSCE the 'Coordination Group on Women in Decision Making' composed of international and national actors working on and supporting the agenda of women in decision making at the central and local level. This group enables the coordination amongst all actors for areas of interventions as well as common intervention strategies both at the national or local level.

**Finding 22. National stakeholders are actively involved in implementation of IWLPP, while their level of involvement in its design is difficult to establish**

IWLPP management staff upheld that the intervention was consulted with relevant stakeholders as part of the consultation process in designing UN POCs 2012-2016 and 2017-20121, whereas during fieldwork there was not found substantial evidence that representatives of beneficiary institutions, CSOs or groups of women belonging to disadvantaged groups had been consulted during the design of IWLPP activities.

Representatives of oversight institutions had difficulties in recalling how the cooperation started with IWLPP. This might be related with management staff turnover in oversight institutions as well as long time lapse from the start of the intervention.

MHSP, former MSWY, which is the main governmental body in charge of gender equality policies explicitly stated that *"it was neither consulted nor constantly informed on IWLPP."*

Nevertheless, all the stakeholders (CEC, Ombudsman, CPD, AWMPs, AWCs, CSOs), except MHSP, confirmed that they had been actively involved in the implementation of IWLPP activities which responded to their needs.

### **3.4 Sustainability**

It is assessed that IWLPP results have the potential to sustain over time due to systemic changes produced at policy level, established and consolidated practices of work with a potential to replicate and scale up at national and local level and concrete institutional initiatives to follow up on achieved results, yet dependent on stakeholders' willingness and context.

**Finding 23. IWLPP results have the potential to be sustainable with varying degrees at systemic, institutional and individual level**

IWLPP's work in partnership with other actors has foremost contributed to formal, systemic change in the Electoral Code, which is not reversible, through the introduction and enforcement of gender quota (30% in national elections and 50% in local elections) which has yielded positive results in increasing women's participation in decision-making at national and local level (28% women MPs in 2017 national elections, 14% women mayors and 35% women councilors in 2015 local elections). The challenge remains full achievement of the quotas and substantive representation of women in decision-making.

Efforts are on-going by international actors (UN Women and other UN agencies, OSCE, NDI) and national actors (AWMPs, National Network of AWCs and CSOs) who are advocating to introduce the 50% gender quota for national elections in the Electoral Code in the framework of the on-going Election Reform.

It is assessed that IWLPP results at institutional level have the potential to be sustainable, but to a large extent dependent on the political will, financial resources and staff retention. Key stakeholders (CEC, Ombudsman, CPD, AWMPs and AWCs) demonstrate a (i) high awareness on GE and women's participation in decision-making, (ii) increased capacity in implementing and promoting gender equality in their institutions (iii) institutional initiatives to submit recommendations to Parliament on amendments to Electoral Code for better addressing gender equality.

CSOs have demonstrated a high capacity to build on IWLPP results and replicate best practices such as CBS and GE advocacy with other donors, yet their activities are donor-dependent.

Self-assessment of interviewed and surveyed individuals indicates increased capacities on IWLPP issues and high awareness and commitment on gender equality issues.

IWLPP made efforts to measure sustainability of results at community level and changes in social norms. The second survey “Freedom to Vote and Family Voting” in 2017 vs. the same survey in 2014 which serves as a baseline highlights that overall proportion of people expressing support to women becoming involved as political candidates has remained stable at 92 percent, although the strong support has decreased (-15%). There is an increased support at 87% (+4%) to gender quotas in elected bodies of Albania and there is reported a decrease of women (-5%) who feel pressured to vote for a specific party

**Finding 24. Beneficiary institutions demonstrate commitment to build on IWLPP results and capacity to use acquired knowledge and expertise on gender equality**

Overall there is noted a commitment at institutional level to build on IWLPP results. CEC has mainstreamed gender in all its departments and has put in place infrastructure for collecting and reporting sex disaggregated data in election process. The publication of Report on 2017 elections is a significant proof of gender mainstreaming in elections reporting and analysis.

Ombudsman based on experience acquired through the preparation of first CEDAW shadow report is in the process of preparing the shadow report on Convention of People with Disabilities and Children’s Rights adopting a gender perspective and monitoring the implementation of CEDAW recommendations. Its representatives highlighted that *“during the preparation of CEDAW shadow report we realized that our internal data collections system which dates back to early 2000 does not generate sex-disaggregated data and we need to address this issue in updating the system. This is included in our draft Strategy 2018-2021”*.

The number of cases managed by CPD for gender-based discrimination in the private sector has gradually increased along with its efforts on legal recommendations to address discrimination and its increased visibility and presence at the local level.

Following 2017 national elections, AWPS is reconvened in spring 2018 and a new leadership is elected. While it is still in transition period and facing some infrastructure issues for accommodating its operational activity and collecting the documentation from previous AWMPs, its leadership has set out the priorities where to focus its work during the next four years: initiatives to support (i) women’s economic empowerment to address women’s poverty, (ii) domestic violence, (iii) gender equality education in schools through tailored curricula and (iv) improved access to health services and advocate for introducing the 50% gender quota in the national elections in the framework of Election Reform underway.

AWCs are set up in 15 LGUs along with the National Network and of Women Counsellors in Albania and have leadership structures and boards, annual work plans and strategic objectives. They have undertaken concrete initiatives to support pro-women initiatives and policies at local level: (i) Gender Equality Commission is set up in the municipalities of Tirana and Elbasan to review all council’s decisions through gender lenses. The challenge remains the sustainability of AWCS following the upcoming elections in 2019.

**Finding 25. The main ingredients for sustainability of IWLPP results relate to i) involvement of key stakeholders in implementation and delivery of its activities ii) building partnerships with key actors to maximize use of resources and territorial coverage and iii) in generating relevant country knowledge on IWLPP**

While the level of involvement of stakeholders in the design of IWLPP interventions is difficult to establish, IWLPP has succeeded not only to involve stakeholders in the implementation of activities, but also lead the activities enabling capacity development at institutional level through learning by doing. There is evidence that key stakeholders such as CEC, Ombudsman, ADC, AWMPs, AWCs, CSO networks have led a number of activities ensuring their in-house capacity development, visibility and public outreach.

IWLPP has forged important partnerships with a range of actors (public institutions, donors, CSOs) which are central to sustainability. IWLPP made a valuable contribution in bringing a gender perspective in oversight bodies, local governance program implemented by USAID and SDC through sharing tested UN Women’s methodologies and knowledge products

Partnership with civil society and their networks and support to them to be the front-runners for gender sensitive accountability and comprehensive strategy of GE advocacy in elections contributed to ownership of the process and produced the desired result. CSOs felt *“equal partners in the implementation of IWLPP” and led a series of advocacy, community mobilization and monitoring activities”*.

Various knowledge products such as studies, manuals and resource guides, spots and videos were produced with a high multiplier effect and public outreach.

**Finding 26. IWLPP has demonstrated capacity to promote replication and scaling up of its tested methodologies**

There is evidence that several of UN Women developed and tested methodologies and approaches implemented in IWLPP have been replicated or scaled up by project partners.

CBS has been taken up USAID and Olof Palme Center supported network of local organizations and developed into a gender sensitive accountability tool at local level enabling vulnerable women across Albania have a say in decision-making.

SDC has relied on UN Women's methodology for setting up AWC in 7 municipalities ensuring that the same approach and process is used in AWCs established by them. SDC funded project "Strong Municipalities" has integrated in their 4-year work plan direct support to the AWCs thanks to IWLPP advocacy

CSOs provide evidence of internalizing CBS and GE advocacy methodology acquired through the work with UN Women and have implemented both of them with other donors at local level. Interviewed and surveyed CSOs<sup>22</sup> report that they have implemented CBS with other donors and municipalities and credit it as a strong accountability tool at local level.

Other CSOs<sup>23</sup> report that they have used the GE advocacy skills with other donors as well.

While CBS is actively being used as a tool by CSOs, it is not yet institutionalized in any of the LGUs. This is mainly due to "lack of political will rather than lack of financial resources".<sup>24</sup>

## 4. Lessons Learnt

### 1. Design of IWLPP project is key in assessing effectiveness and efficiency of intervention

IWLPP has been more a set of interventions integrated in a few outputs at UN PoCs 2012-2016, 2017-20121 and UN WOMEN CO SNs 2012-2013, 2014-2017, 20121. While efforts were made to be consistent in activities and stakeholders while reviewing and updating the above strategic documents, yet their frameworks resulted fragmented due to lack of consistent outcomes, outputs, indicators, which were subject to revision over time. Multitude of stakeholders supported kept the focus wide and time-consuming. In the future IWLPP should be designed as a separate project/programme with its own results-based framework with clearly articulated goal, objectives and expected results along with respective indicators to facilitate tracking and assessment of progress.

### 2. IWLPP is a long-time process and continuous support is needed

IWLPP has been implemented for 6 years and built on previous results achieved by UN Women Albania CO, UN agencies and other key actors particularly in terms of legislative reform on gender equality and advocacy. This relatively long time has enabled consistency and continuity in intervention, reinforcement of achieved results and kept constant the pressure and focus on stakeholders to comply with legal obligations of gender equality. Despite the incremental progress made in increasing women's descriptive and substantive participation in politics and decision-making during the period 2012-2017, it is a process that requires longer time to allow adequate implementation and enforcement of legal measures (TSMs), consolidation of institutional changes in terms of structures, mechanisms, processes and capacities to ensure systemic change towards IWLPP and build a critical mass of individual capacity and commitment on IWLPP to be instrumental to institutional change.

### 3. Timing of intervention is key for effective delivery

IWLPP has been well-timed as it supported three cycles of elections: two at national level (2013, 2017) and one at local level (2015) coinciding with significant changes in the territorial composition of new municipalities in the framework of new administrative reform. While support to oversight bodies has been spread consistently over time, support to CEC, capacity building and support to aspirant candidates in national and local elections, advocacy for gender equality in politics and participation in elections as well as production of knowledge products have been clustered around the

<sup>22</sup> SHIZ, Change Center, Vlora Youth Center, Gruaja Intelektuale,

<sup>23</sup> Youth in Free Initiative, BYLA

<sup>24</sup> Interview with local government representative



elections time. This has built a critical pressure on project staff and CSOs to deliver in short time and sometimes leading to delays.

#### **4. Work with political parties and VAWP a challenge to be faced**

Work with political parties and violence against women in politics (VAWP) are the least explored areas of IWLPP due to political sensitivity and politicization in Albania. The weak support from political parties to women is the major constraint to women's participation in politics which quite often show lack of willingness to comply with gender quota in the candidates' lists. The past experience has shown that political parties were willing to pay the fines rather than applying the quota system in the candidates' election lists.

Working with AWMPs has contributed in mobilizing support from political parties to apply gender quota in the party candidates' lists, yet a more structured approach is needed to engage in this area.

The first efforts are made by IWLPP through research on *Gender Equality in Political Parties* providing an understanding on functioning and internal democracy of political parties and gender equality in their forums and this can serve as an advocacy tool to initiate dialogue with political parties for reforms that improve their internal democratic and transparent processes, support women participation and career development within political parties. Support to Women's Forums can be the first entry point to work with political parties.

#### **5. Work with men as “agents of change”**

IWLPP's exclusive focus was on women and gender equality in public space. Working with men although included in UN Women Albania CO SNs is not strategically addressed particularly in building alliances and coalitions with men in Parliament, municipal councils and advocacy campaigns.

It is positive to see that men were engaged in providing legal and research expertise on IWLPP, trained and acted as Gender Equality Advocates particularly young men during elections creating a pool of IWLPP advocates.

Working with men particularly at decision-making level and community level is important in reaching out the other half of population and change the patriarchal norms embedded with them on women's role in society and their capacity as leaders.

#### **6. Exchange of experiences and dissemination of knowledge and good practices are key entry points for quick results, change and networking**

IWLPP facilitated a number of retreats with, AWMPs and AWCs<sup>25</sup> to share best practices and agreeing on joint key commitments on women's human rights agenda.

These activities are credited for *“exchange of experiences, learning by doing and learning by concrete examples and bringing home and testing pro-women initiatives”*. In addition, the retreats served as venues to overcome cross party division and networking among women MPS and women counsellors across the country.

## **5. Good Practices**

### **1. CBS mechanism evolved from a gender responsive planning tool at local level to an effective gender sensitive local governance mechanism**

CBS was originally used UN Women since 2010 as a tool to involve women in local decision-making and identify their specific needs and priorities particularly during elections. As of 2015 in partnership with other actors it evolved from a UN Women *“owned tool”* to a widely endorsed tool by other actors such as (USAID<sup>26</sup>), CSOs, Olof Palme International Center supported network of local organizations, who refined and transformed it into an innovative participatory, good governance and accountability mechanism bringing women and men together to identify their needs for better public services and demand their inclusion in local budgets and plans. Endorsement by other actors gave CBS a new visibility, outreach and importance.

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<sup>25</sup> AWC of Tirana, Vlora, regional retreat in Korca and Shkodra

<sup>26</sup> USAID project PLGP implemented by TETRATECH supporting the GoA in the local decentralization process

CBS is credited by local government representative as “an effective mechanism enabling the municipality in consultation with the community to match the financial resources with priorities identified by the community”.

CBS used a participatory approach through focus groups and public forums in 16 LGUS and 44 administrative units reaching out over 1,600 citizens (more than 50% were women) to establish a baseline of citizens’ priorities including women’s priorities in four main areas: *public services, economic empowerment, local democracy (good governance) and human rights* that are monitored by local municipal Citizens’ Advisory Panels set up by USAID.

“Representation of vulnerable groups and particularly vulnerable women was a criterion when selecting participants for focus groups and public forums. CBS was important to make women feel represented and their voice heard”<sup>27</sup>.

CBS process was implemented in close partnerships with national and local CSOs supported by UN Women Albania and USAID. “The added value of CBS is that it brought closer CSOs to the community’s and women’s needs as well as local government and local governance issues”<sup>28</sup>. It also capacitated local communities and in particular women to articulate their needs and priorities and participate in decision-making processes, which in turn brought improved services to them and community as CBS monitoring shows. CBS meetings and public forums also served as a forum for identifying and creating a pool of local women community leaders, informal local women’s networks who continue to be active at local level.

#### **Women lobby for a kindergarten in Paskuqan through CBS<sup>29</sup>**

Paskuqan is a rural informal area in the vicinities of Tirana inhabited by 60,000 people who have migrated mostly from the north for a better life.

More than 200 women attended the CBS meetings in 2013 who agreed that women’s employment was one of the major issues. But they faced the challenge where to leave the children as there was only one small kindergarten with the capacity for ten children. So, construction of a new kindergarten was their top priority and they lobbied with the mayor of Kamza. “Our voice was heard. Now we have a new kindergarten which hosts 360 children enabling women to work in Tirana”.

In 2015 elections the social contract<sup>30</sup> was signed with the mayor of Kamza demanding the reconstruction of the bridge connecting Paskuqan with Tirana, waste collection, greening the area and construction of a nursery for the children.

“These meetings have helped us get out of house, socialize with each other and network and at the same time inquire on level of progress towards our demands”.

## **2. Multi-stakeholder comprehensive advocacy strategy for gender equality in elections**

IWLPP supported a comprehensive advocacy strategy involving multiple partners through a diversity of communication channels who brought their added value and perspective yielding positive results:

- (i) lobbying for changes in Electoral Code through advocacy of oversight bodies with a set of recommendations to Parliament by CEC and Ombudsman, AWMPs lobbying in Parliament and political parties, CSOs networks as part of Equality in Decision Making coalition, women activists and media;  
Advocacy built critical pressure on political parties and parliament to agree on TSMs (50% gender quota for local elections and 20% gender quota for mayor positions) which contributed in increasing women’s participation in municipal councils and mayor’s position in 2015;
- (ii) CEC was supported to engage directly with first time voters and Gender Equality Advocates and waged a strong campaign against family voting practices through media. TV-spots and radio spots were produced and aired in a number of public radio

<sup>27</sup> Interview with donor representative

<sup>28</sup> Interview with representative of CSO

<sup>29</sup> Focus group with rural women in Paskuqan supported by SHIZ in CBS process

<sup>30</sup> Supported by Olof Palme International Center

- (iii) The network of Gender Equality Advocates was established with first time voters selected through a competitive process among youth who advocated for GE in elections, free voting and anti-family and group voting through campaigns, public debates and events including CEC, sports events and social media

### **3. Added Value of Partnerships**

IWLPP adopted the partnership approach in its work with a range of stakeholders (oversight bodies, donors, CSOs, media, community) which was instrumental in ensuring ownership, cooperation, responsiveness, pooling of resources and expertise and outreach in the country.

Partnership with donors (OSCE, SDC, Olof Palme International Center supported network of local organizations) and CSOs was key in complementing resources for maximizing impact, but also for replicating successful models (CBS, Alliances of Women Counsellors).

Partnerships with a several (women and youth) CSO networks (Ad hoc Coalition on Gender Equality in Decision-Making, CBS, Gender Equality Advocates, Freja Forum, BYLA) not only increased their advocacy skills on gender equality and networking but ensured a geographical coverage and public outreach which otherwise would have been difficult.

## **6. Conclusions**

The following conclusions are based on the evaluation criteria and were validated at the Evaluation Reference Group meeting.

1. IWLPP is a relevant and well-timed intervention coinciding with three election cycles and implementation of important reforms (Electoral Reform, Territorial Administrative Reform and Justice Reform) responding to national context given women's disadvantaged situation and role in public and private life. While IWLPP has its share of contribution to increased women's representation and participation in public life at national and local level, yet the quota provided by law have not been reached along with women' substantive representation in public life.

IWLPP continues to remain a relevant area for support as the on-going Electoral Reform and Justice Reform present opportunities for improving legal framework for gender equality and there will be a need to support relevant institutions to implement and enforce the revised legal framework on gender equality.

2. WLPP reached out multiple duty bearers and right holders and worked at multi-levels (central, local, grassroots) using a diversity of approaches: technical assistance, capacity building, research, advocacy, knowledge products and knowledge sharing activities (conferences, retreats) While during the evaluated period this has produced results, continuing to work in the same way in the context of scarce resources will not be feasible from the financial and strategic point of view as it will result in a scattered and ad hoc support for a wide range of actors

3. WLPP supported a diversity of areas (legislative framework, institutional strengthening, capacity building, networking, awareness, election monitoring) that were conducive to increase women's participation in decision-making at central and local level. One of the least explored areas is work with political parties and VAWP which constitute the major barrier to women's participation in decision-making.

4. IWLPP has maximized use of its resources through building effective partnerships with a range of actors OSCE, USAID, SDC, Olof Palme International Center, women and youth CSOs networks and media ensuring complementarity of resources, wide public outreach and geographical coverage particularly in peripheral and rural areas.

5. IWLPP has produced results with a high potential of sustainability at systemic, institutional, community and individual level and has demonstrated capacity to promote replication and scaling up of tested methodologies.

6. Gender equality and human rights considerations were an integral part in the design and implementation of IWLPP activities, yet building alliances with men in decision-making, positions, influential human rights activists and public figures needs to be targeted to address discrimination and inequalities faced by women in politics and support further progress.

7. Overall IWLPP implementation is assessed successful, future WLPP programming and evaluation should address limitations and lessons learnt observed during this evaluation.

## 7. Recommendations

The following recommendations are informed by the findings, conclusions and lessons learned of this evaluation and were validated with the Evaluation Reference Group. Recommendations take into consideration different relevant audience for their implementation although are primarily addressed to UN Women as the commissioning entity of this evaluation report

1. IWLPP as a direct investment of UN Women CO Albania and in partnership with other actors has contributed to a series of results at legal, institutional, capacity and advocacy level which have enabled increased participation of women in decision-making. In order to maintain achieved results and bring them to a higher level, it is recommended that UNW CO Albania, subject to funding availability, should continue **WLPP programming at least for another cycle of elections** (upcoming local elections in 2019 and national elections in 2021).

2. In the design of the new WLPP programme, UN Women CO Albania should aim **a more focused intervention on fewer stakeholders at central and local level and its scope should be narrower:**

**At central level, UN Women should continue to support CEC** to consolidate and build on achieved results on gender responsive electoral management, implementation of legal framework on gender equality in elections at the central and local level and revise the Electoral Code to include the compulsory application of a zipper/zebra system to candidate lists for national elections. Currently the Electoral Code is under review and support will be of paramount importance for its implementation once approved. Local elections are due in late June 2019 and support to CEC will be key for gender responsive electoral management, advocacy for reach-out of first time voters and monitoring of local elections.

**At local level, UN Women should narrow its scope of work on women's individual empowerment** targeting women counsellors and other potential women and young girls to create a pool of women leaders at local level where political parties can identify women candidates who can represent their communities in local and national elections.

UN Women should continue **support to capacity and organizational strengthening and networking of Alliances of Women Counsellors** at local, regional and national level to create functional models for pro-women policy making and cross-party cooperation. Local elections in 2019 might impact the AWCs and it is important that these structures continue to function not only as voluntary groups, but in more structured and formal way. Technical support to AWCs and their National Network will be instrumental for designing their strategy for the new mandate and above all for supporting and promoting functional models of AWCs.

**UN Women should support cooperation of the National Network of AWCs with AWMPs.** A mentorship component can be set up where senior MPs of AWMPs, can take a leading role to coach and advise members of AWCs National Network on promoting gender equality at local level and facilitate exchange of experiences. Both Alliances have the potential to serve as public fora for presenting and lobbying for women's issues including their political representation at national and local level. Their functional model can serve as a model of cross party cooperation on issues of common interest and act as a catalyst to take initiatives including women's representation issues in the priority agenda of the parliament, municipal councils and political parties

3. **Political parties** are one of the major barriers for women's advancement in decision-making. Support to them should focus on **democratizing the internal processes for competitive and transparent selection of women candidates** and enforcing the quota in full compliance with the legal provisions of Electoral Code and **address VAW in politics**. UN Women is a neutral partner with technical expertise at global level which can be valuable in this sensitive area of work and can rely on civil society to monitor the internal processes and mechanisms of political parties for selection of women's candidates.

Parallel to this, **support should be provided to Women's Forums to strengthen their structures and capacities** to lobby in their political parties for providing an enabling environment for women's candidacy competition through ideas and platforms rather than political nomination to ensure quality representation of women's and girl' community.

4. UN Women should continue **to rely on the partnership building approach with various actors and particularly with donors active in WLPP** identified areas for the new programme to match resources, ensure complementarity and avoid overlapping.
5. The new programme should **capitalize and rely on CSO networks, organizations, media and individuals capacitated through IWLPP** activities for working with women, men, political parties and other stakeholders at central and local level. Working with partners that proved reliable and effective in IWLPP will ensure continuity of cooperation, consolidation of results, efficiency in use of resources and geographical coverage.
6. In the design of the new programme, **men in decision-making positions (MPs, municipal councilors, politicians), influential human rights activists and public figures should be consulted** to identify interventions where they can act as “agents of change for a larger and sustained impact over time.
7. The design of the new programme should **address lessons learnt and limitations** drawn from this evaluation in terms of project design, results framework and evaluation planning.

### ANNEX 1 – EVALUATION MATRIX

| Evaluation criteria    | Evaluation questions  | Evaluation Indicators  | Data Collection Methods   | Data Sources   | Sampling  |
|------------------------|---|--|---|--|---|
| <b>Relevance (EQ1)</b> | A) Does the scope and focus of work on IWLPP create the best opportunity for UN Women to contribute to change that responds to national priorities? | <ul style="list-style-type: none"> <li>- Country context (socio-political environment) taken into consideration;</li> <li>- Degree of alignment with national plans/policies and priorities;</li> <li>- Degree to which the intervention responds to needs, institutional gaps and capacities of duty bearers and rights holders;</li> <li>- Degree to which interventions respond to status of women in public and private sphere;</li> <li>- The extent to which interventions apply an inclusive human</li> </ul> | <ul style="list-style-type: none"> <li>-Document review</li> <li>-Key informant interviews</li> </ul> | <ul style="list-style-type: none"> <li>- Programme documents (e.g. UN Women Strategic Note,</li> <li>- One UN Programme documents (PoC 2012-2016, 2017-2021, POC Progress Reports, Project documents)</li> <li>- NSDI and GE strategy, Action plan, legal framework</li> <li>- Project stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>- UN WOMEN Albania CO management and project staff</li> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</li> <li>- UN agencies (UNDP, UNESCO)</li> <li>- International partners (OSCE, USAID)</li> <li>- CSOs (women, youth)</li> <li>- Media</li> </ul> |

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|--------------|--|---|---|--|--|
|              |  | <p>rights-based serving a diverse set of actors including the most vulnerable;</p> <ul style="list-style-type: none"> <li>- Degree to which UN Women used its unique position and added value in relation to other actors in IWLPP.</li> </ul>  |   |  |  |
| <b>(EQ1)</b> | <p>B) How does IWLPP intervention assure that the programme reflects and aligns to Albania's national plans on GE as well as country's internationally undertaken obligations?</p> | <ul style="list-style-type: none"> <li>- Extent to which intervention is consulted with stakeholders to inform strategy/ approach;</li> <li>- Extent to which project intervention has contributed to implementation of GE related national strategies/ policies/plans;</li> <li>- Extent to which it aligns with and support implementation of country's international commitments (CEDAW) on GE.</li> </ul> | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Key informant interviews</li> </ul> | <ul style="list-style-type: none"> <li>- Policy documents (NSDI and GE strategy, Action plan, legal framework)</li> <li>- Project records</li> <li>- CEDAW, UPR</li> <li>- Project stakeholders</li> </ul> | <p>UN WOMEN Albania CO management and project staff</p> <ul style="list-style-type: none"> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/ MPs, women councillors)</li> <li>- UN agencies (UNDP, UNESCO)</li> <li>- International partners (OSCE, USAID, NDI)</li> <li>- CSOs</li> <li>- Media</li> </ul> |

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|              | <p>C) To what extent the programme addresses needs of different sub-groups of women at individual and/or collective level?</p> | <ul style="list-style-type: none"> <li>- Extent to which marginalized, rural, poor, young women or their representative organizations, etc. are included in response or benefitting from response;</li> <li>- Perceived added value to individual women;</li> <li>- Perceived added value to women collectively (women's groups, social movements, coalitions);</li> <li>- Confirmation/Feedback of project target (sub) groups on the response level of the intervention to their needs (individual and collective).</li> </ul> | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Key informant interviews</li> <li>- Field visits</li> <li>- FGDs</li> </ul> | <ul style="list-style-type: none"> <li>- Project records</li> <li>- Project stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>- UN Women management and project staff</li> <li>- Women councillors</li> <li>- CSOs/CBOs staff</li> <li>- Women leaders and beneficiary women</li> <li>- Youth</li> </ul> |
| <b>(EQ1)</b> | <p>D) How does it fit into the broader UN response and in relation to other key actors?</p>                                    | <ul style="list-style-type: none"> <li>- Level of complementarity of resources and expertise across UN agencies and other key actors in combined response on IWLPP;</li> <li>- Role and influence in coordination role</li> </ul>  | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Key informant interviews</li> </ul>   | <ul style="list-style-type: none"> <li>- Programme documents (POCs 2012-2016 and 2017-2021 and progress reports)</li> <li>- Project records</li> </ul> | <ul style="list-style-type: none"> <li>- UN WOMEN Albania CO management and project staff</li> <li>- UN agencies staff</li> </ul>   |



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|                                    |  | <ul style="list-style-type: none"> <li>at UN particular UNDP and other key actors;</li> <li>- Joint normative work undertaken.</li> </ul>   |   | <ul style="list-style-type: none"> <li>- Project stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>- Donors/International partners (OSCE, USAID, NDI,)</li> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</li> <li>- CSOs and media</li> </ul>   |
|                                    |  |   |   |   |  |
| <p><b>Effective-ness (EQ2)</b></p> | <p>A) To what extent, and in what areas, has UN Women contributed to results on IWLPP in light of national contexts?</p> | <ul style="list-style-type: none"> <li>- Extent of UN Women contribution to IWLPP results;</li> <li>- No/types of areas that the intervention has addressed;</li> <li>- Level of UN Women expertise and knowledge on IWLPP effectively drawn on and adapted to the country context;</li> <li>- Effective use of emerging opportunities/priorities in the operating context and/or in</li> </ul> | <ul style="list-style-type: none"> <li>- Document Review</li> <li>- Key Informant Interviews</li> </ul> | <ul style="list-style-type: none"> <li>- Programme documents (: e.g. UN Women Strategic Note,</li> <li>- One UN programme documents (PoC 2012-2016, 2017-2021 and progress reports)</li> <li>- NSDI and GE strategy, Action plan, legal framework</li> <li>- Project records (Annual work plans, progress reports)</li> </ul> | <ul style="list-style-type: none"> <li>- UN WOMEN Albania CO management and project staff</li> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</li> <li>- UN Staff and donors (OSCE, USAID, NDI)</li> <li>- CSOs</li> <li>- Media</li> </ul> |

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|            |  | <p>relation to other actors;</p> <ul style="list-style-type: none"> <li>- Balance between focus on substantive and descriptive representation in relation to broader impact on gender outcomes.</li> </ul>   |   | Project stakeholders   |   |
| <b>EQ2</b> | B) What has been the progress made towards achievement of the expected outcomes and expected results | <ul style="list-style-type: none"> <li>- No and types of achievements/non-achievements;</li> <li>- Extent to which intervention has contributed to enabling environment/institutional changes/capacities development to support and implement IWLPP/GE implementation;</li> <li>- Main changes institutionalized and implemented (legal framework, capacities, initiatives implemented, practices introduced, institutionalized and scaled up on IWLPP and GE);</li> </ul> | <p>Document Review</p> <p>Key Informant Interviews</p> <p>Field visits and FGDs</p> | <p>Programme documents: e.g. UN Women Strategic Note, UNDAF</p> <ul style="list-style-type: none"> <li>- One UN programme documents (PoC 2012-2016, 2017-2021)</li> <li>- NSDI and GE strategy, Action plan, legal framework</li> <li>- Project records (Annual work plans, progress reports)</li> </ul> <p>Project stakeholders</p> | <ul style="list-style-type: none"> <li>- UN WOMEN Albania CO management and project staff</li> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</li> <li>- UN Staff and donors (OSCE, USAID, NDI)</li> <li>- CSOs</li> <li>- Media</li> <li>- Youth</li> </ul> |

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|              |   | <ul style="list-style-type: none"> <li>- Number of alliances and networks and extent to which they are influential at national and local level;</li> <li>- IWLPP contribution to the establishment and functioning of the alliances/network;</li> <li>- Degree to which beneficiaries manifest an increased belief of the purpose and importance of IWLPP/GE;</li> <li>- Number of (advocacy) initiatives to promote/support IWLPP and respond to women's priorities;</li> </ul> |  |  |   |
| <b>(EQ2)</b> | C) How do results cut across all aspects of the integrated mandate (normative, coordination and operational)? | <ul style="list-style-type: none"> <li>- Effectiveness in relation to types of results achieved (normative, coordination, operational);</li> </ul>   | <p>Document Review</p> <p>Key informant Interviews</p> | <p>Programme documents and Project records</p> <p>Project stakeholders</p> | <p>UN WOMEN Albania CO management and project staff</p> <p>- Government institutions at central</p> |

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|              |  | <ul style="list-style-type: none"> <li>- Effective complementarity of contributions alongside key partners;</li> <li>- Number and type of partnerships established by UN Women with relevant regional/local and national actors;</li> <li>- Extent of coordination, cooperation and synergies established with relevant regional and national actors.</li> </ul> |  |  | <p>and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</p> <ul style="list-style-type: none"> <li>- UN Staff and donors (OSCE, USAID, NDI)</li> <li>- CSOs</li> <li>- Media</li> </ul> |
| <b>(EQ2)</b> | D) To what extent have capacities of relevant duty-bearers and rights holders been strengthened? | <ul style="list-style-type: none"> <li>- Extent to which capacity of beneficiary institutions are strengthened to implement GE legal framework.</li> <li>- Self-assessment by Project beneficiaries about the extent to which their capacity to implement and advocate for GE increased.</li> </ul>  | <p>Document Review</p> <p>Key informant Interviews</p> <p>FGDs</p> | <p>Project records</p> <p>Project stakeholders</p> | <p>UN Women projects staff</p> <p>Project beneficiaries (government institutions at central and local level, women MPs, women councillors, CSOs, youth, media)</p>  |

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| <b>(EQ2)</b> | E) To what extent are results addressing gender inequality, reduce marginality or promote inclusion in line with human rights-based approach and/or relate to the environment? | <ul style="list-style-type: none"> <li>- Evidence that knowledge products on gender assessments, socio-economic and political economy analysis etc. are used to inform intervention design/ implementation and results tracking;</li> <li>- Evidence that participation of various groups including disadvantaged groups has been promoted;</li> <li>- Role of UN WOMEN Albania C in relation to advancing inclusion, transparency, accountability and empowerment from a human rights-based approach;</li> <li>- Evidence of action that contribute to mitigate/reduce inequalities.</li> </ul> | <ul style="list-style-type: none"> <li>-Document review</li> <li>- Key informant interviews</li> </ul> | <ul style="list-style-type: none"> <li>- Project records</li> <li>- Project stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>IWLPP project staff</li> <li>Project beneficiaries (CSOS, women councillors)</li> </ul> |

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| <b>(EQ2)</b>           | F) How adaptably and rapidly did IWLPP intervention react to changing country context?   | <ul style="list-style-type: none"> <li>- Changes in plans/Evolution in approach/strategy to respond to changing country context;</li> <li>- Extent to which partnerships were effectively developed and established to facilitate implementation of intervention.</li> </ul>  | <ul style="list-style-type: none"> <li>- Document review</li> <li>- Key informant interviews</li> <li>- FGDs</li> </ul> | <p>Project records</p> <ul style="list-style-type: none"> <li>- Project stakeholders</li> </ul>                                 | <p>UN WOMEN Albania CO management staff and IWLPP project staff</p> <p>Project stakeholders (government institutions at central and local level, UN agencies and international partners, CSOs)</p> |
| <b>Efficiency(EQ3)</b> | A) To what extent are UN Women's Albania CO institutional mechanisms and arrangements efficient in advancing knowledge and programmatic coordination to promote IWLPP? | <ul style="list-style-type: none"> <li>- Degree to which UN Women CO institutional arrangements/internal structures demonstrate efficiency and flexibility to implement and coordinate IWLPP to build synergies to maximize impact;</li> <li>- Degree to which UN Women CO demonstrates efficiency in management arrangements to draw on UN Women global, regional and local knowledge and</li> </ul> | <p>Document review</p> <p>Key informant interviews</p>  | <ul style="list-style-type: none"> <li>- Project records including financial reports</li> <li>- Project stakeholders</li> </ul> | <p>UN WOMEN Albania CO management and IWLPP project staff</p> <p>Government institutions at central and local level, UN agencies and international partners, CSOs</p>                              |

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|  |  | <p>best practices on IWLPP;</p> <ul style="list-style-type: none"> <li>- Degree to which UN Women demonstrate efficiency in management arrangements at the country level in relation to strategic value and timeliness of contributions towards IWLPP;</li> <li>- Level of cost-effectiveness of interventions compared to expected/actual results, including level of complementarity and avoidance of duplication with key partners;</li> <li>- Degree of responsiveness in re-directing human and financial resources to emerging opportunities.</li> </ul> |  |  |  |
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| <b>(EQ3)</b> | B) What measures have been taken during planning and implementation to ensure that resources are efficiently used towards achievement of results? | <ul style="list-style-type: none"> <li>- Types of measures in place to ensure adequacy of HR/expertise, financial resources and operational procedures.</li> <li>- Level of efficiency/flexibility in relation to channelling resources to emerging opportunities;</li> <li>- Ability to highlight and attract increased resource mobilization for IWLPP (whether to UN Women or to the intervention area more broadly).</li> </ul> | <ul style="list-style-type: none"> <li>- Document review</li> <li>-Key informant interviews</li> </ul> | <ul style="list-style-type: none"> <li>- Project records</li> <li>- Project stakeholders</li> </ul>                                   | <ul style="list-style-type: none"> <li>- UN WOMEN Albania CO management and WLPP project staff</li> <li>- UN agencies and key donors</li> <li>- Government institutions at central and local level, UN agencies and international partners, CSOs</li> </ul> |
| <b>EQ3</b>   | C) Have the outputs been delivered in a timely manner?  | <ul style="list-style-type: none"> <li>- Evidence/ Extent to which/No of outputs delivered according to the plan;</li> <li>- No of outputs delayed/re-scheduled.</li> </ul>   | <ul style="list-style-type: none"> <li>Document review</li> <li>Key informant interviews</li> </ul>    | <ul style="list-style-type: none"> <li>Project records (work plans, progress/annual reports)</li> <li>Project stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>- UN WOMEN Albania CO management and project staff</li> <li>- Donors (UN agencies, other key international partners)</li> <li>- Government institutions at central and local level, UN agencies</li> </ul>           |



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|                              |   |  |  |   | and international partners, CSOs  |
| <b>(EQ3)</b>                 | D) To what extent are relevant national stakeholders and actors included in IWLPP programming and implementation and policy advocacy processes? | <ul style="list-style-type: none"> <li>- Extent to which/perception of national stakeholders are involved in programming and in implementation of IWLPP;</li> <li>- Extent to which/perception of national stakeholders are engaged in policy advocacy processes;</li> <li>- Mechanisms, processes and practices established for consultation, implementation and advocacy for IWLPP.</li> </ul> | <ul style="list-style-type: none"> <li>- Document review</li> <li>-Key informant interviews</li> <li>-FGDs</li> </ul>                              | <ul style="list-style-type: none"> <li>Project records</li> <li>Project stakeholders</li> </ul>     | <ul style="list-style-type: none"> <li>- UN Women management and IWLPP project staff</li> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</li> <li>- UN Staff and donors (OSCE, USAID, NDI)</li> <li>- CSOs</li> <li>- Media</li> </ul> |
| <b>Sustain-ability (EQ4)</b> | A) How have IWLPP work contributed to sustainable results for women at different levels (individual, collective, systemic)?                     | <ul style="list-style-type: none"> <li>- Extent to which issues of sustainability of results were reflected in the design, implementation and delivery of IWLPP interventions;</li> <li>- Extent to which partnerships were forged to sustain the UN Women</li> </ul>  | <ul style="list-style-type: none"> <li>- Document review</li> <li>-Key informant interviews</li> <li>-FGDs with programme beneficiaries</li> </ul> | <ul style="list-style-type: none"> <li>- Project records</li> <li>- Project stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>- IWLPP project staff</li> <li>- Key partners</li> <li>- End beneficiaries, CSOs, women's movement leaders at national/regional/local level</li> </ul>   |

|            |  |  |  |   |  |
|------------|--|--|--|---|--|
|            |  | <p>IWLPP contributions across the integrated mandate and levels;</p> <ul style="list-style-type: none"> <li>- Extent to which synergies and alignment with national priorities enhance possibility for scale up and systemic shifts for different groups of women at different levels.</li> </ul>  |  |   |  |
| <b>EQ4</b> | <p>B) What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out?</p> | <ul style="list-style-type: none"> <li>- Extent to which institutional reforms (legislative, policy) have been introduced to sustain IWLPP;</li> <li>- Project partners report a commitment to continue IWLPP efforts after completion of Project;</li> <li>- Project partners indicate that they are able to implement GE measures to support IWLPP and/or integrate gender into</li> </ul> | <ul style="list-style-type: none"> <li>- Document review</li> <li>-Key informant interviews</li> <li>-FGDs with programme beneficiaries</li> </ul> | <ul style="list-style-type: none"> <li>- Project records</li> <li>- Project stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>- UN WOMEN Albania CO management and project staff</li> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</li> <li>- UN Staff and donors (OSCE, USAID, NDI)</li> <li>- CSOs</li> <li>- Media</li> </ul> |

|              |  |   |   |  |   |
|--------------|--|---|---|--|---|
|              |  | <p>policies and programmes without UN Women Support;</p> <ul style="list-style-type: none"> <li>- Number and type of measures put in place to ensure sustainability of project results;</li> <li>- Project partners report the existence of common factors that enable/impede sustainability.</li> </ul>                  |   |  |   |
| <b>(EQ4)</b> | <p>C) How effectively has IWLPP programme been able to contribute to the generation of national ownership of the results achieved, the establishment of effective partnerships and the development of national capacities?</p> | <ul style="list-style-type: none"> <li>- Self-assessment of projects stakeholders on their capacities to continue to implement GE without UN support;</li> <li>- Evidence of functioning partnerships among stakeholders;</li> <li>- Use and availability of IWLPP knowledge products by project stakeholders.</li> </ul> | <ul style="list-style-type: none"> <li>-Document review</li> <li>-Key informant interviews</li> <li>-FGDs with programme beneficiaries</li> </ul> | <ul style="list-style-type: none"> <li>-- Project records</li> <li>- Project stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>- UN WOMEN Albania CO management and project staff</li> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</li> <li>- UN Staff and donors (OSCE, USAID, NDI)</li> <li>- CSOs</li> </ul> |

|              |  |   |   |   |   |
|--------------|--|---|---|---|---|
|              |  |   |   |   | - Media   |
| <b>(EQ4)</b> | D) To what extent has IWLPP been able to promote replication of successful programmes? | <ul style="list-style-type: none"> <li>- No of initiatives supporting IWLPP implemented, replicated/scaled up;</li> <li>- Evidence of future plans for replication/scaling up of intervention.</li> </ul> | <ul style="list-style-type: none"> <li>-Document review</li> <li>-Key informant interviews</li> </ul> | <ul style="list-style-type: none"> <li>- Project records</li> <li>- Project stakeholders</li> </ul> | <ul style="list-style-type: none"> <li>- IWLPP project staff</li> <li>- UN agencies and donors</li> <li>- Government institutions at central and local level (Ombudsman, ADC, CEC, Parliament/MPs, women councillors)</li> <li>- CSOs</li> <li>- Media</li> </ul> |

## ANNEX 2

### EVALUATION SCHEDULE

| Tasks  | Days     | Timeframe                                 | Responsibility | Location   |
|--|----------|---|----------------|--|
| <b>Inception Phase: 8 days</b>   |          |   |                |  |
| Documentation review and request for additional documentation  | 5.5 days | week 2+3 May 2018                         | Evaluator      | Tirana   |
| Development of draft inception report  | 2 days   | Week 4-5 May 2018                         | Evaluator      | Tirana   |
| Finalization of inception report following inputs from UN WOMEN Albania CO                               | 0.5 days | Week 1 June 2018                          | Evaluator      | Tirana   |
| <b>Deliverable: Submission of Final Inception Report</b>   |          | Week 2 July 2018                          | Evaluator      |  |
| <b>Data Collection: 15 days</b>  |          |   |                |  |
| Key Informant interviews, field visits and focus group discussions                                       | 15 days  | week 2 July 2018 to week 4 September 2018 | Evaluator      | Tirane, Berat, Elbasan, Vlore, Kukes, Shkoder, Vlore, Paskuqan/Kamez |
| <b>Data Analysis and Reporting Phase: 17 days</b>  |          |   |                |  |
| Preparation and PPT of Preliminary Findings  | 2 days   | week 2 October 2018                       | Evaluator      | Tirana   |
| Data analysis and development of evaluation report   | 13 days  | week 3 - week 4 October 2018              | Evaluator      |  |
| <b>Deliverable: Preliminary Findings presentation and submission of first draft of evaluation report</b> |          | week 4 October 2018                       | Evaluator      | Tirana   |
| UN WOMEN/ERG feedback  |          | Week 3 November 2018                      | UN WOMEN       | Tirana   |
| Incorporation of UN WOMEN/ERG Comments   | 2 days   | week 4 November 2018                      | Evaluator      | Tirana   |
| <b>Deliverable: Submission of final evaluation report</b>  |          | Week 4 November 2018                      | Evaluator      | Tirana   |

### ANNEX 3

#### LIST OF IDENTIFIED STAKEHOLDERS

| <i>UN and donors</i>   | <i>Positions</i>  |
|--|---|
| UN WOMEN Albania CO (management and IWLPP project staff)       | Former UN WOMEN Resident Representative<br>NPO/Head of Programme<br>Project Manager   |
| UNDP   | Program Specialist<br>GE Project Manager  |
| Swedish International Development Cooperation Agency (Sida)    | Task Manager/Program Manager  |
| United States Agency for International Development (USAID)     | LGP Program Manager   |
| OSCE   | Head of Civil Society<br>Legal Advisor  |
| Olof Palme International Center                                | Program Manager/Responsible Person  |
| Swiss Cooperation Local Governance Program                     | Program Manager   |
| <b><i>Government (national and local level)</i></b>            |   |
| Parliament/MPs/Women MPs' Alliance                             | Head of MP's Alliance   |
| Central Electoral Commission (CEC)                             | Director  |
| Anti-Discrimination Commissioner (ADC)                         | Commissioner  |
| Ombudsman  | Commissioner<br>Director  |
| MSWY/MHSP  | Head of Gender Equality Department  |
| LGUs representatives (CBS beneficiary LGUs)                    | Mayor of Roskovec   |
| Women Councillors' Alliances                                   | Head of National Network of Women Councillors Alliance<br>Head of Women Councillors Alliance, Tirana<br>Head of Women Councillors Alliance, Elbsan<br>Secretary to National Network of Women Councillors Alliance, Head of Women Councillors Alliance, Lushnja<br>Women Councillor, Vlora |
| <b><i>Civil Society, media and other end beneficiaries</i></b> |   |
| GADC   | Executive Director  |
| Members of Ad hoc CSOs Coalition for Gender Equality/Experts   | Executive Director, Network of Women in Decision-Making<br>Center for Legal Initiatives, Tirane<br>Legal Expert<br>GE Expert<br>GE Expert   |
| Members of NGOs network for CBS                                | CBS Coordinator, Berat<br>Tjeter Vizion, Elbasan<br>Director, Human Dimension, Shkoder<br>Director, Change Center, Vlora<br>Project Coordinator, Association for Integration of Informal Areas (SHIZ), Kamez<br>Project Coordinator, Youth Center, Vlora                                  |

|  |   |
|--|---|
| Youth engaged as gender Advocates in selected LGUS | Former Director BYLA, Tirane<br>Director, Youth in a Free Initiative, Kukes |
| Individual beneficiaries (Focus Group)             | 6 rural women in Paskuqan, Kamez  |

## ANNEX 4

### LIST OF DOCUMENTS REVIEWED

#### Evaluation Resources

- Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN/2012/8): <http://www.UNWomen.org/en/digitallibrary/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>
- 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>
- UN Women Evaluation Handbook (<http://genderevaluation.UNWomen.org/en/evaluation-handbook>)
- Corporate Evaluation UN Women's Contribution to Women's Leadership and Political Participation, Synthesis Report, April 2018
- Evaluation of Swedish Support to One Un in Albania for Gender Equality Work 2012-2016
- Corporate and regional evaluation (ECA) of UN Women's contribution to GEEW
- Evaluation of the Government of Albania and United Nations Programme of Cooperation (PoC) 2012-2016:
- 2014 Mid Term review UN PoC 2012-2017



## **Policy Documents**

- National Strategy and Action Plan for Gender Equality, Reduction of Gender-Based Violence and Domestic Violence 2011-2015
- National Strategy and Action Plan on Gender Equality 2016-2020
- National Strategy for Development and Integration 2015-2020
- Law on Gender Equality 2008
- GREVIO Report 2017
- UN Women Strategic Note 2012-2014. 2014-2016, 2017-2021
- One UN, PoC 2012-2016
- One UN, PoCSD 2017-2021

## **Programme documents**

- UN Women Annual Work Plans 2012, 2013, 2014, 2015, 2016, 2017
- UN Women Annual Reports 2012, 2013, 2014, 2015, 2016, 2017
- Joint AWP Output 1.1.1, 1.1.2, 2014, o
- Joint AWP Output 3.1, 2015
- Progress Reports, PoC 2012, 2013, 2014, 2015, 2016 and PoCSD 2017
- SN Mid-term Review 2015
- Country Office Monitoring Report RMS
- Overview of Progress, Gender Outputs January – October 2012, UN
- Gender Report 1 July 2016- 30 June 2017, UN Albania
- Gender Report 2012-2018, UN Albania

## **IWLPP Studies and Publications**

- Liria e votes dhe votimi familjar ne Shqiperi, 2014
- Risite dhe problematikat e perfaqesimit gjinor, Zgjedhjet 2015
- Guide Burimore per mbrojtjen nga diskriminimi gjinor ne sektorin ekonomik, 2015
- Raport per zgjedhjet per Kuvendin e Shqiperise, 2017
- Tregues me ndjeshmeri gjinore per mediat, 2012
- Vleresimi i komunitetit per qeverisjen, 2015-2016
- Vleresimi I Komunitetit per Qeverisjen,, Manual per Shoqerine Civile, 2016
- Evaluation Report on Community based Scorecards, Arlinda Ymeraj, 2016
- Implementation of CEDAW Convention in Albania, 2016
- Empowering Women for Stronger Political Parties: A guide book to promote women's political participation (translated in Albanian), UNDP
- Strengthening the decision-making power of council women in Albania
- Gender Quotas and Women's Substantive Representation in the Local Councils of Albania

## ANNEX 5

### KEY INFORMANT INTERVIEW QUESTIONS

#### UN Women Project Management/IWLPP Project Staff

##### **Relevance**

1. To what extent and in what ways/capacity have you been engaged with UN Women's work related to IWLPP? How did you decide on scope and focus of IWLPP? Did you carry out an assessment or consultations/planning with stakeholders?
2. Does the scope and focus of work on IWLPP create the best opportunity for UN Women to contribute to change that responds to national priorities?
3. How does IWLPP intervention assure that the programme reflects and aligns to Albania's national plans on gender equality as well as the country's internationally undertaken obligations?
4. To what extent are there linkages between IWLPP and the other UN WOMEN Impact Areas?
5. How does it fit into the broader UN response and in relation to other key actors?
6. To what extent the programme addresses the needs of different sub-groups of women at individual and/or collective level?

##### **Effectiveness**

1. To what extent, and in what areas, has UN Women contributed to results on IWLPP in light of national contexts? Which are the key achievements at national and local level?
2. What has been the progress made towards achievement of the expected outcomes and expected results? What factors have supported (non) achievement of results? Please assess the extent to which each of the project outcomes were achieved (fully, partially or not at all).
3. Has the IWLPP intervention achieved their objectives? Are you satisfied that the IWLPP activities that you've been involved? What challenges have there been, if any?
4. In your opinion, what is the major change(s) that occurred as result of this Project? Please provide examples (institutional strengthening, capacities of duty bearers and rights holders, networks/coalitions). What were the key Project interventions/strategies that led to these changes? Please describe their strengths and weaknesses
5. To what extent IWLPP programme has contributed to the establishment and functioning of IWLPP/CSO networks".
7. How do results cut across all aspects of the integrated mandate (normative, coordination and operational)?
8. To what extent do results address gender inequality, reduce marginality or promote inclusion in line with the human rights-based approach and/or relate to the environment?
9. How adaptably and rapidly did IWLPP intervention react to changing country context? Have there been any important shifts in the political/democratic context over the last three years? If so, how has programming adapted?
10. To what extent are UN WOMEN IWLPP programs designed and implemented in coordination with other UN agencies? In what areas have you cooperated with other UN agencies/UNDP? How have coordination processes worked in terms of the UN Country Teams' (UNCTs') workplans?

##### **Efficiency**

1. To what extent are UN Women's Albania CO institutional mechanisms and arrangements efficient in advancing knowledge and programmatic coordination to promote IWLPP? How have UN Women's organizational structure, HR, managerial support and coordination mechanisms supported the IWLPP intervention?
2. What measures have been taken during planning and implementation to ensure that resources are efficiently used towards the achievement of results? Please rate cost effectiveness of 1) technical assistance; 2) government/civil society media and MP and women councilors trainings; 3) regional meetings/trainings; 4) development of knowledge products

3. Have the outputs been delivered in a timely manner? Any delays and why?
4. To what extent are relevant national stakeholders and actors included in IWLPP programming and implementation and policy advocacy processes?
5. To what extent is the IWLPP work coordinated with other international actors (bilateral donors, other international agencies) to avoid duplication and possibly achieve greater scope/synergy?
6. What are your views on how the current UN structure or processes could be optimized for bigger impact on IWLPP?

### ***Sustainability***

1. How have IWLPP work contributed to sustainable results for women at different levels (individual, collective, systemic)? What are the key challenges to sustainability of Project results?
2. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out? Please describe the level of stakeholders (government, donors, CSOs, media) commitment to IWLPP.
3. How effectively has IWLPP programme been able to contribute to the generation of national ownership of the results achieved, the establishment of effective partnerships and the development of national capacities? Please provide examples of ways in which national and local institutions have demonstrated ownership of Project results
4. To what extent has IWLPP been able to promote replication of successful programmes? Please give examples.
5. What lessons can be drawn from the implementation and achievements of the Project that could be of further value to UN Women's future IWLPP programming? What IWLPP good practices were introduced through this Project? To what extent have the lessons learned and messages of UN WOMEN IWLPP programming been shared effectively—both internally (for institutional learning/planning) and externally?
6. What would you have done differently or better to achieve Project results?
7. What do you consider to be key emerging IWLPP areas and potential future UN WOMEN niche?

## **Key Informant Interview Questions Governmental Stakeholders**

### ***Relevance***

1. What is your organization's work related to IWLPP? What is your level of co-operation with UN Women in this area? What has been the focus of cooperation? (TA, research, CB, advocacy)? Do you cooperate with UN WOMEN in other areas of GE?
2. How does UN WOMEN IWLPP's intervention reflects and aligns to Albania's national plans on gender equality as well as the country's internationally undertaken obligations? To what extent are UN WOMEN IWLPP activities strategic given the current political-democratic context?
3. How does it specifically respond to your institution's needs/priorities and mission?
4. Do you now see UN Women as an organization with specific GE/IWLPP expertise? Does UN Women have a clearly articulated vision/strategy for IWLPP in the given context? If not, what would it take for them to develop that?
5. What other actors/donors in IWLPP do you work with besides UN Women? How does their work and approach compare with that of UN Women?

### ***Effectiveness***

1. In your view which are the key achievements of UN WOMEN IWLPP at national and local level? What factors have supported achievement of Project results? What factors have

supported/hindered achievement of results? Please describe support that you or your institution received through the Project. Was it relevant to your needs? Did it achieve its objectives? Which activities were most effective in achieving the Project results? What are UN WOMEN's IWLPP strengths and weaknesses?

2. To what extent has your capacity and your institution's capacity to integrate a GE perspective into your work increased as a result of support you received through the Project? Please rate (significantly, moderately, limited, not at all). Please give concrete examples where institutional changes have occurred to respond to and address women's priorities and ensure gender equality?
3. How has your knowledge about GE/IWLPP changed as a result of the project (compare your current understanding with your level of understanding prior to the Project)?
4. To what extent does your institution produce and collect sex-disaggregated data? How has support provided through the project helped your institution to improve its collection of sex-disaggregated data?
5. What types of GE/IWLPP knowledge resources (i.e. tools, guidelines, manuals, etc.) did you/your institution receive through the project? How did these resources support you/your institution's efforts to integrate GE/IWLPP into plans, policies, strategies and to monitor gender equality commitments?
6. Please list partnerships that you have developed with academia/civil society/national experts (nationally and regionally) through the project?
7. How adaptably and rapidly did IWLPP respond to changing needs/context?

### **Efficiency**

1. To what extent are UN Women's Albania CO institutional mechanisms and arrangements efficient in advancing knowledge and programmatic coordination to promote IWLPP? How have UN Women's organizational structure, managerial support and coordination mechanisms supported the IWLPP intervention?
2. To what extent are relevant national stakeholders and actors included in IWLPP programming and implementation and policy advocacy processes?
3. What measures have been taken during planning and implementation to ensure that resources are efficiently used towards the achievement of results?
4. Have the outputs been delivered in a timely manner? Any delays that have affected your performance/commitments and why?
5. To what extent is the IWLPP work coordinated with other international actors (bilateral donors, other international agencies) to avoid duplication and possibly achieve greater scope/synergy?
6. What are your views on how the current UN WOMEN structure or processes could be optimized for bigger impact on IWLPP?

### **Sustainability**

1. How have IWLPP work contributed to sustainable results for women at different levels (individual, collective, systemic)? What are the key challenges to sustainability of Project results?
2. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out? Please describe the level of commitment to IWLPP by your institution?
3. How effectively has IWLPP programme been able to contribute to the generation of national ownership of the results achieved, the establishment of effective partnerships and the development of national capacities? Please provide examples of ways in which your institution has demonstrated ownership of Project results
4. To what extent has IWLPP been able to promote replication of successful programmes? Please give examples.
5. What lessons can be drawn from the implementation and achievements of the Project that could be of further value to UN Women's future IWLPP programming? What IWLPP good practices were introduced through this Project? To what extent have the lessons learned and messages of

UN WOMEN IWLPP programming been shared effectively—both internally (for institutional learning/planning) and externally?

6. What would you have done differently or better to achieve Project results?
7. What do you consider to be key emerging IWLPP areas and potential future UN WOMEN niche?

### **Key Informant Interview Questions** **Civil Society, Media, Academia/Experts and Other beneficiaries**

#### ***Relevance***

1. What is your organization's work related to IWLPP? What is your level of co-operation with UN Women in this area? What has been the focus of cooperation? (TA, research, CB, advocacy)? Do you cooperate with UN WOMEN in other areas of GE?
2. How does UN WOMEN IWLPP's intervention reflects and aligns to Albania's national plans on gender equality as well as the country's internationally undertaken obligations? To what extent are UN WOMEN IWLPP activities strategic given the current political-democratic context? How has the Project supported implementation of national strategies, policies and plans? Were the selected target groups the right entry point for the Project?
3. How does it specifically respond to your organization's needs/priorities and mission?
4. Do you now see UN Women as an organization with specific GE/IWLPP expertise? Does UN Women have a clearly articulated vision/strategy for IWLPP in the given context? If not, what would it take for them to develop that?
5. What other actors/donors in IWLPP do you work with besides UN Women? How does their work and approach compare with that of UN Women?

#### ***Effectiveness***

1. In your view which are the key achievements of UN WOMEN IWLPP at national and local level? What factors have supported achievement of Project results? What factors have supported/hindered achievement of results? Please describe support that you or your institution received through the Project. Was it relevant to your needs? Did it achieve its objectives? Which activities were most effective in achieving the Project results? What are UN WOMEN's IWLPP strengths and weaknesses?
2. To what extent has your capacity and your organization's capacity to integrate a gender perceptive into policies, plans, programming, budgeting and monitoring increased as a result of support you received through the Project? Please rate (significantly, moderately, limited, not at all). Please give concrete examples where institutional changes have occurred to respond to and address women's priorities and ensure gender equality?
3. To what extent IWLPP programme has contributed to the establishment and functioning of IWLPP/CSO networks"? Are you member to these networks?
4. How has your knowledge about GE/IWLPP changed as a result of the project (compare your current understanding with your level of understanding prior to the Project)?
5. To what extent does your institution produce and collect sex-disaggregated data? How has support provided through the project helped your institution to improve its collection of sex-disaggregated data?
6. What types of GE/IWLPP knowledge resources (i.e. tools, guidelines, manuals, etc.) did you/your institution receive through the project? How did these resources support you/your institution's efforts to integrate GE/IWLPP into plans, policies, strategies and to monitor gender equality commitments?

7. Please tell us about advocacy activities (i.e. publication of reports/campaigns/public hearings) that you/your organization undertook during the project to advocate for GE/IWLPP? What has been changed as result of these advocacy initiatives?
8. What support did you receive through the project to implement these activities? As a result of your activities, how was IWLPP changed? How did your activities help to identify gender priorities and needs – please explain.
9. How many documents (articulating demands/recommendation of your organization) has your organization produced? Can you provide us with copies of these?
10. Please list partnerships that you have developed with academia/civil society/national experts (nationally and regionally) through the project?
11. How adaptably and rapidly did IWLPP respond to changing needs/context?
12. How has your knowledge about IWLPP changed as a result of the project (compare your current understanding with your level of understanding prior to the Project)?
13. How have you cooperated and engaged with other CSOs from the region? What has been the benefit of your cooperation and exchanges with other regional CSOs?
14. *Question for GE/IWLPP experts* – to what extent have you been called upon for advice/expertise by the Government, Parliament, academia, civil society?

### **Efficiency**

1. To what extent are UN Women's Albania CO institutional mechanisms and arrangements efficient in advancing knowledge and programmatic coordination to promote IWLPP? How have UN Women's organizational structure, managerial support and coordination mechanisms supported the IWLPP intervention?
2. To what extent are relevant national stakeholders and actors included in IWLPP programming and implementation and policy advocacy processes?
3. What measures have been taken during planning and implementation to ensure that resources are efficiently used towards the achievement of results?
4. Have the outputs been delivered in a timely manner? Any delays that have affected your performance/commitments and why?
5. To what extent is the IWLPP work coordinated with other international actors (bilateral donors, other international agencies) to avoid duplication and possibly achieve greater scope/synergy?
6. What are your views on how the current UN WOMEN structure or processes could be optimized for bigger impact on IWLPP?

### **Sustainability**

1. How have IWLPP work contributed to sustainable results for women at different levels (individual, collective, systemic)? What are the key challenges to sustainability of Project results?
2. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out? Please describe the level of commitment to IWLPP by your institution?
3. How effectively has IWLPP been able to contribute to the generation of national ownership of the results achieved, the establishment of effective partnerships and the development of national capacities? Please provide examples of ways in which your institution has demonstrated ownership of Project results
4. To what extent has IWLPP been able to promote replication of successful programmes? Please give examples.
5. What lessons can be drawn from the implementation and achievements of the Project that could be of further value to UN Women's future IWLPP programming? What IWLPP good practices were introduced through this Project? To what extent have the lessons learned and messages of UN WOMEN's IWLPP programming been shared effectively—both internally (for institutional learning/planning) and externally?
6. What would you have done differently or better to achieve Project results?
7. What do you consider to be key emerging IWLPP areas and potential future UN WOMEN niche?

## **Key Informant Interview Questions UN Agencies (UNDP)**

### ***Relevance***

1. How does your agency's work relate to IWLPP? What is your level of co-operation and partnership with UN WOMEN in this area? How do you assess UN WOMEN's level of cooperation and coordination in this project? What needs to be improved?
2. To what extent is UN WOMEN IWLPP intervention aligned with national priorities and international commitments on GE?
3. To what extent is UN WOMEN IWLPP intervention strategic to the country context given its focus and scope of work?
4. To what extent does IWLPP intervention address the needs of different sub-groups of women at individual and/or collective level?

### ***Effectiveness***

1. In your view to what extent, and in what areas, has UN Women contributed to results on IWLPP given the country context? Has it achieved its objectives?
2. What do you consider to have been the major achievements of UN Women's work in IWLPP given its mandates (normative, cooperation and operational level)? What changes has UN WOMEN IWLPP brought (institutional, capacities of relevant duty-bearers and rights-holders, advocacy, networks)? Please provide concrete examples of changes.
3. What are UN WOMEN' strengths/weaknesses in relation to coordination, normative and operational work in the given context?
4. To what extent do results address gender inequality, reduce marginality or promote inclusion in line with the human rights-based approach and/or relate to the environment?
5. How adaptably and rapidly did IWLPP intervention react to changing country context?
6. How have coordination processes worked in terms of the UN Country Teams' (UNCTs')/One UN work plans? What are some opportunities/challenges for UN Women playing a coordination role in relation to IWLPP going forward?
7. How did IWLPP build on your work related to GE?

### ***Efficiency***

1. To what extent are UN Women's Albania CO institutional mechanisms and arrangements efficient in advancing knowledge and programmatic coordination to promote IWLPP? How have UN Women's organizational structure, managerial support and coordination mechanisms supported the IWLPP intervention?
2. Have the outputs been delivered in a timely manner? Any delays and why? How did they complement/support your agency's work?
3. To what extent are relevant national stakeholders and actors included in IWLPP programming and implementation and policy advocacy processes?
4. In a context of scarce resources, do you think the IWLPP activities carried out represent the best investment? In this context of scarce resources, how could UN Women best position itself in this area? What should be the focus of its work?

### ***Sustainability***

1. To what extent do you believe that UN WOMEN IWLPP results are sustainable? How have IWLPP work contributed to sustainable results for women at different levels (individual, collective, systemic)? What are the key challenges to sustainability of Project results?
2. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out? Please describe the level of stakeholders (government, donors, CSOs, media) commitment to IWLPP?

3. How effectively has IWLPP intervention been able to contribute to the generation of national ownership of the results achieved, the establishment of effective partnerships and the development of national capacities? Please provide examples of ways in which national and local institutions have demonstrated ownership of Project results
4. To what extent has IWLPP been able to promote replication of successful programmes? Please give examples.
5. Were the strategies used by UN Women effective, relevant and potentially sustainable Please assess them.
6. What lessons can be drawn from the implementation and achievements of the Project that could be of further value to UN Women's future IWLPP programming and your agency/UN agencies? What do you consider to be key emerging IWLPP areas and potential future UN WOMEN niche?
7. What IWLPP good practices were introduced through this intervention?
8. What would you have done differently or better to achieve the results?

### **Key Informant Interview Questions Donors/International Partners**

#### ***Relevance***

1. What is the funding relationship between the donor and UN Women?
2. How does UN WOMEN IWLPP align with the donor's policies and interests in the area of IWLPP? Why did you decide to work with/build synergies/complementarities with UN WOMEN in the area of IWLPP instead of some other group/agency?

#### ***Effectiveness***

1. In your opinion, what do you consider to have been the major achievements of UN Women's work in IWLPP? To what extent are UN WOMEN IWLPP activities strategic given the current political-democratic context?
2. In your opinion, has UN WOMEN achieved the objectives of the project your agency is supporting? Why or why not? What conditions (strengths/weaknesses) affect UN Women's effectiveness in relation to coordination, normative and operational work in the given context?
3. How does communication happen between donor and UN Women/ how is knowledge and lessons shared? How is such knowledge used externally for policy formulation and/or internally for adjusting strategies and cooperation agreements?

#### ***Efficiency***

1. To what extent are UN Women's Albania CO institutional mechanisms and arrangements efficient in advancing knowledge and programmatic coordination to promote WLPP? How have UN Women's organizational structure, managerial support and coordination mechanisms supported the WLPP intervention?
2. Have the outputs been delivered in a timely manner? Any delays and why? How did they complement/support your agency's work?
3. To what extent are relevant national stakeholders and actors included in WLPP programming and implementation and policy advocacy processes?
4. In a context of scarce resources, do you think the IWLPP activities carried out represent the best investment? In this context of scarce resources, how could UN Women best position itself in this area? What should be the focus of its work?

#### ***Sustainability***

1. To what extent do you believe that UN WOMEN IWLPP programs are sustainable?
2. What is your view on how UN Women could be more effective in terms of continued resource mobilization in this area?
3. Are there any key emerging IWLPP areas and potential future niche that UN WOMEN should consider? Any recommendations for the future of the funding relationship between the donor and UN Women?



## ANNEX 6

### GUIDING QUESTIONS FOR FGDs

**Location/Venue:**

**Number of Participants (M, F): 10-15**

**Duration: 1.5 hrs**

**Purpose of FGDs:** to collect ideas, insights and experiences in IWLPP.

Introduction of participants who are direct beneficiaries of IWLPP project and explain the procedure.

**Guiding questions:**

1. How did you participate in this project? How were you selected?
2. Which activities did you participate in and how?
3. Were you consulted and to what extent did you participate in project design, implementation, monitoring and evaluation?
4. How relevant was IWLPP to your needs and priorities as a person/organization/community?
5. Did programme design and implementation meet your expectations?
6. Can you identify groups that you consider marginalized in the country and your community in terms of IWLPP? What are their needs? To what extent did the programme address these needs? What needs to be done to address these needs?
7. Can you identify changes that have occurred as a result of your participation in the programme and what has changed?
  - a. Individual levels
  - b. Community level
  - c. Institutional level
8. To what extent do you think IWLPP activities and benefits will be sustainable after support from programme funders has ended?
9. What needs to be done in future to enhance the sustainability of IWLPP results?
10. If similar programmes were to be implemented in future, what recommendations would you give to make the programme more effective?
11. What do you think could have been done differently in this programme?

## ANNEX 7

### SURVEY

You/Your organization participated in UN WOMEN IWLPP project activities during 2012-2017. Please take your time and answer to these questions. Your answers will be anonymous and confidential and will be used solely for the purpose of the evaluation.

1. Gender:
  - a. Female
  - b. Male
  
2. Institution you represent
  - a. Central government
  - b. CEC
  - c. Ombudsman
  - d. Anti-Discrimination Commissioner
  - e. Local government
  - f. Member of Parliament
  - g. Local Councilor
  - h. Journalist
  - i. CSO representative/member
  - j. GE expert
  - k. donor
  - l. Other (please specify):
  
3. What IWLPP activity did you participate in?
  - a. technical assistance
  - b. training
  - c. advocacy
  - d. development of knowledge products
  - e. retreats
  - f. other
  
4. What aspects of the activity were most valuable to you and your institution?
  
5. Do you use the knowledge/skills acquired in IWLPP activities to promote participation of women in politics and decision-making?
  - a. Yes
  - b. No
  
6. If, Yes, How?

7. What activities do you continue without UN WOMEN support?
8. How do you rate UN WOMEN' support to your institution?
  - a. Very good
  - b. Satisfactory
  - c. Good to some extent
  - d. Not good at all
9. What are the challenges in your work to promote participation of women in politics and decision-making? Please list.
10. What should UN WOMEN improve in the future?

**ANNEX 8**  
**EVALUATION REFERENCE GROUP**

| <i>Organization</i>                        | <i>Position</i>                    |
|--|------------------------------------|
| <b>Internal Evaluation Reference Group</b> |                                    |
| UN Women ECA region                        | Regional Evaluation Specialist     |
| UN Women Albania CO                        | Head of Programme                  |
| <b>External Evaluation Reference Group</b> |                                    |
| UNDP                                       | Program Specialist                 |
| Sida                                       | Program Manager                    |
| Ministry of Health and Social Protection   | Head of Gender Equality Department |
| GADC                                       | Executive Director                 |
| Network of Women in Decision-Making        | Executive Director                 |

## ANNEX 9

### **Terms of References for National Consultant to Conduct a final evaluation of the 5-year implementation of the UN Women CO Albania Project “Women’s Leadership and Political Participation”**

#### **Background**

Women’s leadership and political participation (WPP) is one of six core thematic impact areas that UN Women aims to contribute to at the global, regional and national level. It is considered critical not only for achieving gender equality, but also as an intrinsic precondition for democratic governance and sustainable development.

UN Women’s work on Impact Area 1 is guided by a history of international commitments to women’s representation. The Convention on the Elimination of All Forms of Discrimination against Women upholds women’s right to participate in public life (Art. 7), while the Beijing Platform for Action calls for removing barriers to equal participation and sets a target of ‘gender balance’ at all levels. The Millennium Development Goals measured progress towards gender equality in part by the proportion of women in parliamentary seats, while the Sustainable Development Goal # 5 measures progress by the percentage of seats held by women in national parliaments and at the local level.

A major step for UN Women was the adoption by the UN General Assembly - by consensus - of the 2011 resolution on Women’s Political Participation (A/RES/66/130). The Report of the Secretary-General on “Measures Taken and Progress Achieved in the Promotion of Women and Political Participation” (2013) provided statistics, and identified data gaps, on women in politics at all levels, and offered concrete recommendations for Member States to accelerate progress and show greater political commitment.

In addition to international normative frameworks, regional frameworks have emerged that confirm the political rights of women and regional intergovernmental agreements that specifically affirm the role of Temporary Special Measures (TSMs) to achieve women’s participation in decision making and politics. The results envisaged are to increase formal representation, participation and influence of women in political decision-making and in political institutions— from the national to the local level.

UN Women’s work in support of women’s leadership and political participation is primarily organized around the three outcome areas of the Strategic Plan (2014-2017):

1. Supporting the reform, adoption and implementation of constitutions, legal frameworks, and policies to advance women’s right to participate in decision making at national and local levels.

2. Supporting gender responsive measures (mechanisms, processes and services) to promote women's leadership and participation in politics.

3. Supporting gender equality advocates influence constitutions, legal frameworks and policies to increase women's leadership and political participation.

UN Women aims to contribute to these three outcomes areas at the global, regional and national levels, building linkages to support a holistic work programme. Primary areas of focus at the programmatic level include: inclusive electoral and political processes at national and local levels, legislative and constitutional reforms that promote gender equality, the promotion of gender equality in political parties, gender-sensitive reforms in parliaments, civil society monitoring of women's political participation, and the development of women's leadership skills.

With the adoption of the Gender Equality Law (2008) Albania introduced for the first time the quota provisions on equal gender participation and representation in all legislative, executive, judicial power bodies as well as in other public institutions. Subsequently the quota provisions mandated by the GEL were introduced in the Electoral Code (2009). During the period 2010 to 2015, various amendments were made to the Electoral Code (Articles 67/6, 7; 164; 175) in order to improve women's representation and participation in political decision-making. Further amendments in April 2015 reflected Albania's new territorial and administrative division; they also addressed a long-standing OSCE Office for Democratic Institutions and Human Rights (ODIHR) recommendation to promote women candidates by increasing the gender quota on candidate lists for local councils to 50 per cent, with the gender of candidates alternating at every second name (zipper/zebra lists).

The percentage of women in parliament increased from 16.7 per cent in 2013 to 23 per cent in 2015 and 28% in 2017, representing the highest share since 1997. This was largely a result of strong lobbying efforts on the part of women's organizations for introducing and applying the gender quota, as well as of increased general awareness of the significance of women's political representation. Though revisions to the Electoral Code were adopted in 2012, the law was not fully respected in the subsequent general elections. Despite significant achievements, for example, the phenomenon of placing women at the bottom of candidate lists is still observed. In the general elections of 2013, 2015 and 2017 the Central Electoral Commission has issued fine for political parties for not adhering to the gender quota. Another phenomenon observed was the withdrawal of female candidates from the candidate lists in order to let men fill the vacancies and thereby become Members of Parliament (MPs). The role of women MPs received a boost with the establishment of the Alliance of Women MPs (AWMP) in 2013, a group pushing for gender mainstreaming of laws and the promotion of gender equality. Although women took a step forward in the 2017 elections (out of 2,666 candidates, 1,073 (40%) were women; 28% women's representation compared to 18% in 2013 elections), the codified gender quota was not fully respected. Yet, credited to political parties

increased awareness on gender quota bindings, Albania's ranking in the Global Gender Gap Index improved significantly (women political empowerment) - 105th in 2006; 53rd in 2016; 38th in 2017, a good step forward towards the achievement of SDG 5. Overall, however, the legal requirement of increasing women's participation in parliament to a minimum of 30 per cent still remains to be fulfilled.

In the government established after the general elections of 2013, the number of women ministers increased significantly and in 2016, out of 19 ministers, eight are women, representing over 30 per cent while in the current government established after the 2017 elections for the first-time women represent 50% of cabinet including the Deputy Prime Minister.

At the local level, amendments to the Electoral Code resulted in a significant increase in women's representation in the local elections of 2015: women currently represent 34.7 per cent of municipality councilors, up from 12.5 per cent previously. There are nine women among 61 mayors. While this is just roughly 13 per cent, it is a significant step forward in view of the previous share of three women heads among the former 385 local government units.

Women in politics are aware that their reputation increases when they manage, oversee, and decide on funds that have a social character and positive impact on female and male citizens in their communities. However, in general, party programmes tend to lack conceptual clarity and do not contain gender equality considerations. Furthermore, current councilwomen are relatively weakly connected to their electorate beyond urban areas: firstly, female party members and current councilwomen were not involved in the consultations prior to the new administrative division, and secondly, rural areas had not been targeted by campaigns that – as a result of post-election territorial and administrative reform – are now part of the municipality territory. Councilwomen are faced with the challenge of addressing gender equality concerns within the local governance agenda, an undertaking for which knowledge and also consensus have not yet been established. However, the anchoring of gender equality goals within the local governance agenda is vital for establishing strong linkages with the electorate, for increasing accountability, and for achieving governance outcomes that equally benefit women and men. Citizen participation and gender accountability at local level. The use of formalized and tested accountability tools is essential for strengthening citizen voices and increasing accountability to women and men at local level. In addition to public hearings, the main approaches taken thus far are (i) participatory budgeting; (ii) gender-sensitive Community-Based Scorecards (CBS); and (iii) Gender Responsive Budgeting (GRB). Supported by UN Women and USAID's Planning and Local Governance Project (PLGP), CBS has been tested and implemented in five out of 61 municipalities, encouraging women in particular to engage in the prioritization of needs at the community level, and lobbying politicians and local government for change.

## **Evaluation Scope: UN Women's contribution to Women Leadership and Political participation in Albania**

UN Women in Albania has been implementing a multi-year programme on "Leadership and Political Participation" (LPP) since 2012 to 2017 with funding from the Government of Sweden through the UN Coherence Fund as well as UN Women core funds, in the framework of the Government of Albania and UN Programme of Cooperation (PoC) 2012-2016 and 2017-2021. This programme was also in line with the UN Women, Albania Strategic Notes 2014-2016 and 2017-2021.

The aim of the programme is to support the implementation and monitoring of international commitments on women's political leadership and participation such as CEDAW and national legislation related to gender equality and related national strategies and action plans. It also aimed at mainstreaming gender into relevant legislation, policies, and decision-making processes at local and national levels.

The overarching goal of the programme is to support the realization of gender equality in political representation at national and local levels through collaboration with relevant institutions, civil society, media and other international stakeholders. In addition, UN Women employs a holistic approach that involves working with national institutions at the national and local level, and with the beneficiaries at the grass-roots level. Towards this end, the intervention has worked at the three interdependent and mutually reinforcing levels:

- At national level, to ensure that legislation is in line with Gender Equality Law.
- At the level of national institutions, towards strengthening their knowledge and support in implementing and monitoring the national legal obligations; and
- At the grassroots level, by supporting CSOs and media to hold decision makers to account, advocate for gender quota implementation and equal representation and support women leaders and grassroots women to participate in public decision-making.

As per the PoC 2012-2016 the interventions have contributed to the following outcome and related Outputs:

Outcome 1.1. Strengthen public oversight, civil society and media institutions make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes

1. Public oversight bodies including the Parliament, Ombudsman, and the anti-discrimination commissioner have the capacity to implement appropriate policy frameworks that ensure transparency and accountability of government



2. Civil Society and media facilitate a public demand for human rights, gender equality and access to justice including the compliance with international legal instruments and the Convention on the Elimination of All Forms of Discrimination against Women
3. National and local networks of civil society organizations participate in public policy analyses negotiation, monitoring, lobbying and decision making

During 2017 the interventions have contributed to the following PoC (2017-2021) Outcome and related Outputs:

Outcome 1 - State and civil society organizations perform effectively and with accountability for consolidated democracy in line with international norms and standards.

Output 1.1 - Constitutional, ministerial and independent mechanisms are reinforced to identify and report human rights violations and enable evidence-based policy making and response.

Output 1.3 - Local Government Units (LGUs) are able to deliver equitable, quality services and strengthen influence of citizens in decision-making.

The intervention has been implemented during five years with a total funding of 1,57 million USD with specific activities at different levels. At the end of the programme an external evaluation will be conducted by an independent national expert. The evaluation will assess programmatic progress (and challenges) for the duration the implementation with measurement of the output level achievements and gaps and how/to what extent these have affected outcome-level progress.

## **Duties and Responsibilities**

### **Evaluation Scope, Purpose and Use:**

The evaluation of the IWLPP programme is to be conducted externally by an independent national consultant with substantive support from UN Women Albania and it is planned to be conducted in the period of 1 April – 30 June 2018. The evaluation will cover the programme implementation period from January 2012 until December 2017. The evaluation will be conducted in Albania, where the project has been implemented; in Tirana and other targeted regions to collect data as defined by the agreed evaluation work-plan.

The evaluation will examine all the relevant documents of IWLPP project, including the results framework of the programme, annual work plans, annual reviews as part of the PoC annual review processes, annual and shorter-term status reports to the donor, annual reports of Albania Country Office, knowledge products produced in the framework of the programme etc. The evaluation will interview all key stakeholders involved

in the IWLPP programme, including but not limited to UN Women staff, IWLPP project team, IWLPP project responsible parties, local NGOs, beneficiaries, legislative body, central and local government partners, other international partners and UN Agencies, etc.

The main purpose of this thematic evaluation is to provide findings, lessons learned, conclusions and recommendations to support accountability, learning, reflection and knowledge generation, as well as to inform strategic direction for the programme for the period 2019-2021. It is being conducted with a view to re-strategize UN Women's approach in a year when this programme area is not in focus for the Country Office. The evaluation is expected to provide: 1) a better understanding of UN Women's contribution on this thematic area in Albania based on objective evidence; and 2) useful evidence that will highlight how and in what ways UN Women in Albania can maximize its contributions given the current and expected contexts. The information generated by the evaluation will be used by different stakeholders to:

- Contribute to building of the evidence base on effective strategies for addressing gender equality and equal representation in politics;
- Facilitate UN Women's strategic reflection, learning and further planning for programming on addressing the challenges under women's political empowerment.

Findings, recommendations and lessons learned from the evaluation will inform the future resource mobilization and the future strategic IWLPP interventions of UN Women in Albania.

Main evaluation users include UN Women Albania CO as well as UN Women ECA RO, national stakeholders such as NGOs and women's organisations, public oversight bodies (the Central Elections Commission, People's Advocate, Commissioner on Protection Against Discrimination), national and local actors (Women members of Parliament, elected women in local government units especially the Network of Women Councilors' Alliance, Prime Minister's Office, the National Council on GE) as well as international actors that will be closely involved in the evaluation process to increase ownership of findings, draw lessons learned and make and greater use of evaluation results.

### **Evaluation Objectives, Criteria and Key Evaluation Questions:**

The specific evaluation objectives are to:

- Analyze the relevance of the LPP implementation strategy and approaches to the programme's results framework;
- Review the relevance of the results framework and respective Monitoring data;
- Validate programme results in terms of progress toward the achievement of outcome and outputs of the UN Women Strategic Note and related PoC Outcome and Outputs, with a critical

examination of how/to what extent the programme supported efforts and strengthened the capacities of national partners from government, independent bodies and civil society to advance gender equality and women's human rights in Albania;

- Assess the potential for sustainability of the results and the feasibility of ongoing, nationally-led efforts in advancing women's political participation;
- Identify the strengths/weaknesses of the partnerships established with national and local partners;
- Document lessons learned, best practices, success stories and challenges to inform future work of UN Women Albania in the framework of women political participation and beyond;
- Document and analyze possible weaknesses and provide actionable recommendations with respect to UN Women's future work on IWLPP in Albania;
- Analyze how human rights approach and gender equality principles are integrated in the implementation of the IWLPP programme;
- Analyse programme efficiency in its use of resources.

The evaluation will address the criteria of relevance, effectiveness, efficiency and sustainability. More specifically, the evaluation will address the following key questions:

- Relevance: A) Does the scope and focus of work on IWLPP create the best opportunity for UN Women to contribute to change that responds to national priorities? B) How does IWLPP intervention assure that the programme reflects and aligns to Albania's national plans on gender equality as well as the country's internationally undertaken obligations? C) How does it fit into the broader UN response and in relation to other key actors? D) To what extent the programme addresses the needs of different sub-groups of women at individual and/or collective level?
- Effectiveness: A) To what extent, and in what areas, has UN Women contributed to results on IWLPP in light of national contexts? B) What has been the progress made towards achievement of the expected outcomes and expected results? C) How do results cut across all aspects of the integrated mandate (normative, coordination and operational)? D) To what extent have capacities of relevant duty-bearers and rights-holders been strengthened? E) To what extent do results address gender inequality, reduce marginality or promote inclusion in line with the human rights-based approach and/or relate to the environment? F) How adaptably and rapidly did IWLPP intervention react to changing country context?
- Efficiency: A) To what extent are UN Women's Albania CO institutional mechanisms and arrangements efficient in advancing knowledge and programmatic coordination to promote IWLPP? B) What measures have been taken during planning and implementation to ensure that resources are efficiently used towards the achievement of results? C) Have the outputs been delivered in a timely manner? D) To what extent are relevant national stakeholders and actors included in IWLPP programming and implementation and policy advocacy processes?

- Sustainability: A) How have IWLPP work contributed to sustainable results for women at different levels (individual, collective, systemic)? B) What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out? C) How effectively has IWLPP programme been able to contribute to the generation of national ownership of the results achieved, the establishment of effective partnerships and the development of national capacities? D) To what extent has IWLPP been able to promote replication of successful programmes?

### **Evaluation Design, Process, and Methods:**

The evaluation methodology will deploy mixed methods, including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure a participatory and inclusive evaluation process which is culturally appropriate. A theory of change approach will be followed. The reconstructed theory of change should elaborate on the objectives and articulation of the assumptions that stakeholders use to explain the change process represented by the change framework that this project considered and should assess how UN Women LPP intervention action has contributed to advancement and women political empowerment.

The evaluation process is divided in five phases: 1) Preparation, mainly devoted to structuring the evaluation approach, preparing the TOR, compiling programme documentation, and hiring the evaluation team; 2) Inception, which will involve reconstruction of theory of change, evaluability assessment, online inception meetings with the LPP Project team, inception report and finalization of evaluation methodology; 3) Data collection and analysis, including desk research and preparation of field missions, visits to project sites; 4) Data analysis and synthesis stage, focusing on data analyzed, interpretation of findings and drafting of an Evaluation Report; and 5) Dissemination and follow-up, which will entail the development of an Evaluation Management Response by UN Women Albania CO, uploading it on UN Women's Global Accountability and Tracking of Evaluation Use (GATE) system.

The evaluator will be responsible for inception, data collection and data analysis and synthesis.

- Inception phase: at the beginning of the consultancy, the consultant will be provided with key sources of information for an initial desk review. The online inception meetings will be conducted with the IWLPP project and CO team. At the end of this phase an inception report that will include the refined evaluation methodology will be delivered. The inception report will be validated and approved by UN Women.
- Data collection phase: based on the inception phase, the consultant will carry out an in-depth desk review, and field missions will be conducted to complete data collection and triangulation of

information. Interviews and focus group discussions with key stakeholders, as relevant, will take place.

- Data analysis and synthesis phase: The collected information will be analyzed and final evaluation report will be delivered. A validation meeting will be organized where the consultant will validate the final report with UN Women, to be approved by UN Women.

This is a consultative/participatory project evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders will be consulted.

### **Evaluation Management:**

The National Programme Officer (NPO)/Head of the Programme Unit of the Albania CO 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 NPO with the support of the UN Women Regional Evaluation Specialist based in the ECA RO, 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 (UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: [http://gate.UN Womenomen.org](http://gate.UNWomenomen.org) ).

The establishment of external and internal evaluation 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 process: terms of reference drafting; inception report; draft and final evaluation reports. The Internal Reference Group will be composed of UN Women staff based in UN Women Albania Office and ECA Regional office. The External Reference Group will be composed of key partners including from government, civil society, Sida and relevant UN sister agencies.

### **Expected Deliverables, Duties and Responsibilities:**

The evaluation consultant will be expected to produce/deliver the following:

1. *Detailed Inception Report* which refines evaluation objectives and scope, findings from inception meetings with the Programme team and from the initial desk review, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, list of key informants, matrix with evaluation questions, criteria, work plan and relevant annexes. It should include a clear evaluation matrix linking all these aspects - by mid-April (8 working days)

2. *Conducted field visits* to project sites that will include interviews with key informant and focus group discussions, observations to collect the data and analyze data- by first week of May (15 working days)
3. *Power Point Presentation* on preliminary findings (conducted in Tirana) highlighting key evaluation findings and conclusions, lessons learnt and recommendations that will be presented to both internal and external reference groups for validation- by third week of May (2 working days)
4. *Draft and Final Evaluation report* in English taking into consideration comments and feedback collected. The report shall include the following chapters: Executive Summary (maximum five pages), Introduction and Background, Context, Evaluation approach and methodology, Findings, Conclusions, Lessons learnt, Recommendations and relevant Annexes and a two-pager *evaluation brief* including a summary of key evaluation findings, lessons learned and recommendations - by mid-June (15 working days).

In further details the duties and responsibilities of the national evaluator will be as follows:

- To elaborate and submit the detailed inception report which contains evaluation objectives and scope, findings from the online inception meetings with all relevant stakeholders, desk review, description of evaluation methodology / methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. It should include a clear evaluation matrix linking all these aspects.
- To elaborate and finalize the data collection methodology such as guides, questioners/tools to be used with the key informants/interviewees;
- To conduct relevant individual interviews and focus groups discussions with the relevant stakeholders;
- To prepare a Power Point Presentation and an outline on preliminary findings and present to UN Women staff and reflect the feedback shared at this presentation in the final report;
- To produce and submit the final evaluation report in English. Format of the final evaluation report shall include the following chapters: Executive Summary (maximum five pages), Project description, Evaluation purpose, Evaluation methodology, Findings, Lessons learnt, Recommendations and Annexes (including interview list- without identifying names for confidentiality, data collection instruments, key documents consulted, Terms of Reference).
- To elaborate a two-pager evaluation brief to facilitate dissemination of evaluation findings, lessons learned and recommendations.

The timeframe for the work of the national consultant is planned in the period of April 1st – June 30th for 40 working days.

## Ethical Considerations

UNEG Ethical Guidance should be applied to the selection of methods for the evaluation and throughout the evaluation process. The consultant will sign the “Evaluation Consultants Agreement Form – UNEG Code of Conduct for Evaluation in the UN System” prior to the initiation of the evaluation process.

### TOR Annexes

1. Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN/2012/8): [http://www.UN Womenomen.org/en/digitalibrary/publications/2012/10/evaluation-policy-of-theunited-nations-entity-for-gender-equality-and-the-empowerment-of-women](http://www.UNWomenomen.org/en/digitalibrary/publications/2012/10/evaluation-policy-of-theunited-nations-entity-for-gender-equality-and-the-empowerment-of-women)
2. UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS): <http://www.UN Womenomen.org/~//media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf>
3. Standards for Evaluation in the UN System: [http:// www.uneval.org/document/detail/22](http://www.uneval.org/document/detail/22)
4. Norms for Evaluation in the UN System: <http://www.uneval.org/document/detail/21>
5. Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance: <http://www.uneval.org/document/detail/980>
6. UNEG Guidance Integrating Human Rights and Gender into Evaluation: <http://www.uneval.org/document/detail/1616>
7. UN SWAP Evaluation Performance Indicator: <http://www.uneval.org/document/detail/1452>
8. UNEG Quality Checklist for Evaluation Reports: <http://www.uneval.org/document/detail/607>
9. UNEG Ethical Guidelines: <http://www.unevaluation.org/document/detail/102>
10. UNEG Code of Conduct for Evaluation in the UN: <http://www.unevaluation.org/document/detail/100>
11. UN Women Evaluation Handbook (<http://genderevaluation.UN Womenomen.org/en/evaluation-handbook>)

## Competencies

### Core Values:

- Respect for Diversity
- Integrity
- Professionalism

**Core Competencies:**

- Awareness and Sensitivity Regarding Gender Issues
- Accountability
- Creative Problem Solving
- Effective Communication
- Inclusive Collaboration
- Stakeholder Engagement
- Leading by Example

Please visit this link for more information on UN Women's Core Values and Competencies:

<http://www.UNWomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-employment-values-and-competencies-definitions-en.pdf>

**Functional Competencies:**

- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders
- Excellent analytical, writing and communication skills in both Albanian and English;
- Demonstrated ability to produce high quality evaluation reports;
- Understanding of the Albanian context with specific regards to the gender equality priorities and role of UN Women;
- Knowledge of issues concerning women's human rights and gender equality including specifically in the area of women's leadership and political participation;
- Possesses the ability to work under pressure and meet deadlines;
- Possesses the ability to work independently.

**Required Skills and Experience**

The evaluator will be responsible for ensuring the quality of deliverables and application of methodology as well as timely delivery of all products. The following qualifications will be required:

**Academic Qualifications:**



- At least a master's degree in sociology, international development, gender/women studies or related areas;

**Work Experience:**

- At least 7 years of advanced evaluation expertise and experience in a wide range of research, review/evaluation approaches including utilization-focused, gender and human rights responsive and mixed methods with a background in social research;
- At least 5 years' experience in conducting and leading evaluations of strategies, policies and programmes with a focus on Gender Equality and Empowerment of Women; previous experience on IWLPP will be an asset;
- Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis, human rights-based approach to programming and related mandates within the United Nations system;
- Experience/knowledge of women's movements in Albania and especially in women's leadership and political participation;
- Knowledge of the United Nations system and UN Women programming in Albania will be considered an asset;

**Language requirements:**

- Proficiency in English; fluency in written and spoken Albanian

**Note:** Minimum mandatory requirements for candidates to be considered are a) Academic qualification: At least a master's degree in sociology, international development, gender/women studies or related areas; b) Years of experience: At least 7 years of advanced evaluation expertise and experience in a wide range of research, review/evaluation approaches including utilization-focused, gender and human rights responsive and mixed methods; c) Proficiency in English.

**Scope of Price Proposal and Schedule of Payments:**

Each applicant will be required to submit an aggregated financial offer in Albanian Lek ("aggregated financial offer" is the total sum of all financial claims of the candidate for accomplishment of the task with detailed breakdown of expected honorarium, (including travel and accommodation in 6 target regions of Albania: Elbasan, Gjirokaster, Korce, Kukes, Shkoder and Vlore).

The evaluator shall bear costs for all supplies needed for data collection and data processing including possession of his own personal computer.

**Financial arrangements:**

Payment will be disbursed in 3 (three) installments upon the satisfactory submission of the deliverables cleared by Evaluation task manager to certify that the services have been satisfactorily performed; 20% upon the inception report, 30% upon the submission of the draft report and 50% upon the submission of the final evaluation report and brief.

**Recommended Presentation of Offer:**

Qualified and interested candidates are asked to submit their application no later than 11th March 2018.

- **Personal History Form (P11) including past experience in similar assignment** to be downloaded at: [UN Women Personal History Form \(P11\)](http://www.UNWomenomen.org/en/about-us/employment) or [http://www.UN Womenomen.org/en/about-us/employment](http://www.UNWomenomen.org/en/about-us/employment)
- **Aggregated financial proposal/offer** (including all the costs needed to undertake the assignment i.e. travel to regions Elbasan, Gjirokaster, Korce, Kukes, Shkoder and Vlore, communication etc.);
- Evaluation report sample - Submitting at least one sample of an evaluation report previously produced is a requirement.
- Please enter the CV or Resume in the Resume Section of the online application format.

**Evaluation of Applicants:**

Candidates will be evaluated using a cumulative analysis method taking into consideration the combination of the applicants' qualifications and financial proposal. Contract will be awarded to the individual consultant whose offer has been evaluated and determined as:

1. Responsive/compliant/acceptable; and
2. Having received the highest score out of below defined technical and financial criteria.

Applications will be assessed according to the following Technical Criteria - Maximum total technical scoring is 350 points:

| No. | Technical Criteria   | Maximum points |
|-----|--|----------------|
| 1.  | At least 7 years of advanced evaluation expertise and experience in a wide range of research, review/evaluation approaches including utilization-focused, gender and human rights responsive and mixed methods with a background in social research; | 80             |
| 2.  | At least 5 years' experience in conducting and leading evaluations of strategies, policies and programmes with a focus on Gender Equality and Empowerment of Women; previous experience on IWLPP will be an asset;                                   | 80             |
| 3.  | Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis, human rights-based approach to programming and related mandates within the United Nations system;  | 70             |
| 4.  | Proven ability to produce well written reports demonstrating analytical ability and communication skill and undertake self-directed research (through submitted sample report)   | 70             |
| 5.  | Experience/knowledge of women's movements in Albania and especially in women's leadership and political participation;   | 30             |
| 6.  | Knowledge of the United Nations system and UN Women programming in Albania will be considered an asset;  | 20             |
|     | <b>Maximum total technical scoring:</b>  | <b>350</b>     |

Only candidates who have passed over the minimum qualification criteria and have accumulated at least 245 points out of maximum 350 under technical review will qualify for the next stage i.e. review of their financial proposals.

### **Evaluation of financial proposal**

Evaluation of submitted financial offers will be done based on the following formula:  $S = F_{min} / F * 150$

S – score received on financial review;

F min – the lowest financial offer out of all the submitted offers qualified over the technical review round;

F – financial offer under consideration.

The selected candidate will be the candidate, who has accumulated the highest aggregated score (technical score + financial score).

### **How to Submit the Application:**

To submit your application online, please follow the steps below:

- All online applications must include (as an attachment) the completed UN Women Personal History form (P-11) which can be downloaded from [UN Women Personal History Form \(P11\)](http://www.UNWomenomen.org/en/about-us/employment) or [http://www.UN Womenomen.org/en/about-us/employment](http://www.UNWomenomen.org/en/about-us/employment)
- Merge all the required documents above (P-11, aggregated financial offer and Evaluation report sample) into a single file. The system does not allow for more than one attachment to be uploaded;
- Click on the Job Title (job vacancy announcement);
- Click 'Apply Now' button, fill in necessary information on the first page
- Please enter the CV or Resume in the Resume Section of the online application format
- click 'Submit Application;'
- Upload your application/single file as indicated above with the merged documents (indicated above);
- You will receive an automatic response to your email confirming receipt of your application by the system.

### **Applications submission deadline: 11 March 2018.**

UN Women retains the right to contact references directly. Due to the large numbers of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.