



UN WOMEN

Corporate Thematic Evaluation
of UN Women's Contribution to
Governance and National
Planning

Unedited DRAFT ANNEXES

3-1-2019

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Annex A: Original TORs (abridged) for the evaluation

TERMS OF REFERENCE (TOR)

Corporate Thematic Evaluation of UN-Women's contribution to Governance and National Planning fully reflecting accountability for gender equality commitments and priorities.

Introduction

As part of the UN Women Corporate Evaluation Plan (2014 – 2017)¹, the UN Women's Independent Evaluation Office (IEO) is conducting the *Corporate Thematic Evaluation of UN Women's contribution to Governance and National Planning fully reflecting accountability for gender equality commitments and priorities*. The evaluation will assess UN Women's contribution over the past six years to date to governance, national planning and budgeting as per UN Women Strategic Plans (2011 – 2013)² and (2014 - 2017)³. The evaluation will be conducted from August 2017 to June 2018 and is expected to be presented to UN Women's Executive Board in September 2018.

In support of the gender mainstreaming strategy, and in line with aid effectiveness principles,⁴ UN Women committed through its strategic guiding documents to engage with national governments. This commitment focuses on producing more gender-responsive national development strategies and sectoral plans; on strengthening capacity of different branches of government, national partners, civil society and gender advocates; and on expanding resources and status for gender equality.

Changes to promote gender equality need to be backed by robust and well-targeted resources and systematically monitored for progress in reducing gender discrimination. In that regard, UN Women's governance framework encompasses a variety of components, ranging from public expenditure and taxation to global processes related to financing for development and for gender equality. UN Women's work in the area of Governance and National Planning (GNP) seeks to contribute to strengthening public institutions and to improving the design and implementation of national and local policies and programmes that connect development strategies and gender equality plans.

UN Women undertakes this evaluation as a means to support organizational learning, decision-making and accountability. The UN Women Evaluation Policy provides the framework for evaluations within the organization and specifically defines corporate evaluations.

Background information about UN Women

In July 2010⁶, the United Nations General Assembly established UN Women.⁷ The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates on gender equality for greater impact. The mandate of UN-Women brings together four⁸ previously distinct parts of the UN system that focused exclusively on gender equality and women's empowerment. It entrusts UN Women with a leading role in normative, operational and coordination work on gender equality in the United Nations system.⁹

This composite mandate supports UN Women in the provision of universal coverage and strategic presence at the country level. Besides working with inter-governmental bodies in their formulation of policies, global standards and norms, UN Women's mandate goes further so as to include the generation of closer linkages between the norm setting inter-governmental work and operations at the field level. UN Women helps Member States by standing ready to provide suitable technical and financial support to those countries that request it and by forging effective partnerships with civil society organizations.

UN Women's mandate is guided by the Beijing Declaration and Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the UN Security Council Resolution

1325 on Women, Peace and Security, the United Nations Millennium Declaration and relevant resolutions of the General Assembly and the Economic and Social Council, the agreed conclusions of the Commission on the Status of Women, and other applicable United Nations instruments, standards and resolutions.

Since its creation¹⁰, UN Women has operated under two successive Strategic Plans (2011 – 2013) and (2014 – 2017) that outline its work towards six thematic impact areas as part of its Development Results Framework (DRF):¹¹

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

The Strategic Plan is implemented at HQ level through three main pillars composed of the Policy and Programme Bureau; the Strategic Partnerships, Coordination, and Inter-Governmental Support Bureau, as well as a Management and Administrative Division.¹² The Executive Director's Office provides overall strategic planning and oversight to all functions, and is supported directly by the Human Resources Unit, the Internal Audit Department and the Independent Evaluation Office.

Headquartered functions also support the operationalization of UN Women's Strategic Plan in the field through its regional architecture, which is composed of 6 Regional Offices - Arab States, Asia Pacific, Eastern Europe and Central Asia, Eastern and Southern Africa, Americas and the Caribbean, and West and Central Africa. Under regional offices, UN Women has established 6 Multi-Country Offices (MCO), 44 Country Offices and maintains a programme presence in additional 40 countries¹³.

Purpose and scope of the evaluation

The **main purpose** of this corporate thematic evaluation is to provide findings, conclusions and recommendations to support accountability, learning and knowledge generation, as well as decision-making through: 1) a better understanding of UN Women's contribution to governance and national planning at the global, regional and country levels based on objective evidence; 2) useful evidence that will highlight how and in what ways UN Women can maximize its contributions given the current and expected contexts; and 3) systematic examination of evidence conducive to descriptions of impact and the establishment of causal mechanisms.

The evaluation is expected to feed into UN Women's efforts to implement its new Strategic Plan (2018 – 2021), including the implementation of the Agenda 2030 for Sustainable Development and Beijing +20. It should be of use in informing the development and implementation of strategies for GNP at the global, regional and country levels and across policy sectors, including on HIV/AIDS.

The targeted users of the evaluation are the UN Women Executive Board, UN Women Senior Management Team, the Policy Division, the Programme Division, the Intergovernmental Support Division, the Coordination Division, Regional and Country Offices, and staff and key stakeholders in the area of Governance and National Planning.

This evaluation will analyze planning, design and implementation of Governance & National Planning approaches, programmes and initiatives as well as assess progress towards UN Women's strategic goal to increase GNP mechanisms and arrangements with a gender perspective during **the time period 2011 to 2017, and especially during the Strategic Plan period 2014-2017**. It will include all dimensions of UN

Women's work, namely its mandates to support normative and intergovernmental, operational and UN coordination work at global, regional and country levels. The geographical scope is global and, in order to deepen the analysis or address remaining evidence gaps, it will be informed and built on regional and programme evaluations of governance and national planning³² and evaluations of the HIV work³³ including earlier evaluations that can be shared upon request.

Objectives of the evaluation

The objectives of this evaluation are:

1. To assess current **relevance, added value and impact to date** of UN Women's contribution to governance and national planning fully reflecting accountability for gender equality commitments and priorities at global, regional and national levels.
2. To assess **effectiveness and organizational efficiency** in progressing towards the achievement of UN Women results on governance and national planning, as defined in the 2011-2013 & 2014-2017 strategic plans and underpinning theories of change.
3. To analyze ways in which the **human rights approach, gender equality principles and feminist theory** are integrated in the design and implementation of actions seeking that governance and national planning reflect gender equality commitments and priorities.
4. To **identify and validate lessons learned, good practices and innovations** of work supported by UN Women in this thematic area.

To provide in that regard **actionable and forward-looking recommendations** to fully reflect accountability for gender equality commitments and priorities at global, regional and national level

Annex B: Evaluation questions – Matrix

Final version - compressed		
<p>Overarching evaluation question: To what extent has UN Women’s work on GNP under Impact Area 5 contributed to ensuring that gender equality priorities are reflected in country-level plans, sectoral strategies, and budgets, and to advancing women’s voice and influence in priority setting?</p>		
<p>Key Question 1 - Relevance: How appropriate and unique was UN Women’s approach to GNP at the design stage to partner government priorities and national contexts and how did it adapt to changes in context?</p>		
EQ1: To what extent was UN Women’s GNP work aligned with partner government priorities and with UN Women’s policies and approaches? Did GNP work adequately take into account stakeholder views/priorities in design and implementation and align with normative human rights policies?	Findings 1 to 3	Relevance Human rights and gender equality
EQ2: How flexible and responsive was UN Women’s approach to context and to what extent has it taken account of the changing context?		Relevance Internal and external coherence
<p>Key question 2- Effectiveness and Impact: To what extent has UN Women’s GNP work resulted in changes in policies and legislation, inclusion of gender equality in national plans and sectoral strategies, in budgets, and in greater participation and engagement by women?</p>		
EQ3: To what extent and how have UN Women’s GNP planned outputs and outcomes been attained at country level? ¹	Findings 4–16	Effectiveness
EQ4: What has been the added value of UN Women’s GNP work on country-level results and achievements?		Added value
EQ5: To what extent and how has the normative and coordination work by UN Women supported and facilitated the achievement of results and outcomes at country level? To what extent has there been synergy from the country-level work to the normative and coordination levels?		Results and impact
EQ6: How effectively have GNP interventions reflected UN Women’s values in HR and gender equality?		Relevance and effectiveness Human rights and gender equality

¹ In line with contribution analysis approach (see Section 5), this question will look at UN Women’s anticipated outcomes and achievements and see whether progress has been made. EQ5 will then examine specifically in what ways and how UN Women contributed to these changes. This approach allows for the evaluation to capture the manner in which UN Women’s work interacted with that of others and promoted synergies, and whether UN Women was able to identify the right opportunities. It also provides insight into leveraging.

EQ7: What have been the unintended positive or negative outcomes of the GNP at country level?		Results and impact
Key question 3 - Organizational Efficiency: How have UN Women’s organizational structures, systems and processes at global, regional and country levels enabled efficient implementation of country-level priorities and actions?		
EQ8: To what extent have organizational processes supported or hindered the changes and results achieved?	Findings 17–20	Organizational efficiency
EQ9: To what extent does UN Women have the capacity to deliver against its GNP agenda?		Organizational efficiency
Key question 4 - Lessons Learned and Implications:		
EQ10: To what extent have systems for learning supported relevance, effectiveness and efficiency in GNP?	Findings 21–23	All
EQ11: What lessons should influence future strategic choices by UN Women in its work on GNP and HIV/AIDS?	Applied across all findings, and conclusions	All

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
Key Question (KQ) 1: <u>Relevance</u> – How appropriate and unique was UN Women’s approach to GNP at the design stage to partner government priorities and national contexts and how did it adapt to changes in context?					
EQ1. To what extent was UN Women GNP work aligned with partner government priorities and with UN Women’s policies and approaches? Did GNP work adequately take into account stakeholder views/priorities in design and implementation and align with normative human rights policies?	Operational Coordination	Relevance Human Rights and Gender Equality	<ul style="list-style-type: none"> • Degree of alignment with government and UN policies • Extent of partner involvement in decisions about priorities • Nature and scope of involvement of relevant stakeholders in choices and priorities • Degree of involvement of networks of Women living with HIV (at global and country levels) in decision making on priorities • Evidence of inclusion of HRB and gender equality in choices 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis 	<ul style="list-style-type: none"> • Documents and databases • Literature review • Structured Interviews and focus groups (government officials, partners, CSO representatives and women’s advocates, donors and key experts) • Country case-studies • UN Women Policies and Strategic Plans • Results tracking system: Reports on Strategic Plan Implementation • UN Women regional/sub-regional and national evaluation reports
EQ2. How flexible and sensitive was UN Women’s approach to context and to what extent has it taken account of	Normative Operational Coordination	Relevance Internal and external coherence	<ul style="list-style-type: none"> • Capacity for identifying and responding to emerging opportunities and partners • Degree of flexibility and adaptability to these new opportunities and challenges, including responsiveness to new players and programmes • Consideration of global feminist agenda and 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis • Financial and statistical analysis 	<ul style="list-style-type: none"> • Documents and databases • Literature review • Structured Interviews and focus groups (intergovernmental bodies, member state representatives, partners, CSO representatives and

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
the changing context?			<ul style="list-style-type: none"> intersectionality in priority setting and programming Extent to which the Theory of Change and results framework of the intervention integrated human rights and gender equality 		<ul style="list-style-type: none"> women’s advocates, donors and key experts) Survey of UN Women staff HQ and country case-studies UN Women Policies and Strategic Plans UN Women regional/sub-regional and national evaluation reports
KQ 2: Effectiveness and Impact – Extent to which UN Women’s GNP work resulted in inclusion of gender equality in national plans and sectoral strategies, in budgets, and in greater participation and engagement by women?					
EQ3. To what extent and how have planned outputs and outcomes been attained at country level?	Normative Operational Coordination	effectiveness	<ul style="list-style-type: none"> Evidence of changes in priorities in national plans and sectoral strategies to make these more gender responsive, and to reflect human rights and gender equality priorities Evidence that national capacity, leadership and ownership of GNP has been strengthened in a durable manner, and that it includes attention to human rights and gender equality Evidence of improved coordination between partners in GNP at national levels Evidence of increased budget allocation for financing of 	<ul style="list-style-type: none"> Content analysis Descriptive analysis Portfolio analysis Contribution analysis Financial and statistical analysis 	<ul style="list-style-type: none"> Documents and databases Literature review Structured interviews and focus groups (UN Women management and staff, member state representatives, government officials, CSO representatives and women’s advocates, donors and key experts) Survey of UN Women staff HQ and Country case-studies UN Women Policies and Strategic Plans Results tracking system: Reports on Strategic Plan Implementation UN Women regional/sub-regional and national evaluations reports UN Women regional/sub-regional and national evaluation reports Other evaluation or reviews reports related to GNP

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
			<p>priorities in gender equality at country level</p> <ul style="list-style-type: none"> • Evidence of improved monitoring and accountability of public budgets for gender priorities in countries • Evidence of more meaningful/improved involvement of CSOs and other stakeholders (PLHIV and women living with HIV) in monitoring and demand side accountability at country level • Evidence of stronger accountability by government for gender priorities • Internal and external factors that contributed (or hindered) to the achievement of results and outcomes in each of the above areas? • Inclusion of human rights and gender equality in GNP activities and reporting at country level 		
EQ4. What has been the added value of UN Women's GNP work on country level results and achievements?	Normative Operational Coordination	Added value	<ul style="list-style-type: none"> • Evidence of specific/unique expertise and role of UN Women in achieving results under EQ 5 in national contexts • Evidence of influence of UN Women normative and coordination work on UN 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis • Contribution analysis 	<ul style="list-style-type: none"> • Documents and databases • Literature review • Structured interviews and focus groups (UN Women management and staff, member state representatives, government officials, CSO representatives and

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
			<p>Women's GNP results at country level</p> <ul style="list-style-type: none"> Evidence of influence of UN Women's work on the priorities and approaches of other organisations in GNP and HIV/AIDS Evidence that the entry points identified through the HIV work of UN Women have leveraged greater commitment to GNP priorities and to gender equality 		<p>women's advocates, donors and key experts)</p> <ul style="list-style-type: none"> Survey of UN Women staff HQ and Country case-studies UN Women Policies and Strategic Plans Results tracking system: Reports on Strategic Plan Implementation UN Women regional/sub-regional and national evaluations reports UN Women regional/sub-regional and national evaluation reports Other evaluation or reviews reports related to GNP
EQ5. To what extent and how has the normative and coordination work by UN Women supported and facilitated the achievement of results and outcomes at country level? To what extent has there been synergy from the country level work to the normative	Normative Coordination	Results and impact	<ul style="list-style-type: none"> Evidence of GNP inclusion in country and global level policy dialogue Degree of policy coherence on financing gender equality across different levels (global, regional, country) Institutionalisation of GNP priorities in country policy dialogue/ agreements and in budgeting processes Better understanding at global and country levels of the opportunities that global agreements presents for promoting gender equality 	<ul style="list-style-type: none"> Content analysis Descriptive analysis Portfolio analysis Contribution analysis Financial and statistical analysis 	<ul style="list-style-type: none"> Documents and databases (Content analysis) Literature review Structured interviews (UN Women management and staff, intergovernmental bodies, member state representatives, government officials, CSO representatives and

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
and coordination levels?			<p>through national governance and planning</p> <ul style="list-style-type: none"> • Better understanding at global level of country level challenges and constraints • Factors that have contributed to (or hindered) the normative and coordination work 		<p>women's advocates, donors and key experts)</p> <ul style="list-style-type: none"> • Survey of UN Women staff • HQ and Country case-studies • UN Women Policies and Strategic Plans • Results tracking system: Reports on Strategic Plan Implementation • UN Women regional/sub-regional and national evaluations reports • UN Women regional/sub-regional and national evaluation reports • Other evaluation or reviews reports related to GNP
EQ6. How effectively have GNP interventions reflected UN Women's values in human rights and gender equality?	All	Relevance Effectiveness Human Rights and Gender Equality	<ul style="list-style-type: none"> • Evidence that UN Women's approach to GNP has included attention to involving duty bearers and rights holders through a thorough consideration and analysis of their needs, rights, duties, and roles and contribution in achieving GNP objectives. • Extent to which interventions are informed by substantive and tailored human rights and gender analyses that identify underlying causes and barriers to human rights and gender equality 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis 	<ul style="list-style-type: none"> • Documents and databases (Content analysis) • Literature review • Structured interviews (UN Women management and staff, intergovernmental bodies, member state representatives, government officials, CSO representatives and

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
					women's advocates, donors and key experts) <ul style="list-style-type: none"> • Survey of UN Women staff • HQ and Country case-studies • UN Women Policies and Strategic Plans • UN Women regional/sub-regional and national evaluations reports • UN Women regional/sub-regional and national evaluation reports • Other evaluation or reviews reports related to GNP
EQ7. What have been the unintended positive or negative outcomes of the GNP at country level	Normative Operational Coordination	Results and impact	<ul style="list-style-type: none"> • Existence of unplanned results from normative, co-ordination and operational work by UN Women that have had a positive effect on GNP results and outcomes at country level • Existence of unplanned results from normative, co-ordination and operational work by UN Women that have had a negative effect on GNP results and outcomes at country level • Influence of external factors on results or absence of results 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis • Contribution analysis 	<ul style="list-style-type: none"> • Documents and databases (Content analysis) • Literature review • Structured interviews and focus groups (UN Women management and staff, intergovernmental bodies, member state representatives, government officials, CSO representatives and

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
					women's advocates, donors and key experts) <ul style="list-style-type: none"> • Survey of UN Women staff • HQ and Country case-studies • UN Women Policies and Strategic Plans • Results tracking system: Reports on Strategic Plan Implementation • UN Women regional/sub-regional and national evaluations reports • UN Women regional/sub-regional and national evaluation reports • Other evaluation or reviews reports related to GNP
KQ 3 - Organisational Efficiency: How have UN Women's organisational structures, systems and processes at global, regional and country levels enabled efficient implementation of country level priorities and actions?					
EQ8. To what extent have organisational processes supported or hindered the changes and results achieved?	Operational	Organisational efficiency	<ul style="list-style-type: none"> • Evidence of internal capacity supporting or constraining the achievement of results • Degree to which the global and country level work on HIV/AIDS expedited the achievements of results and outcomes at country level • Evidence (or absence) of synergy with other areas of work by UN Women • Level of resources (financial and human) allocated by UN Women and partners to the 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis • Contribution analysis 	<ul style="list-style-type: none"> • Documents and databases (Content analysis) • Literature review • Structured interviews and focus groups (UN Women management and staff, intergovernmental)

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
			<p>work at global, regional and country levels</p> <ul style="list-style-type: none"> • Influence of internal management arrangements on results and outcomes and on the capacity of the organisation to support country level results • Quality of monitoring, staff & performance • Evidence that lesson learning from the field is used to inform corporate decisions • Degree of importance/influence of strategic partnerships at global and country level on the country level results and outcomes 		<p>bodies, CSOs, donors and key experts)</p> <ul style="list-style-type: none"> • Survey of UN Women staff • HQ and Country case-studies • UN Women Policies and Strategic Plans • UN Women regional/sub-regional and national evaluations reports • UN Women regional/sub-regional and national evaluation reports • Other evaluation or reviews reports related to GNP and HIV
EQ9. To what extent does UN Women have the capacity to deliver against its GNP agenda?	Organisational	Organisational efficiency	<ul style="list-style-type: none"> • Evidence of any constraints on implementing plans or taking up opportunities in light of UN Women staffing at different levels • Level of financial resources versus plans, and extent to which resourcing constraints have affected implementation • Extent to which UN Women has been able to establish partnerships which have facilitated delivery. • Provision of adequate resources and training for 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis 	<ul style="list-style-type: none"> • Documents and databases (Content analysis) • Literature review • Structured interviews and focus groups (UN Women management and staff, intergovernmental

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
			integrating human rights and gender equality in planning and interventions <ul style="list-style-type: none"> • Provision of resources and training for building capacity of rights holders (to demand) and duty-bearers (to fulfill) 		bodies, CSOs, donors and key experts) <ul style="list-style-type: none"> • Survey of UN Women staff • HQ and Country case-studies • UN Women Policies and Strategic Plans • UN Women regional/sub-regional and national evaluations reports • UN Women regional/sub-regional and national evaluation reports •
KQ 4 – Lessons learned and implications: What are the main lessons learned and recommendations for UN Women’s further engagement in GNP?					
EQ10. How is learning facilitated and how has it informed programming within UN Women?	Normative Operational Coordination	all	<ul style="list-style-type: none"> • Extent to which UN Women reporting captures lessons learned. • Evidence of lesson learning between different levels of implementation between different levels of the organisation • Evidence that lesson learning informs priority setting • Degree of human rights and gender equality principles integrated into learning and adaptive environment 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis • Comparative analysis 	<ul style="list-style-type: none"> • Documents and databases (Content analysis) • Literature review • Structured interviews and focus groups (UN Women management and staff, intergovernmental bodies, CSOs, donors and key experts) • Survey of UN Women staff • HQ and Country case-studies • UN Women Policies and Strategic Plans • UN Women regional/sub-regional and national evaluations reports • UN Women regional/sub-regional and national evaluation reports • Other evaluation or reviews reports related to GNP

Inception report version - extended					
Key question and sub-questions	Mandate Area	Evaluation criterion	Indicators	Evaluative activities	Data Sources
EQ11. What lessons should influence future strategic choices by UN women in its work on GNP and HIV?	Normative Operational Coordination	all	<ul style="list-style-type: none"> • What lessons should be retained for UN Women’s work at the normative, coordination and operational levels? • What weaknesses need to be mitigated for UN Women to advance the GNP agenda? • What strategic opportunities exist for future engagement that UN Women can build on in the GNP agenda? 	<ul style="list-style-type: none"> • Content analysis • Descriptive analysis • Portfolio analysis • Contribution analysis • Comparative analysis 	<ul style="list-style-type: none"> • Documents and databases (Content analysis) • Literature review • Structured interviews and focus groups (UN Women management and staff, intergovernmental bodies, CSOs, donors and key experts) • Survey of UN Women staff • HQ and Country case-studies • UN Women Policies and Strategic Plans • UN Women regional/sub-regional and national evaluations reports • UN Women regional/sub-regional and national evaluation reports • Other evaluation or reviews reports related to GNP

Annex C: Country Selection process

To guide the country case study selection process – and in consultation with UN Women – seven criteria and one guiding principle were identified. These criteria build upon work previously conducted by the UN Women IES for the purposes of the portfolio analysis (prior to the contracting of the consultancy firm), and on consultations with UN Women during the inception visit to New York in January 2018. A number of additional criteria (such as political/civil society participation index and budget details) were added at this stage to provide further scope.

The original country review conducted by UN Women began with a total of 102 countries, which was eventually limited down to 27. The rationale employed by UN Women focussed on countries demonstrating consistent work on Impact Area 5, particularly on gender budgeting, HIV/AIDS programming, or national planning, governance and budgeting, between 2011 and 2017. A helpful data triangulation source for this information was the RMS, although priority was given to countries undertaking Impact Area 5-related work that were profiled in evaluations, global programmes, and global programme evaluations. This decision was taken based on limitations regarding the qualitative depth of RMS data.¹ Of particular use were planning documents (strategic notes) and reporting documents (annual reports). Several criteria were extracted from these reviews (see Box 1). In addition to these criteria, a section of notable or unique features was added. This category enabled outlier factors to be incorporated into decision making, such as self-starters or other innovations observed.

Finally, harmonisation across strategic plans and country strategic notes was conducted to ensure that any nuances or differences in Impact Area 5-related activities were captured in the country mapping. This stage also added over 20 different guidance criteria, including type of UN Women presence, country income, fragility, number of people living with HIV, volume of funding, and Impact Area 5 percentage of overall budget, etc. Largely based on the financial data, a further nine countries were added to the original 27 countries.² Jamaica and Bangladesh were then added by UN Women based on anecdotal and emerging feedback that both countries demonstrated engagement on GNP work over the past six years. Finally, upon review of selected 2011–2017 expenditure data related to GRB and GNP programming, the State of Palestine, Sierra Leone and Kyrgyzstan were added. Consequently, a total of 40 country profiles were assembled by the Itad EvT.

In order to make the final decision-making process more efficient, we have concentrated on seven scoring or guidance criteria. The aim of providing a narrower set of core criteria is to facilitate the decision-making process.

First round country selection criteria (UN Women):

- Type of country (region, type of UN Women office, income level, if conflict or another relevant feature)
- Type of programmatic approach: global or other modality of multi-country programme, country programme, joint programme with other entities
- Donor: amount of funding, origin of funding
- Timeframe: temporal scope of the programme
- Type of GNP focus: national, local, other
- Main stakeholders: parliaments, CSO, line ministries (and which ones)
- Main types of activities: capacity building
- Main type of results: What the programme seems to have achieved
- Whether there is a programme evaluation or not: and any relevant information about it
- Whether countries continue reporting results in this area after the global programmes are discontinued
- Association with Global Governance and HIV programming

Second round country selection criteria (Itad):

Scoring Criteria	Background
1: Maturity	<p>Rationale: Higher learning potential</p> <p>Scoring: Countries get 1 point if they have been included in more than 2 Global Programs, or if they have been included in a Global Program after 2011. In addition, programs must have been running since before 2011 to be included in the evaluation period.</p> <p>Sources: RMS data and interviews by the evaluation team at Inception Phase</p>
2: Unique Features	<p>Rationale: Depth and variety of learning potential - include: presence of a Centre of Excellence, indicative literature suggesting promising or best practice, national level ownership or drive on IA5 agenda</p> <p>Scoring: Countries can get 0.5 to 1 point, depending on the level of uniqueness that their programmes show. This criterion answers the questions: What other additional features make this country a good candidate for inclusion in the evaluation portfolio? What type of special actions are being taken to further GNP? Does it offer good potential for learning?</p> <p>Sources: UNW country mapping and interviews by the evaluation team at Inception Phase</p>
3: Total Budget allocated to impact area 5 (average for 2016-2017)²	<p>Rationale: Indicative of degree of engagement on IA5</p> <p>Scoring: Countries get 1 point if they have allocated a budget above \$200,000 to impact area 5.</p> <p>Sources: RMS data</p>
4: Proportion of country office annual budget allocated to impact area 5 (average for 2016-2017)³	<p>Rationale: Indicative of relative depth of engagement</p> <p>Scoring: Countries get 1 point if they allocate more than 30% of their budget to GNP.</p> <p>Sources: RMS data</p>
Qualitative criteria	
5: HIV Focus 5.1 HIV recent results	<p>Rationale: Key focus theme</p> <p>Scoring: Countries get 'Y' if they have UN Women HIV programming</p> <p>Sources: Portfolio analysis, RMS data and interviews by the evaluation team at Inception Phase</p> <p>Note: criteria 5.1 refers to the recent inclusion in HIV Global Programs and the results obtained by UNW. These are taken from the 2018 UN Women Background Brief on HIV and other background documentation</p>
6: Decentralisation/ Local focus	<p>Rationale: Decentralized process provides the opportunity for a different form of citizen engagement</p> <p>Scoring: Countries get a 'Y' if they have shown a local focus, with decentralization of services.</p> <p>Sources: UNW country mapping, RMS data and interviews by the evaluation team at Inception Phase</p>

² The Results Management System (RMS) began collecting budgetary and expenditure in 2015, although feedback from the UNW finance teams suggests that 2015 data is unreliable given that it was the first year of implementation, but also due to input from others. However, RMS data was scored on the basis of an imposed 200K USD cut-off given that roughly 40% of the 37 countries rose above this figure.

³ See footnote 4 – the imposed cut-off figure of '30% of total budget' was decided on the basis that roughly 40% of the 37 countries rose above this figure.

7: Civil Society Engagement	Rationale: Indicates enabling environment Scoring: Countries are given a ‘Y’ for scores that demonstrate relatively open civil society settings (score above 5 in Polity IV) Sources: Polity IV datasets
Guiding factors:	<ul style="list-style-type: none"> • All regions covered • Open Budget Index (2012, 2015) • Fragile State Index • Income rating • Atlas Expenditure Data (2011-2017) • Country Fatigue, including presence in the Women’s Leadership and Political participation evaluation, Strategic Partnerships Evaluation, Financing for Gender Equality evaluation of global programme, and audit countries for 2018 <p>Rationale: Distribution or representation of findings Scoring: This criterion does not get a score, as it is a matter of distribution.</p>

In order to obtain these criteria, a process of elimination was conducted. This process involved the elimination of categories that contained either limited information, or what was considered to be superfluous information. For example, the ‘number of staff, non-staff and vacancies’ columns were considered to be of relatively remote interest in relation to other core factors. Similarly, categories relating to the presence of budget call circulars or statements were deprioritised given that the presence of these mechanisms do not necessarily refer to the quality or quantity of GNP and GRB activities in a given context.

In order to restrict the portfolio review countries to those that have a relatively more intense focus on GRB and GNP, including through HIV programming, a total of 13 countries were excluded. This process brought the portfolio review country selection to 27, and thereby in line with the EvT’s commitment (as per the ToR) to examine 25-30 countries for the first phase. The exclusion criteria focused on: (i) Total score allocated in the country sampling spreadsheet (countries with lowest scores are removed), and (ii) Guiding factors as outlined in the spreadsheet (to ensure distributions of country income, fragility, ranking in the Open Budget Index).

After applying the scoring and guidance criteria, we identified a preliminary list of 17 countries.³ The aim of this selection was to narrow down options for the case study countries. A review of each country was provided in the *Impact Area 5 Country Selection Paper*.

Final selection

The EvT, together with UN Women and associated stakeholders, made a final selection of focus countries and portfolio analysis candidates as follows:

For Asia and the Pacific region, Timor-Leste and India were selected as the primary candidates, with Nepal as secondary. This choice was based on the relative benefits of having country with a decentralised focus and well-documented history of GNP.

For the Arab States/North Africa region, two options were considered in the final selection. The choice was between Morocco having a centre of excellence and other long-standing engagements in Impact Area 5, versus the uniqueness of the Palestinian experience in terms of state fragility. Given the predominance of literature reviewing the Morocco context, and the relatively limited documented experience from Palestine, Palestine was retained.

For the Europe and Central Asia region, the primary candidate is Albania given the relatively high budget allocations over 2016–2017 (compared to Kyrgyzstan). Serbia was considered secondary because of the added feature of being relatively strong in terms of HIV programming results, although GNP related efforts are at a relatively embryonic stage.

For Eastern and Southern Africa, the selection focussed on Uganda, Tanzania and Mozambique. Uganda was retained because of a strong involvement in global programmes and the integration of GNP work in multiple work streams. Tanzania remains the backup option with the unique learning opportunity in terms of the inclusion of Zanzibar.

For Latin America and the Caribbean, Ecuador was retained because of significant engagements on GRB and GNP over the evaluation period, while Barbados was retained as a second choice given the relatively unique aspect of HIV programming components, as well as significant expenditure.

Annex D: Tools and Data Collection Instruments

The following interview protocols provide examples of guiding questions for five groups of respondents:

1. HQ level UN Women management and staff (global case study)
2. Global UN and Intergovernmental partners (global case study)
3. Regional and Country level UN Women management and staff (country case study)
4. Country level UNCT members, development partners (country case study)
5. Country level stakeholders (government, CSOs (country case-study)

The interview questions are based on the Evaluation Matrix, which also describes the indicators through which the answers to the questions will be assessed and the analysis level linked to the evaluation matrix is also included in the interview protocols. During the data collection phase of the evaluation, specific interview protocols will be developed for each specific stakeholder group in order to further customise these guiding questions. An on-line survey will also be developed to collect a broader number of responses from staff members within UN Women, which will be based on a standardised questionnaire.

Standardised introduction for the interview

A standardised introduction to the interview will be given by the team member undertaking the interview as follows:

ITAD has been selected by the UN Women's Independent Evaluation Service to lead a corporate evaluation of UN Women's contribution to GNP from 2011 until the present. The evaluation is taking place over a period of nine months between January and September 2018 and focusses on UN Women's normative, operational and coordination work engaging with national governments to:

- Produce more gender responsive national development strategies and sectoral plans;
- To strengthen capacity of different branches of government, national partners, civil society and gender advocates;
- To expand resources and status for gender equality.

The evaluation will include a case-study at the global level and 5 country case-studies and include a broader portfolio analysis of 15 countries (including the 5 countries included in the case-studies). The evaluation will be used to provide evidence of UN Women's contribution to GNP at country level in terms of outcomes and impact, to assess how UN Women's normative and co-ordination roles at global and country levels have supported country level progress and to inform UN Women's GNP work moving forward, both in terms of the current and future/expected contexts. The final evaluation will be presented to the First Annual Session of the UN Women Executive Board in February 2019.

Thank you for agreeing to this interview, which will take around an hour. All interviews are confidential, in that information you provide will only be reported in aggregate, summarising all key informant interviews without attribution to the sources.

1. Format for meetings and core set of questions/sub-questions

Stakeholder	Format	Issues to discuss	Questions/Sub-questions
UN Women			
Executive Director/Deputy Executive Director Policy and Programme/Deputy Executive Director Strategic Partnerships, Co-ordination and Intergovernmental Support Bureau	Individual meetings	<ul style="list-style-type: none"> • Strategic approach to FFD and HIV/AIDs • Results/areas of influence • Added value of UN Women • Lessons/future positioning 	<ol style="list-style-type: none"> 1. What key issues did UN Women seek to address in FFD and HIV and why were these specifically targeted? <ul style="list-style-type: none"> • Were these the right ones? 2. What results has this influencing achieved and how? <ul style="list-style-type: none"> • Results in normative, operational, co-ordination? • Results at global, regional and national levels? • Unintended benefits or negative impacts? • Complementarity with other parts of UN Women work? 3. What if any, other internal or external factors affected outputs and outcomes from UN Women achievements? <ul style="list-style-type: none"> • Complementarity (or not) with other agencies/international actors work? • Sufficient resources available? 4. What was the value-added of UN Women's influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN Women brought to the table (expertise, resources, networks of CSOs/women's groups etc) • Ask for specific examples 5. What lessons have been learned and what are the opportunities for future positioning? <ul style="list-style-type: none"> • What would they do differently/same next time? • Do issues remain the same or different focus needed?
Director Policy Division/Director Programme Division/Director Intergovernmental Support Division	Group meeting if possible, otherwise, individual meetings	<ul style="list-style-type: none"> • Strategic approach to FFD and HIV/AIDs • Results/areas of influence • Added value of UN Women 	<ol style="list-style-type: none"> 1. What key issues did UN Women seek to address in FFD and/HIV and why were these specifically targeted? <ul style="list-style-type: none"> • Were these the right ones? 2. What results has this influencing achieved and how? <ul style="list-style-type: none"> • What strategies worked well and less well? • Results in normative (at global and country), operational, co-ordination? • Results at global, regional and national levels?

		<ul style="list-style-type: none"> • Lessons/future positioning 	<ul style="list-style-type: none"> • Unintended benefits or negative impacts? • Complementarity with other parts of UN Women work? <ol style="list-style-type: none"> 3. What if any, other internal or external factors affected outputs and outcomes from UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other agencies/internal actors work? • Sufficient resources available? 4. What was the value-added of UN Women’s influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN Women brought to the table (expertise, resources, networks of CSOs/women’s groups etc) • Ask for specific examples 5. What lessons have been learned and what are the opportunities for future positioning? <ul style="list-style-type: none"> • What would they do differently/same next time • Do issues remain the same or different focus needed?
<p>Governance and Leadership Section</p> <ul style="list-style-type: none"> • Governance & National Planning Team • HIV/AIDS Team 	<p>1 meeting with each team</p> <p>Suggest 2 hour meeting for each group</p>	<ul style="list-style-type: none"> • Key issues targeted in FFD/HIV/AIDS • Ways global processes influenced • Results/areas of influence • Synergy complementarity • Value-added UN Women 	<ol style="list-style-type: none"> 1. What key issues did UN Women seek to address in HIV/AIDS/FFD and why were these specifically targeted? <ul style="list-style-type: none"> • Were these the right ones in hindsight? 2. How were these global processes expected to affect priority setting and decision making by other key global stakeholders and to what extent were they expected to influence national level governance and decision-making? <ul style="list-style-type: none"> • Outline expected ToC and paths of influence 3. What results has this influencing achieved? <ul style="list-style-type: none"> • What strategies worked well and less well? • Results in normative, operational, co-ordination? • Results at global, regional and national levels? • Unintended benefits or negative impacts? • Complementarity with other parts of UN Women work? • How have the various agreements/resolutions (i.e. the Addis Agenda) had an impact in practice? i.e. has there been an increase in FFD/financing for gender equality and if not, why not? Ask for examples.

			<ol style="list-style-type: none"> 4. In what ways and to what extent did UN women coordinate with and complement the work of other UN agencies, as well as other international actors involved? <ul style="list-style-type: none"> • Ask for examples of how this worked and the impact 5. What was the value-added of UN Women’s influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN Women brought to the table (expertise, resources, networks of CSOs/women’s groups etc) • Examples of how or through what channels this influence occurred? i.e. Formal or informal processes? 6. What resources did UN Women invest in influencing these processes in 2011-2017 and were the results and outcomes achieved commensurate to the investments made? <ul style="list-style-type: none"> • What was expected and was it achieved? Could it have been achieved in a different way with more/less resources? 7. To what extent was there synergy and complementarity with other areas of UN Women’s work? <ul style="list-style-type: none"> • Provide specific examples 8. What if any, other internal or external factors affected outputs and outcomes from UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other agencies/internal actors work? • Sufficient resources/capacity available? 9. To what extent and how, have the results of UN Women’s influencing of these global processes enhanced opportunities for promoting gender equality through national level governance and planning processes <ul style="list-style-type: none"> • Ask for examples and if not, why not? 10. What lessons have been learned and what are the opportunities for future positioning? <ul style="list-style-type: none"> • What would they do differently/same next time • Do issues remain the same or different focus needed?
<p>Economic Empowerment Section and Governance and Leadership Section (advisors other than GNP and HIV/AIDS)</p>	<p>Group interview with selected representative</p>	<ul style="list-style-type: none"> • Key issues targeted in FFD/HIV/AIDS • Ways global processes influenced 	<ol style="list-style-type: none"> 1. What key issues did UN Women seek to address in HIV/AIDS/FFD and why were these specifically targeted? <ul style="list-style-type: none"> • Were these the right ones in hindsight? 2. How were these global processes expected to affect priority setting and decision making by other key global stakeholders and to what extent

	from these 2 sections	<ul style="list-style-type: none"> • Results/areas of influence • Synergy complementarity • Value-added UN Women 	<p>were they expected to influence national level governance and decision-making?</p> <ul style="list-style-type: none"> • Outline expected ToC and paths of influence <ol style="list-style-type: none"> 3. What results has this influencing achieved? <ul style="list-style-type: none"> • What strategies worked well and less well? • Results in normative, operational, co-ordination? • Results at global, regional and national levels? • Unintended benefits or negative impacts? • Complementarity with other parts of UN Women work? • How have the various agreements/resolutions (i.e. the Addis Agenda) had an impact in practice? i.e. has there been an increase in FFD/financing for gender equality and if not, why not? Ask for examples. 4. In what ways and to what extent did UN women coordinate with and complement the work of other UN agencies, as well as other international actors involved? <ul style="list-style-type: none"> • Ask for examples of how this worked and the impact 5. What was the value-added of UN Women's influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN Women brought to the table (expertise, resources, networks of CSOs/women's groups etc) • Examples of how or through what channels this influence occurred? i.e. Formal or informal processes? 6. What resources did UN Women invest in influencing these processes in 2011-2017 and were the results and outcomes achieved commensurate to the investments made? <ul style="list-style-type: none"> • What was expected and was it achieved? Could it have been achieved in a different way with more/less resources? 7. To what extent was there synergy and complementarity with other areas of UN Women's work? <ul style="list-style-type: none"> • Provide specific examples 8. What if any, other internal or external factors affected outputs and outcomes from UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other agencies/internal actors work? • Sufficient resources/capacity available?
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			<p>9. To what extent and how, have the results of UN Women’s influencing of these global processes enhanced opportunities for promoting gender equality through national level governance and planning processes</p> <ul style="list-style-type: none"> • Ask for examples and if not, why not? <p>10. What lessons have been learned and what are the opportunities for future positioning?</p> <ul style="list-style-type: none"> • What would they do differently/same next time • Do issues remain the same or different focus needed?
<p>Policy & Programme Bureau Programme Division</p> <ul style="list-style-type: none"> • OIC Deputy Programmes 	<p>Group interview</p>	<ul style="list-style-type: none"> • Key issues targeted in FFD/HIV/AIDS • Ways global processes influenced • Results/areas of influence • Synergy complementarity • Value-added UN Women 	<p>1. To what extent and how, have the results of UN Women’s influencing of these global processes enhanced opportunities for promoting gender equality through national level governance and planning processes</p> <ul style="list-style-type: none"> • Ask for examples and if not, why not? • Changes/opportunities in normative, operational and co-ordination work? <p>2. What results has global normative influencing contributed to at country level?</p> <ul style="list-style-type: none"> • What strategies worked well and less well? • Results in normative, operational, co-ordination? • Unintended benefits or negative impacts? • Complementarity with other parts of UN Women work? • How have the various agreements/resolutions (i.e. the Addis Agenda) had an impact in practice? i.e. has there been an increase in FFD/financing for gender equality and if not, why not? <p>Ask for examples of how this worked and the impact</p> <p>3. What was the value-added of UN Women’s influencing of these global processes?</p> <ul style="list-style-type: none"> • Specify precisely what UN Women brought to the table (expertise, resources, networks of CSOs/women’s groups etc) • Examples of how or through what channels this influence occurred? i.e. Formal or informal processes? • What was expected and was it achieved? Could it have been achieved in a different way with more/less resources? <p>4. To what extent was there synergy and complementarity with other areas of UN Women’s work?</p> <ul style="list-style-type: none"> • Provide specific examples

			<ol style="list-style-type: none"> 5. What if any, other internal or external factors affected outputs and outcomes from UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other agencies/internal actors work? • Sufficient resources/capacity available? 6. What lessons have been learned and what are the opportunities for future positioning? <ul style="list-style-type: none"> • What would they do differently/same next time • Do issues remain the same or different focus needed?
<ul style="list-style-type: none"> • Regional offices 	Telephone interviews	<ul style="list-style-type: none"> • Involvement in global influencing at regional level • Impact of global influencing at regional, national level 	<ol style="list-style-type: none"> 1. How were regional offices involved in global normative processes related to FFD and HIV/AIDS? 2. Expertise, leveraging of networks etc. If not, should there have been stronger links from national and regional level to global processes? 3. To what extent and how, have the results of UN Women's influencing of these global processes enhanced opportunities for promoting gender equality through national level governance and planning processes <ul style="list-style-type: none"> • Were the issues focused on the right ones? • If so, how has this influencing process worked? Provide examples. • Changes/opportunities in normative, operational and co-ordination work? 4. To what extent was there synergy and complementarity with other areas of UN Women's work at regional or national level? <ul style="list-style-type: none"> • Provide examples, if not how could this have been done better? 5. What lessons have been learned and what are the opportunities for future positioning? <ul style="list-style-type: none"> • What would they do differently/same next time • Do issues remain the same or is a different focus needed given changes in global/country level context
Strategic Partnerships, Coordination and Intergovernmental Support Bureau <ul style="list-style-type: none"> • Intergovernmental support division 	Group Interview	<ul style="list-style-type: none"> • Results/areas of influence • Strategic choices (partners/issues) • Ways of working with other UN agencies – 	<ol style="list-style-type: none"> 1. What results has UN Women's FFD/HIV global normative influencing achieved and how? <ul style="list-style-type: none"> • Results in normative, operational, co-ordination? • Results at global, regional and national levels? • Unintended benefits or negative impacts?

<ul style="list-style-type: none"> • Strategic Partnership Division • UN System Coordination Division 		<p>coordination and complementarity</p> <ul style="list-style-type: none"> • Value added of UN Women • Lessons learned and opportunities for future positioning 	<ol style="list-style-type: none"> 2. In what ways did UN women coordinate with and complement the work of other UN agencies, as well as other international actors involved in normative work at global level? <ul style="list-style-type: none"> • Provide examples of how these processes worked 3. What was the value-added of UN Women’s influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN Women brought to the table (expertise, resources, networks of CSOs/women’s groups etc) • Examples of how or through what channels this influence occurred? i.e. Formal or informal processes? 4. What resources did UN Women invest in influencing these processes in 2011-2017 and were the results and outcomes achieved commensurate to the investments made? <ul style="list-style-type: none"> • What was expected and was it achieved? If not, why not? 5. To what extent was there synergy and complementarity with other areas of UN Women’s work? <ul style="list-style-type: none"> • Provide examples 6. What if any, other internal or external factors affected outputs and outcomes from UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other agencies/internal actors work? • Sufficient resources available? 7. What lessons have been learned and what are the opportunities for future positioning? <ul style="list-style-type: none"> • What would they do differently/same next time • Do issues remain the same or different focus needed?
<p>Strategic Partnerships, Coordination and Intergovernmental Support Bureau: Civil Society</p>	<p>Interview</p>	<ul style="list-style-type: none"> • Strategic choices (partners/issues) • Ways of working with CSOs to influence global agenda (FDD & HIV/AIDS) • Synergies/coordination/complementarities 	<ol style="list-style-type: none"> 1. In what ways did UN women coordinate with and complement the work of CSOs, involved in normative work in FFD and HIV/AIDS at global level? 2. What was the value-added of UN Women’s influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN Women brought to the table (expertise, resources, networks of CSOs/women’s groups etc) • Examples of how or through what channels this influence occurred? i.e. Formal or informal processes?

		<ul style="list-style-type: none"> • Results • Lessons learned opportunities for future positioning 	<ol style="list-style-type: none"> 3. What resources did UN Women invest in influencing these processes in 2011-2017 and were the results and outcomes achieved commensurate to the investments made? <ul style="list-style-type: none"> • What was expected and was it achieved? If not, why not? 4. To what extent was there synergy and complementarity with other areas of UN Women's work? <ul style="list-style-type: none"> • Provide examples 5. What if any, other internal or external factors affected outputs and outcomes from UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other CSOs/agencies/internal actors work? • Sufficient resources available? 6. What lessons have been learned and what are the opportunities for future positioning? <ul style="list-style-type: none"> • What would they do differently/same next time • Do issues remain the same or different focus needed?
UN Agency Partners			
UNAIDS	Focus Group	<ul style="list-style-type: none"> • Effectiveness of UN Women's strategy (choice of issues/partners/ap proach) • Results/added value UN Women • Coordination & complementarity with other UN agencies/international actors • Opportunities for future positioning & influencing for UN Women 	<ol style="list-style-type: none"> 1. What results has UN Women's FFD/HIV global normative influencing achieved and how? <ul style="list-style-type: none"> • Results in normative, operational, co-ordination? • Results at global, regional and national levels? • Unintended benefits or negative impacts? 2. In what ways did UN women coordinate with and complement the work of other UN agencies, as well as other international actors involved in normative HIV/AIDs or FDD work at global level? 3. What was the value-added of UN Women's influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN brought to the table (expertise, resources, networks of CSOs/women's groups etc) • Examples of how or through what channels this influence occurred? i.e. Formal or informal processes? 4. What if any, other internal or external factors affected outputs and outcomes from overall and UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other agencies/internal actors work? • Sufficient resources available?
UNDP			
UNFPA			
UNICEF			

			<p>5. What lessons have been learned and what are the opportunities for future positioning for UN Women?</p> <ul style="list-style-type: none"> • What should they do differently/same next time? • Do issues remain the same or is a different focus needed?
UN DESA, Financing for Development Office		<ul style="list-style-type: none"> • Effectiveness of UN Women’s strategy (choice of issues/partners/approach) • Results/added value UN Women • Coordination & complementarity with other UN agencies/international actors <p>Opportunities for future positioning & influencing for UN Women</p>	<ol style="list-style-type: none"> 1. What results has UN Women’s FFD global normative influencing achieved and how? <ul style="list-style-type: none"> • Results in normative, operational, co-ordination? • Results at global, regional and national levels? • Unintended benefits or negative impacts? 2. In what ways did UN women coordinate with and complement the work of other UN agencies, as well as other international actors involved in normative FFD work at global level? 3. What was the value-added of UN Women’s influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN brought to the table (expertise, resources, networks of CSOs/women’s groups etc) • Examples of how or through what channels this influence occurred? i.e. Formal or informal processes? 4. What if any, other internal or external factors affected outputs and outcomes from overall and UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other agencies/internal actors work? • Sufficient resources available? 5. What lessons have been learned and what are the opportunities for future positioning for UN Women? <ul style="list-style-type: none"> • What should they do differently/same next time? • Do issues remain the same or is a different focus needed?
Other Organisations			
IMF	Phone interviews	<ul style="list-style-type: none"> • Effectiveness of UN Women’s strategy (choice of issues/partners/approach) 	<p>6. What results has UN Women’s FFD global normative influencing achieved and how?</p> <ul style="list-style-type: none"> • Results in normative, operational, co-ordination? • Results at global, regional and national levels? • Unintended benefits or negative impacts?
World Bank			
OECD			
<p>CSOs involved in:</p> <ul style="list-style-type: none"> • FFD • HIV/AIDS 			

<p>Selected donor agencies:</p> <ul style="list-style-type: none"> • Swiss Development Agency • DFID/UK UN mission 		<ul style="list-style-type: none"> • Results/added value UN Women • Coordination & complementarity with other UN agencies/international actors • Opportunities for future positioning & influencing for UN Women 	<ol style="list-style-type: none"> 1. In what ways did UN women coordinate with and complement the work of other international actors involved in normative HIV/AIDs or FFD work at global level? 2. What was the value-added of UN Women’s influencing of these global processes? <ul style="list-style-type: none"> • Specify precisely what UN Women brought to the table (expertise, resources, networks of CSOs/women’s groups etc) • Examples of how or through what channels this influence occurred? i.e. Formal or informal processes? 3. What if any, other internal or external factors affected outputs and outcomes from overall and UN Women achievements? <ul style="list-style-type: none"> • Complementarity with other agencies/internal actors work? • Sufficient resources available? 4. What lessons have been learned and what are the opportunities for future positioning for UN Women? <ul style="list-style-type: none"> • What would they or should Un Women do differently/same next time • Do issues remain the same or is a different focus needed?
<p>Members of Reference Group</p>			

2. Guiding Questions: UN Women management and staff (regional/country level)

EQ No	Guiding Questions	Link to Evaluation Matrix
Intro	<ul style="list-style-type: none"> a) Can you briefly describe your role within UN Women? Since when have you been in your position? b) To what extent and in what ways have you been engaged with UN Women’s work related to GNP? 	Introduction/clarification of role
1.& 6 Alignment with partner priorities and UN Women approaches	<ul style="list-style-type: none"> a) What are the key priority areas related to GNP in the country? Who are the key actors working on GNP in country? b) In your view, to what extent has UN Women’s work on GNP been aligned with existing national needs and priorities? c) Were partner governments and other key stakeholders at national level involved in decisions about priorities at national level? If so, how? d) Were networks of women living with HIV (at global and country levels) involved in decision making on priorities? e) Is there evidence of inclusion of HRB and gender equality in GNP at country level? f) To what extent was UN Women’s GNP work in-country aligned with UN policies and UN Women’s overall strategic direction (as set out in the strategic plan and results frameworks)? 	Operational/coordination Relevance
2. Flexible and sensitive to context	<ul style="list-style-type: none"> a) Have regional and country offices had the capacity to respond to emerging needs and new opportunities of member states and partners? If so how and if not, why not? b) Has the global feminist agenda informed priority setting and programming? If so how and if not, why not? 	Normative, operational, coordination Relevance, external & internal coherence
3. & 7. Planned & unintended outputs & outcomes	<ul style="list-style-type: none"> a) From 2011 until now, what do you see as UN Women’s key results at country level (normative, operational and programmatic, intended and unintended)? b) To what extent has UN Women contributed to influencing policies and practices related to GNP at the country level (plans, legal and fiscal framework, strategies and budgets, coordination frameworks, influence of gender equality advocates in policy making, HIV/AIDs and effective gender responsive services and infrastructures). 	Effectiveness

	<ul style="list-style-type: none"> c) Have there been any unplanned results (positive or negative) from normative, coordination or operational work that have impacted on GNP results? d) What key internal and external factors have supported or hindered the achievement of these results? 	
4. Added value of UN Women	<ul style="list-style-type: none"> a) To what extent has UN Women contributed to influencing policies and practices at regional and country level in GNP & HIV/AIDs? b) What do you see as UN women's comparative advantage in GNP? c) Can you provide examples of areas in which UN Women's work has complemented the work of other actors in the country? d) In your opinion, which UN Women partnerships have been the most effective in terms of influencing and promoting GNP? 	<p>Normative, operational, coordination</p> <p>Added value</p>
5. & 6. Achievement of results	<ul style="list-style-type: none"> a) To what extent have GNP priorities been institutionalized in country policy dialogue, planning and budgeting processes? b) Are GNP priorities adequately financed in country? c) To what extent have there been synergies between from country level work to the normative and coordination levels? d) What factors have contributed to or hindered this normative and coordination work? 	<p>Normative, coordination</p> <p>Results and impact</p>
8. & 9. Organisational processes	<ul style="list-style-type: none"> a) Do country offices have sufficient capacity, skills and resources to bring about change and leverage results? If not, why not? b) To what extent are UN Women's country, regional and global organisational structures adequate and responsive to evolving UN Women programming needs? c) Are there linkages and synergies between GNP and other areas of UN Women work at country level? How effective are these? d) What suggestions do you have for enhancing capacity and making the organisational structure more effective? 	<p>Operational</p> <p>Organisational efficiency</p>
10. & 11. Future lessons	<ul style="list-style-type: none"> a) In your opinion, what are the key lessons from UN Women's normative, coordination and operational levels in-country? b) Are these lessons captured by UN Women and disseminated at different levels of the organisation? Do they inform priority setting? 	<p>Normative, operational, coordination</p> <p>All evaluation criteria</p>

	<ul style="list-style-type: none"> c) What weaknesses need to be mitigated for UN Women to advance the GNP agenda? d) What strategic opportunities exist for future engagement that UN Women can build on in the GNP agenda? 	
<p>Do you have any additional comments or observations that you'd like to share with us? Are there other people in your organisation that you think we should speak to? Are there any particularly documents that you think would be helpful for the evaluation?</p>		

3. Guiding Questions: Country level UNCT members, development partners (bilateral and multilateral).

EQ No	Guiding Questions	Link to Evaluation Matrix
Intro	<ul style="list-style-type: none"> a) Can you briefly describe your role within your organisation? Since when have you been in your position? b) Please tell us about your organisations work related to GNP? How do you cooperate with or partner with UN Women's work? 	Introduction/clarification of role
1.& 6. Alignment with partner priorities and UN Women approaches	<ul style="list-style-type: none"> a) What are the key priority areas related to GNP in the country? Who are the key actors working on GNP in country? What are the key coordination mechanisms for GNP work? How well do they function? b) In your view, to what extent has UN Women's work on GNP been aligned with existing national needs and priorities? c) Were you and other key stakeholders at national level involved in decisions about priorities at national level? If so, how? d) To what extent was UN Women's GNP work in-country aligned with UN policies and UN Women's overall strategic direction (as set out in the strategic plan and results frameworks)? 	Operational/coordination Relevance
2. Flexible and sensitive to context	<ul style="list-style-type: none"> a) Have UN Women regional and country offices had the capacity to respond to emerging needs and new opportunities of member states and partners? If so how and if not, why not? b) Has the global feminist agenda informed priority setting and programming? If so how and if not, why not? 	Normative, operational, coordination Relevance, external & internal coherence
3. & 7. Planned & unintended outputs & outcomes	<ul style="list-style-type: none"> a) From 2011 until now, what do you see as UN Women's key results at country level (normative, operational and programmatic, intended and unintended)? b) To what extent has UN Women contributed to influencing policies and practices related to GNP at the country level (plans, legal and fiscal framework, strategies and 	Effectiveness

	<p>budgets, coordination frameworks, influence of gender equality advocates in policy making, HIV/AIDs and effective gender responsive services and infrastructures).</p> <p>c) Have there been any unplanned results (positive or negative) from normative, coordination or operational work that have impacted on GNP results?</p> <p>d) What key internal and external factors have supported or hindered the achievement of these results?</p>	
4. Added value of UN Women	<p>a) What do you see as UN women's comparative advantage in GNP?</p> <p>b) Can you provide examples where UN Women contributed to influencing policies and practices country level in GNP & HIV/AIDs?</p> <p>c) Can you provide examples of areas in which UN Women's work has complemented the work of your organisation or other actors in the country?</p> <p>d) Are there areas in which UN Women should/should not be working in given the mandate, role of other organisations in this country?</p>	<p>Normative, operational, coordination</p> <p>Added value</p>
5. & 6. Achievement of results	<p>a) To what extent have GNP priorities been institutionalized in country policy dialogue, planning and budgeting processes?</p> <p>b) Are GNP priorities adequately financed in country?</p> <p>c) To what extent has UN Women contributed to a) and b) and have there been synergies between from country level work to the normative and coordination levels?</p> <p>d) What factors have contributed to or hindered this normative and coordination work?</p>	<p>Normative, coordination</p> <p>Results and impact</p>
8. & 9. Organisational processes	<p>a) Do you think that UN Women country offices have sufficient capacity and resources to bring about change and leverage results? If not, why not?</p> <p>b) How do you assess the level of UN Women's level of knowledge and expertise on GNP? Available human and financial resources and country and regional set up?</p> <p>c) What suggestions do you have for enhancing UN Women's capacity and making the organisational structure more effective?</p>	<p>Operational</p> <p>Organisational efficiency</p>
10. & 11. Future lessons	<p>a) In your opinion, what are the key lessons from UN Women's normative,</p>	<p>Normative, operational, coordination</p>

	<p>coordination and operational levels in-country?</p> <p>b) What strategic opportunities do you think exist for future engagement that UN Women can build on in the GNP agenda?</p>	All evaluation criteria
<p>Do you have any additional comments or observations that you'd like to share with us?</p> <p>Are there other people in your organisation that you think we should speak to?</p> <p>Are there any particularly documents that you think would be helpful for the evaluation?</p>		

4. Guiding Questions: Country Level Stakeholders (Government, CSOs)

EQ No	Guiding Questions	Link to Evaluation Matrix
Intro	<p>a) Can you briefly describe your role within your organisation? Since when have you been in your position?</p> <p>b) To what extent and in what ways have you been engaged with UN Women's work related to GNP?</p>	Introduction/clarification of role
1.& 6. Alignment with partner priorities and UN Women approaches	<p>a) What are the key priority areas related to GNP in the country? Who are the key actors working on GNP in country?</p> <p>b) In your view, to what extent has UN Women's work on GNP been aligned with existing national needs and priorities?</p> <p>c) Were you and other key stakeholders at national level involved in decisions about priorities at national level? If so, how?</p>	Operational/coordination Relevance
2. Flexible and sensitive to context	<p>a) In your opinion, have UN Women regional and country offices had the capacity to respond to emerging needs and new opportunities of member states and partners? If so how and if not, why not?</p>	Normative, operational, coordination Relevance, external & internal coherence
3. & 7. Planned & unintended outputs & outcomes	<p>a) From 2011 until now, what do you see as UN Women's key contributions to positive changes in GNP at country level (, intended and unintended)?</p> <p>b) To what extent has UN Women supported and capacitated the government/public/CSOs to influence or develop policies and practices related to GNP at the country level (plans, legal and fiscal framework, strategies and budgets, coordination frameworks, influence of gender equality advocates in policy making, HIV/AIDs and effective gender responsive services and infrastructures).</p> <p>e) What key internal and external factors have supported or hindered the achievement of these results?</p>	Effectiveness

4. Added value of UN Women	<ul style="list-style-type: none"> a) What do you see as UN women’s comparative advantage in GNP? b) Can you provide examples where UN Women contributed to influencing policies and practices country level in GNP & HIV/AIDs and gender responsive services? 	<p>Normative, operational, coordination</p> <p>Added value</p>
5. & 6. Achievement of results	<ul style="list-style-type: none"> a) To what extent have GNP priorities been institutionalized in country policy dialogue, planning and budgeting processes? b) Are GNP priorities adequately financed in country? c) To what extent has UN Women contributed to a) and b)? d) What factors have contributed to or hindered this work? 	<p>Normative, coordination</p> <p>Results and impact</p>
8. & 9. Organisational processes	<ul style="list-style-type: none"> a) Do you think that UN Women country offices have sufficient capacity, skills and resources to bring about change and leverage results? If not, why not? b) How do you assess the level of UN Women’s level of knowledge and expertise on GNP? Available human and financial resources and country and regional set up? c) What suggestions do you have for enhancing UN Women’s capacity and making the organisational structure more effective? 	<p>Operational</p> <p>Organisational efficiency</p>
10. & 11. Future lessons	<ul style="list-style-type: none"> a) What strategic opportunities do you think exist for future engagement that UN Women can build on in its GNP agenda? 	<p>Normative, operational, coordination</p> <p>All evaluation criteria</p>
<p>Do you have any additional comments or observations that you’d like to share with us?</p> <p>Are there other people in your organisation that you think we should speak to?</p> <p>Are there any particularly documents that you think would be helpful for the evaluation?</p>		

5. Survey tool

Overview

Dear Participant,

Thank you for participating in our survey. Your feedback is important.

The UN Women Independent Evaluation Service together with an external evaluation company Itad, is currently conducting a corporate thematic evaluation of UN Women's contribution to Governance and National Planning (GNP).

The evaluation assesses UN Women's contributions and portfolios on governance, national planning, gender responsive budgeting and HIV/AIDS across the period of two strategic plans (2011–2013 and 2014–2017). This includes a review of UN Women's role with national governments in:

- a) producing more gender-responsive national development strategies and sectoral plans,
- b) strengthening capacity of different branches of government, national partners, civil society and gender advocates
- c) expanding resources and status for gender equality
- d) building and enhancing gender-responsive national HIV/AIDS responses

The external evaluation team from Itad is now in the process of conducting data collection. The data collected from the survey will be held confidentially and will be accessible to only the external evaluation team and the Independent Evaluation Service.

The survey focuses on organizational efficiency and lessons learned, and is intended to capture the voices of regional and national office staff – where applicable. One survey questionnaire per office should be completed. Ideally, one person in each office is designated to collect the information and gather the thoughts of relevant staff and input the data. This person will need to have, or be able to access, institutional knowledge about the office for years 2011-2017. If your office works on both GNP/GRB issues and gender-responsive HIV/AIDS issues, then the survey will take approximately 30 minutes to complete. If your office works on only one of these issues, then the survey will take approximately 20 minutes to complete.

The deadline for feedback into the survey is close of business, Friday 29th June.

ATTENTION: Please note that it is not possible to begin the survey and save progress mid-way through, although going backwards to edit responses is possible. In case you have any technical problems, please contact Florencia Tateossian florencia.tateossian@unwomen.org or Silke Hofer silke.hofer@unwomen.org.

1. Please indicate the region where your office is located

- Asia and the Pacific
- Americas and the Caribbean
- Arab States
- Europe and Central Asia
- Eastern and South Africa
- Western and Central Africa

2. At which level is your office located?

- Regional Office
- Multi-Country Office
- Country Office
- Programme presence

3. Please enter the regional or country location of your office below

4. Over the following periods, what has been the average number of people working in your whole office, including consultants?

	1-3	4-7	8-10	11-15	16-24	25-30	More than 30 (please specify)	don't know
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

More than 30 (please specify)

5. Over the period 2011-2017, has your office done any work with partners on gender-responsive Governance and National Planning (GNP), including Gender Responsive Budgeting (GRB)?

- Yes
- No

GNP/GRB questions

Please note! Refer to the periods across 2011-2013 and 2014-2017 when answering the following questions about GRB/GNP work.

6. How significant was the gap, if any, between the need and actual supply of technical and financial support from your office to country level partners?

	A large gap	Moderate gap	Low gap	No gap	Don't know
Technical support - Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial support - Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical support - Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial support - Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide an example of the most significant gap, if any:

7. How adequate were the skills or expertise of your office staff for supporting country level partners' work

	Highly adequate	Moderately adequate	Not adequate	Don't know	N/A
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

please explain

8. On average, how many people in your office have focused on this work, including consultants?

	1-3	4-6	7-10	11-15	More than 15	Don't know
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. What has been the average level of seniority and number of UN Women staff working in this area?

	1	2-3	4-6	7-10	More than 10
Director (D1 and above)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior manager (P5, NOD or NOE)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle manager (P3-4, NOC or NOD)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior staff (P1-2, NOA or NOB)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consultants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. On average, what percentage of time each week did staff in your office work on Governance and National Planning (GNP) and / or Gender Responsive Budgeting (GRB) issues ?

	20%	40%	60%	80%	100%	I don't know	N/A
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How much budget resources were allocated to build, enhance and promote gender responsive GNP/GRB?

	None	too little	about right	too much	I don't know	N/A
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Did your office deliver enough expenditure to meet objectives in building, enhancing and promoting gender-responsive GNP/GRB?

	sufficient resources spent	moderate amount of resources spent	no resources spent	don't know	N/A
strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. In practice, how integrated has the GNP/GRB work been with other UN Women thematic areas of work in your office?

	highly integrated	moderately integrated	weakly integrated	no integration	I don't know	N/A
strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. How effective were the following organisational processes to support your work with partners to achieve more gender-responsive GNP/GRB results?

	very effective	moderately effective	effective	not effective	don't know	N/A
Preparation of Strategic Notes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparation of annual workplans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allocation of resources to GNP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procurement processes for working with partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donor agreement processes for establishing partnerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial management of resources to support agreed partner activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal annual reporting processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. For any processes you have identified in the above as 'not effective', please describe the challenges you have faced

16. The GNP/GRB work supported by your office has: [please tick those that apply]

- | | |
|--|---|
| <input type="checkbox"/> Supported the development of a national gender strategy | <input type="checkbox"/> Integrated gender into local development plans |
| <input type="checkbox"/> Integrated gender into the national development plan | <input type="checkbox"/> Promoted gender responsive budgeting at local government levels |
| <input type="checkbox"/> Integrated gender into national sector strategies or plans | <input type="checkbox"/> Monitored the implementation of local government development plans and budgets |
| <input type="checkbox"/> Promoted gender responsive budgeting amongst national government ministries and departments | <input type="checkbox"/> Supported the involvement of women's organisations in national or local policy, planning and budgeting |
| <input type="checkbox"/> Monitored the implementation of national sector plans or budgets | <input type="checkbox"/> none of the above |

Other (please specify)

17. From where did your office seek the most technical guidance from in this area of work?

	HQ Leadership and Governance Section	Regional advisor	Country office	none	don't know	N/A
Strategic phase 2011-13	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-17	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. What amount of technical guidance did your office seek from the above?

	A high amount	a moderate amount	a little amount	none	don't know	N/A
Strategic phase 2011-13	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-17	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please highlight where the guidance was mostly sought [tick as many as apply]:

- | | |
|--|---|
| <input type="checkbox"/> Develop project documents | <input type="checkbox"/> Understand the global normative framework and how it could be translated at the country level |
| <input type="checkbox"/> Discuss fundraising for GNP/GRB work | <input type="checkbox"/> Organising and conducting workshops relating to GNP/GRB work |
| <input type="checkbox"/> Developing or conducting training on GNP/GRB work | <input type="checkbox"/> understanding and engaging in national budget cycles and gender equality in planning and interventions |
| <input type="checkbox"/> Developing or conducting training on integrating human rights and gender equality in planning and interventions | <input type="checkbox"/> Communications and advocacy |

Other (please specify)

20. Overall, how satisfied were you with the quality of the technical guidance provided on gender-responsive GNP/GRB issues?

- Very dissatisfied
- Somewhat dissatisfied
- Neutral
- Somewhat Satisfied
- Very Satisfied
- N/A

Please explain

21. Have the staff in your Office engaged in any knowledge development activities relating to GNP/GRB through any of the following [tick as many apply]:

- Participating in a webinar or learning events organised by the Leadership and Governance Section?
- Reading external documentation or guidance?
- Informal networking with UN Women staff
- Attending virtual or in-person training run by the UN Women Training Centre?
- None of the above
- Participating in a learning events, organised by another organisation?
- Reading guidance notes or other documentation prepared by UN Women?

Other (please specify)

22. Did your office apply the knowledge gained to inform UN Women's support to GNP/GRB?

- Yes
- don't know
- No
- N/A

Please explain how you have applied the knowledge.

23. Over the period 2011-2017, has your office done any work with partners on gender-responsive HIV/AIDS plans, budgets or strategies?

- Yes
- No

Gender responsive HIV/AIDS questions

Please note! Refer to the periods across 2011-2013, and 2014-2017 when answering the following questions about gender responsive HIV/AIDS work

24. How significant was the gap, if any, between the need and actual supply of technical and financial support from your office to country level partners?

	Large gap	Moderate gap	Low gap	No gap	Don't know
Technical support - Strategic Phase 2011-13	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial support - Strategic Phase 2011-13	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical support - Strategic Phase 2014-17	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial support - Strategic Phase 2014-17	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide an example of the most significant gap, if any:

25. How adequate were the skills or expertise of your office staff for supporting country level partners' work

	Highly adequate	Moderately adequate	Not adequate	Don't know	N/A
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

please explain

26. On average, how many people in your office have focused on this work, including consultants?

	1-3	4-6	7-10	11-15	More than 15	Don't know
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. What has been the average level of seniority and number of UN Women staff working in this area?

	1	2-3	4-6	7-10	More than 10
Director (D1 and above)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior manager (P5, NOD or NOE)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle manager (P3-4, NOC or NOD)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior staff (P1-2, NOA or NOB)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consultants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. On average, what percentage of time each week did staff in your office work on gender responsive HIV/AIDS issues ?

	20%	40%	60%	80%	100%	I don't know	N/A
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. How much budget resources were allocated to build, enhance and promote gender responsive HIV/AIDS work?

	None	too little	about right	too much	I don't know	N/A
Strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Did your office deliver enough expenditure to meet objectives in building, enhancing and promoting gender-responsive HIV/AIDS work?

	sufficient resources spent	moderate amount of resources spent	no resources spent	don't know	N/A
strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. In practice, how integrated has this work been with other UN Women thematic areas of work in your office?

	highly integrated	moderately integrated	weakly integrated	no integration	I don't know	N/A
strategic phase 2011-2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
strategic phase 2014-2017	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. The HIV/AIDS work supported by your office has: [please tick those that apply]

- Integrated gender into the national HIV/AIDS strategy
- Supported women living with HIV/AIDS to participate in policy dialogue
- Ensured allocation of budget resources to interventions which mitigate the impact of HIV on women
- N/A
- Promoted gender-specific indicators in the national HIV/AIDS monitoring framework

33. How effective were the following organisational processes to support your work with partners to achieve more gender-responsive HIV/AIDS results?

	very effective	moderately effective	effective	not effective	don't know	N/A
Preparation of Strategic Notes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparation of annual workplans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allocation of resources to HIV/AIDS work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procurement processes for working with partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donor agreement processes for establishing partnerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial management of resources to support agreed partner activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal annual reporting processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitoring and evaluation systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
N/A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. For any processes you have identified in the above as 'not effective', please describe the challenges you have faced

35. From where did your office seek the most technical guidance from in this area of work?

	HQ Leadership and Governance Section	Regional advisor	National office	none of the above	don't know	N/A
Strategic phase 2011-13	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-17	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. What amount of technical guidance did your office seek from the above?

	A high amount	a moderate amount	a little amount	none	don't know	N/A
Strategic phase 2011-13	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic phase 2014-17	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. Please highlight where the guidance was mostly sought [tick as many as apply]:

- | | |
|---|--|
| <input type="checkbox"/> Develop gender-responsive HIV/AIDS related impact areas in annual work plans or strategies | <input type="checkbox"/> Developing or conducting training on integrating human rights and gender equality in planning and interventions |
| <input type="checkbox"/> Develop project specific strategies and documents | <input type="checkbox"/> Understand the global normative framework and how it could be translated at the country level |
| <input type="checkbox"/> Discuss fundraising for gender-responsive HIV/AIDS work | <input type="checkbox"/> Organising and conducting workshops relating to gender-responsive HIV/AIDS work |
| <input type="checkbox"/> Developing or conducting training on gender-responsive HIV/AIDS work | <input type="checkbox"/> Communications and advocacy |

Other (please specify)

38. Overall, how satisfied were you with the quality of the technical guidance provided on gender responsive HIV/AIDS issues?

- | | |
|---|--|
| <input type="radio"/> Very dissatisfied | <input type="radio"/> Somewhat Satisfied |
| <input type="radio"/> Somewhat dissatisfied | <input type="radio"/> Very Satisfied |
| <input type="radio"/> Neutral | <input type="radio"/> N/A |

Please explain

39. Have staff in your Office engage in any knowledge development activities relating to HIV/AIDS through any of the following [tick as many apply]:

- | | |
|--|---|
| <input type="checkbox"/> Participating in a webinar or learning events organised by the Leadership and Governance Section? | <input type="checkbox"/> Reading external guidance or documentation ? |
| <input type="checkbox"/> Attending virtual or in-person training run by the UN Women Training Centre? | <input type="checkbox"/> Informal networking with UN Women staff |
| <input type="checkbox"/> Participating in a learning events, organised by another organisation? | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> Reading guidance notes or other documentation prepared by UN Women? | |

Other (please specify)

40. Did your office apply the knowledge gained to inform UN Women's support to HIV/AIDS work?

- | | |
|---------------------------|----------------------------------|
| <input type="radio"/> Yes | <input type="radio"/> don't know |
| <input type="radio"/> No | <input type="radio"/> N/A |

Please explain how you have applied the knowledge.

Annex E: List of stakeholders interviewed

	Title	Organization	Sex
	Inception period		
1.	OIC Chief, Governance and Leadership Section	UN Women	F
2.	Policy Advisor, HIV/AIDS, Leadership and Governance Section	UN Women	F
3.	Professor, Former UN Women Director Governance and Peace and Security	New York University	F
4.	Country Representative, Lebanon	UN Women	F
5.	Associate Director, Programme Division, Chief, HIV Section, UNICEF's Global Coordinator for UNAIDS	UNICEF	F
6.	Director, Intergovernmental Division	UN Women	F
7.	OIC Chief of Staff, Office of Executive Director	UN Women	M
8.	Professor Emeritus	University of Essex	F
9.	Programme Specialist, HIV/AIDS, Leadership and Governance Section	UN Women	F
10.	GRB Regional Project Manager, Europe and Central Asia	UN Women	F
11.	Programme Specialist, Barbados Multi-Country Office	UN Women	F
12.	Technical Analyst, Youth and Key Populations, Sexual and Reproductive Health Branch, Technical Division	UNFPA	M
13.	Senior Gender Advisor, Office of Secretary General	United Nations Secretariat	F
14.	Senior Associate Former UNIFEM DED	Gender at Work	F
15.	Political Participation Advisor, Leadership and Governance Section	UN Women	F
16.	Programme Specialist, Governance and National Planning, Leadership and Governance Section	UN Women	F
17.	Manager, Progress of the World's Women Report, Research and Data Section	UN Women	F
18.	Chief of Accounts, Management and Administration Division	UN Women	F
19.	Chief, Civil Society Section	UN Women	F
20.	Programme Adviser for Europe and Central Asia, Programme Division	UN Women	F
21.	Policy Specialist, (GRB) Governance and National Planning, Leadership and Governance Section	UN Women	M
22.	Deputy Director, Programme Division	UN Women	M
23.	Programme Specialist, Planning, Programme and Guidance Unit	UN Women	M
24.	Project Officer, Low Income Unit	IMF	F
25.	Independent Consultant Gender	former UN Women employee	F
26.	Economic Officer	UN DESA	M
27.	Director, Policy Division	UN Women	F

28.	Management and Oversight Specialist, Programme Division	UN Women	M
29.	Financial specialist, Management and Administration Division	UN Women	F
30.	OIC Director, Economic Empowerment Section, Policy Division	UN Women	F
31.	Policy Advisor, Intergovernmental Division	UN Women	F
32.	Senior Adviser, Sexual and Reproductive Health Branch, Technical Division, UNFPA's Focal Point for UNAIDS	UNFPA	M
33.	Former UN Women Staff member	Independent	F
34.	Assistant Secretary General, Policy and Programmes	UN Women	M
35.	Policy Advisor - Effective Development Cooperation, UNDP/BDP	UNDP	F
Albania			
36.	National Planning and Budgeting Manager	UN Women Albania	F
37.	National Programme Manager	UN Women Albania	F
38.	National Programme Manager	UN Women Albania	F
39.	Regional Programme Manager	UN Women Regional Office, Macedonia	F
40.	Director of Budget Analysis and Programming Department	Ministry of Finance and Economy	M
41.	Head of Budget and Programming Sector	Ministry of Agriculture and Rural Development	F
42.	UN Women Technical Adviser to Ministry of Health & Social Protection	Consultant	F
43.	Executive Director	Gender Alliance for Development Centre (GADC)	F
44.	UN Women technical advisor	Consultant	F
45.	UN Women Technical Adviser to INSTAT	Consultant	F
46.	GEF-I Team Lead	Government of Austria seconded staff	F
Ecuador			
47.	Officer GNP	UN Women	F
48.	Officer – M&E	UN Women	M
49.	Officer, focal point HIV	UN Women	F
50.	Representative	UN Women	F
51.	Researcher	CSO, ex MoF	F
52.	Director, activists	CSO, Centro Ecuatoriano de Desarrollo y Estudios Alternativos, Red de Mujeres Politicas del Ecuador REMPE and veeduría a los presupuestos erradicación y atención de la violencia de género en el Distrito Metropolitano de Quito	F

53.	Director	Ministerio de Economía y Finanzas	F
54.	Director	Gov: Consejo Nacional de Igualdad de Género	F
55.	Technicians	Gov: Consejo Nacional de Igualdad de Género	M
56.	Director of Fiscal Equity	Ministerio de Economía y Finanzas	F
57.	Undersecretary of budget	Ministerio de Economía y Finanzas	F
58.	Chief of gender projects and services	Gov: Unidad Patronato San José. Alcaldía de Quito.	F
59.	2 Presidents, Activists	SCO: Rede Nacional de Mujeres (National Network of Women) Agendas locales de las mujeres., Esquel, Organizaciones Afroecuatorianas (Afro-Ecuadorian Organizations), Nosotras por la democracia, Coordinadora política de las mujeres ecuatorianas)Political Coordination of Ecuadorian Women)	FF
60.	Vice Minister	Ministry of Economic and Social Inclusion (Ministerio de Inclusión Económica y Social)	M
61.	Technician	Gender directorate of Matilde Hidalgo Social Action Center, Loja Provincial Government (Dirección de Género del Centro de Acción Social Matilde Hidalgo - Gobierno Provincial de Loja (GAD – Loja)	F
62.	Technician	Consortium of Provincial Governments of Ecuador (Consortio de Gobiernos Provinciales del Ecuador, CONGOPE)	M
63.	Subsecretario de Innovación	Ministerio de Economía y Finanzas MoEF	M
64.	Head of the area of Democratic Governance and Social development	UN Organisation	M
	Global Case Study		
65.	Assistant Secretary General, Deputy Executive Director, Policy and Programme	UN Women	M

66.	Former Assistant Secretary General, Deputy Executive Director, Strategic Partnerships, Coordination and Intergovernmental Support	UN Women	F
67.	Strategic Planning and Operations Adviser, Office of the Executive Director	UN Women	M
68.	Director Humanitarian Unit, formerly Deputy OIC Programmes	UN Women	M
69.	Director, Intergovernmental Division	UN Women	F
70.	OIC Governance Section and Policy Advisor Governance and National Planning	UN Women	F
71.	Policy Adviser, HIV/AIDS, Leadership and Governance Section	UN Women	F
72.	Political Participation Advisor, Leadership and Governance Section	UN Women	F
73.	Policy Advisor, Intergovernmental Division	UN Women	F
74.	Policy Advisor, Women's Economic Empowerment	UN Women	F
75.	Programme Specialist, Governance and National Planning	UN Women	F
76.	Programme Specialist HIV/AIDS, Leadership and Governance Section	UN Women	F
77.	Technical and Monitoring and Evaluation Specialist, Ending Violence Against Women and Girls, previously Programme Adviser ECA region	UN Women	F
78.	Deputy Director, Civil Society Department	UN Women	M
79.	Deputy Representative, UN Women Zimbabwe Country Office, previously Regional HIV/AIDS Co-ordinator for Southern Africa	UN Women	F
80.	Chief, Policy Analysis and Development Branch,	UNDESA	F
81.	Associate Director, Programme Division, Chief, HIV Section, UNICEF's Global Coordinator for UNAIDS,	UNICEF	F
82.	Senior Advisor	UNAIDS, New York Office	M
83.	Former Gender Specialist	UNDP, now UN Women	F
84.	Sexual and Reproductive Health Branch, Technical Division, UNFPA's Global Coordinator for UNAIDS,	UNFPA	F
85.	Policy Program Officer, World Food Programme Focal Point for UNAIDS,	World Food Programme	F
86.	Chief, Policy Analysis and Development Branch,	UNDESA	F
87.	Global Director, Feminist Task Force;	Co-Convener of Women's Working Group on Financing for Development	F
88.	Director of Advocacy and Policy,	International Women's Health Coalition	F
89.	First Secretary, Sustainable Development and Humanitarian Affairs,	Permanent Mission of Switzerland to the United Nations	F
90.	Adviser, Economic, Development and Social Affairs,	Permanent Mission of Canada to the United Nations	M
91.	Assistant Secretary General, Deputy Executive Director, Policy and Programme	UN Women	M
	Palestine		

92.	Gender Programme Manager	Gender and Human Rights Program,	F
93.	, Focal Point for UN AIDS/UBRAF Fund	Family and Planning and Protection Association	F
94.	Gender Experts/ Local Consultants	UN Women	1 F 1 M
95.	Gender Focal Points	PMO, Ministry of Agriculture, Ministry of Labour, Ministry of Health (Women's Unit)	F
96.	Gender Focal Point	General Personnel Council	F
97.	Secretary General, Members of the General Secretariat, Secretary of the Civil Society NAP 1325 Coalition and member in the National Committee for the Implementation of the NAP 1325.	General Union for Palestinian Women	F
98.	Director	MIFTAH The Palestinian Initiative for the Promotion of Global Dialogue and Democracy	F
99.	Director General, Head Planning, Urban Planning	Ministry of Local Government,	F
100.	Deputy Minister, Director General – Planning Directorate, Gender Focal Point	Ministry of Women's Affairs	2 M 1 F
101.	SDG Focal Point	Prime Minister Office	M
102.	Special Representative, National Programme Coordinator, Programme Manager, Senior Management Group	UN Women Country Office oPt ,	1M 3 F
103.	, Member of UN Gender Task Force	UNFPA	F
104.	Field Focal Point Gender	UNRWA	F
Timor-Leste			
105.	Head of Office	UN Women	F
106.	WPS programme specialist	UN Women	F
107.	Programme Manager GRPB	UN Women	F
108.	Director of State Budget	Ministry of Finance	M
109.	Coordinator PFM	Ministry of Finance	M
110.	Technical Assistant	UN Women	F
111.	Coordinator Planning, M&E Unit	Prime Minister's Office	F
112.	Director General	SEIGIS	M
113.	Director	SEIGIS	M
114.	Chief of Department for Formation	SEIGIS	F
115.	GM Advisor	SEIGIS	F
116.	Chief, Dept. of Planning and Finance	Ministry of Agriculture & Fisheries	F
117.	Director of Formation	Ministry of Agriculture & Fisheries	M
118.	Director of Planning, Monitoring & Judicial affairs	Ministry of Agriculture & Fisheries	M
119.	Director General	General Directorate of Statistics	M
120.	CEO	Alola Foundation	F
121.	Director of Partnership and Cooperation	Ministry of Education	M

122.	Director of Community Conflict Prevention	Ministry of Defence & Security	F
123.	Chief of Department for Administration	Ministry of Defence & Security	M
124.	Secretary Coordinator for implementation for projects	Ministry of Defence & Security	F
125.	Sustainable Development Programme	UNDP Programme Manager,	F
126.	Governance portfolio	European Union	M
127.	Gender focal point	European Union	M
128.	Social Development and gender officer	Asia Development Bank	F
129.	Lao Hamutuk		M
130.	1st Secretary, Governance Programme	DFAT	F
131.	Senior Coordinator, Development Cooperation Economics and Governance	DFAT	M
132.	Coordinator, Com. Dev, Gender and Social Protection	DFAT	F
133.	Gender & Inclusion Adviser	DFAT	F
134.	Section Chief M&E and social policy	UNICEF	M
135.		UNFPA	M
136.	President	Rede Feto	F
137.	Executive director	Rede Feto	F
138.	Secretary and President	Gender Working Group, Baucau	F
139.	President	Municipal Authority, Baucau	M
Uganda			
140.	Deputy Country Representative, Representative (OIC)	UN Women Uganda	F
141.	Planning, M&E specialist	UN Women Uganda	M
142.	Focal Point HIV/AIDS	UN Women Uganda	F
143.	Focal Point Governance and National Planning/Gender Responsive Budgeting	UN Women Uganda	F
144.	Senior Gender Officer	Ministry of Gender, Labour and Social Development	F
145.	Principal Gender Officer	Ministry of Gender, Labour and Social Development	F
146.	Senior Women and Development Officer	Ministry of Gender, Labour and Social Development	F
147.	Head, Budget Management and Accountability Unit	Ministry of Finance, Planning and Economic Development (MFPED)	F
148.	MFPED Gender Unit, Gender Advisor	Ministry of Finance, Planning and Economic Development (MFPED)	F
149.	Chairperson	Equal Opportunities Commission (EOC),	F
150.	Principal Compliance Officer	Equal Opportunities Commission (EOC),	M

151.	Head Monitoring & Evaluation	Uganda Aids Commission (UAC)	M
152.	Monitoring & Evaluation Officer	Uganda Aids Commission (UAC)	F
153.	Executive Secretary	Global Fund Country Coordinating Mechanism	F
154.	Technical Advisor, Monitoring and Evaluation	Global Fund Country Coordinating Mechanism	F
155.	Member of Parliament, Former Chairperson Parliamentary Gender Committee, Member Task Force for Development,	Ministry of Finance, Planning and Economic Development	F
156.	Executive Director	International Community of People Living With HIV/AIDS, East Africa (ICWEA)	F
157.	Chairperson	Civil Society Budget Accountability Group (CSBAG)	M
158.	Executive Director	Forum for Women and Democracy, FOWODE	F
159.	Executive Director	National Association of Women Organisations Uganda (NAWOU)	F
160.	Professor	School of Women and Gender Studies, Makerere University	F
161.	Executive Director	Uganda Association of Women Lawyers (FIDA)	F
162.	Executive Director	UWONET (CSO, Uganda Women's Network)	F
163.	Governance Advisor	Department for International Development (UK) DFID	F
164.	Advisor, Gender, Conflict, Human Rights	European Union	M
165.	First Secretary Human Rights, Democracy and Gender Equality	The Embassy of Sweden in Kampala	M
166.	Country Representative	United Nations Development Programme (UNDP)	F
167.	Governance Team of UNDP	United Nations Development Programme (UNDP)	F

Annex F: Stakeholder Mapping

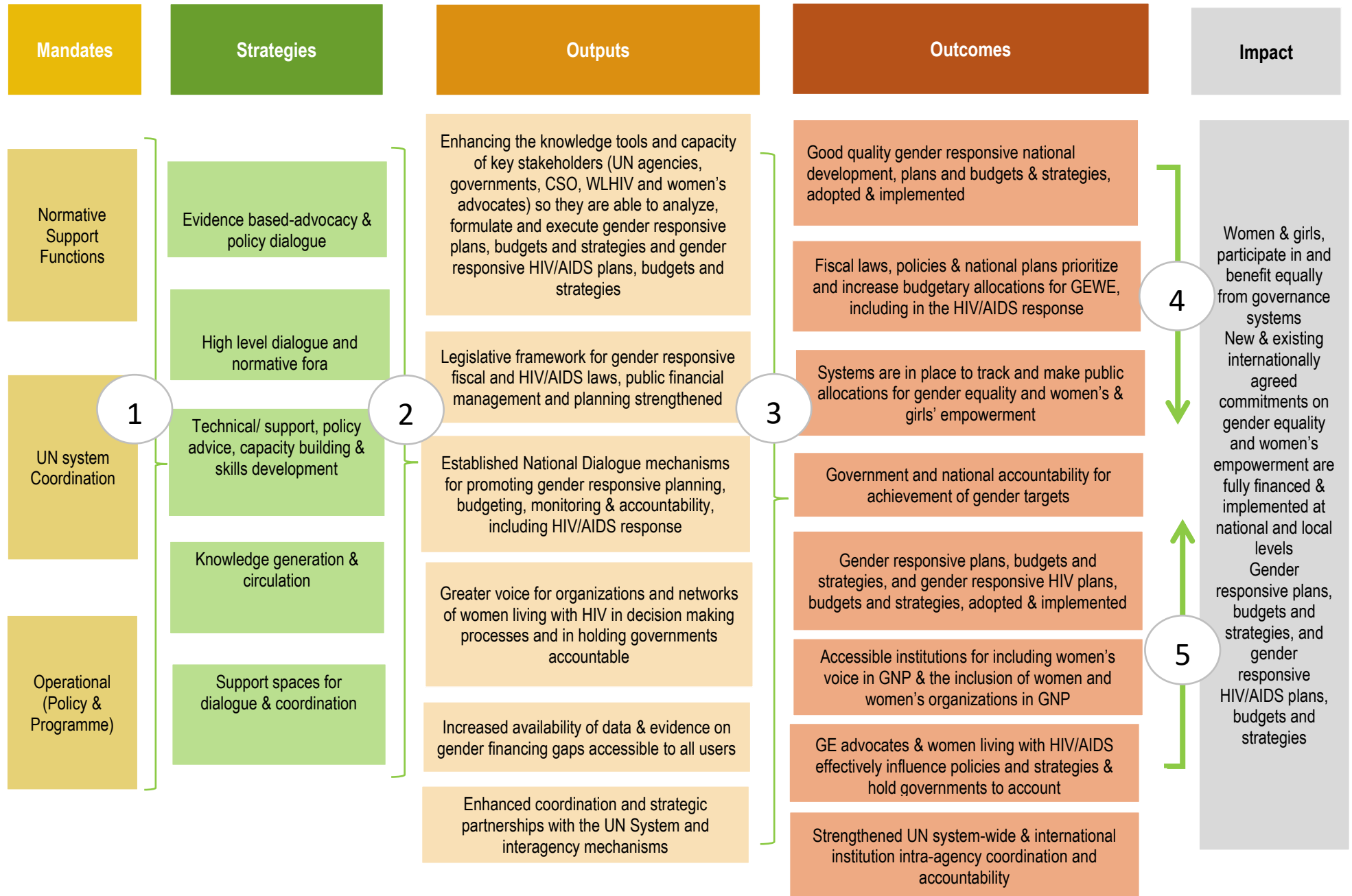
	Who	Role	Interest in evaluation	Proposed involvement
Duty bearers with authority to make decisions affecting the intervention	<p>UN Women at headquarters, regional and country levels, including:</p> <ul style="list-style-type: none"> • Executive Board • Senior Management Team at HQ • HQ Technical staff from the Policy and Programme Divisions and the Strategic Partnerships, Coordination and Intergovernmental Support Bureau • HQ Independent Evaluation Service • Evaluation and technical staff in regional offices • Country office leadership and technical staff • Training Center 	<ul style="list-style-type: none"> • Leadership of UN Women’s GNP work globally • Influencer of global normative processes for financing gender equality • Convener and supporter of national government and civil society partners to promote greater gender equality through government planning and budgeting processes • Provider of GNP training 	<ul style="list-style-type: none"> • Robust and objectively verified evidence of the results of UN Women’s GNP work, UN Women’s contribution to those results and lessons emerging. • Guidance on the opportunities for building on UN Women’s GNP work to date 	<ul style="list-style-type: none"> • Evaluation managers, overseeing and supporting the evaluation team, for example through the provision of documentation, liaison with other parts of UN Women and participation in some evaluation activities; quality assuring the evaluation process and products, ensuring they are high quality and meet UN Women needs. • Evaluation participants, contributing their perspectives and feedback on UN Women’s GNP work through key informant interviews at global, regional and country levels, and through the staff survey • Quality assurers of evaluation products, through participation in the Internal Reference Group, ensuring the evaluation is well tailored to UN Women needs • Primary audience for communication of evaluation findings

	Who	Role	Interest in evaluation	Proposed involvement
Duty bearers with authority to make decisions affecting the intervention	<p>Other UN agencies and programmes at global, regional and country levels, including:</p> <ul style="list-style-type: none"> • UNAIDS • UNDP • UNFPA • UNICEF • UN Department for Economic and Social Affairs 	<ul style="list-style-type: none"> • UN Women partners at global, regional and country levels in working with government and civil society to promote gender equality through government planning and budgeting processes • UN Women partners at global, regional and country levels in addressing HIV epidemic 	<ul style="list-style-type: none"> • Robust and objectively verified evidence of the results and learning from their collaboration and co-ordination with UN Women to promote gender equality through government planning and budgeting processes, including in HIV/AIDS • Guidance on opportunities for enhancing collaboration and co-ordination with UN Women to improve results for gender equality 	<ul style="list-style-type: none"> • Evaluation participants, contributing their perspectives and feedback on collaboration and co-ordination with UN Women’s GNP work through key informant interviews at global and country levels • Target audience for communication of evaluation findings
Duty bearers with direct responsibility for the intervention	<p>National governments. For UN Women’s operational GNP work, this includes:</p> <ul style="list-style-type: none"> • Ministries of planning and budgeting / finance / economics • Ministries of women’s affairs • Ministries of health and HIV/AIDS Co-ordinating Committees • Other relevant line ministries (e.g. education) 	<ul style="list-style-type: none"> • Involved in negotiating and agree international normative frameworks for financing gender equality and for international response to HIV/AIDS • Lead policy, planning and budgeting processes 	<ul style="list-style-type: none"> • Access to information about results and good practices in promoting gender equality through planning and budgeting processes from other countries • Insight into how they might evolve their partnership with UN Women 	<ul style="list-style-type: none"> • Evaluation participants, contributing their perspectives and feedback on UN Women’s influencing of global normative frameworks, including in HIV/AIDS, and its support to promoting gender equality through national policy, planning and budgeting processes, as well as results and impact, and emerging learning • Target audience for communication of evaluation findings
Secondary duty bearers	<p>Local government involved in UN Women’s GNP</p>	<ul style="list-style-type: none"> • Lead planning and budgeting processes within local government, in line with national guidelines • Delivery of services to local population 	<ul style="list-style-type: none"> • Access to information about results and good practices in promoting gender equality through planning and budgeting processes from other countries 	<ul style="list-style-type: none"> • Evaluation participants, contributing their perspectives and feedback on guidelines and support for promoting gender equality through local policy, planning and budgeting processes, results and impact on beneficiaries and emerging learning

	Who	Role	Interest in evaluation	Proposed involvement
Interest groups directly involved in the intervention	International and national civil society organisations	<ul style="list-style-type: none"> Partners in influencing international normative frameworks for financing gender equality and for international response to HIV/AIDS Partners in national level policy, planning and budgeting processes, representing the interests of women and girls, including women living with HIV/AIDS and holding government partners to account 	<ul style="list-style-type: none"> Access to information about results and good practices in promoting gender equality through planning and budgeting processes from other countries Insight into how they might evolve their partnership with UN Women and with national governments 	<ul style="list-style-type: none"> Evaluation participants, contributing their perspectives and feedback on government policy, planning and budgeting processes to promote gender equality, the results achieved, impact on beneficiary groups, learning emerging and future opportunities Target audience for communication of evaluation findings
Rights holders	Women (including women living with HIV/AIDS), men, boys and girls affected by policy, planning and budgeting processes at national and local levels	<ul style="list-style-type: none"> Benefit from increased services which promote greater gender equality but some people may lose out through reallocation of budget resources into services with a stronger gender focus 	<ul style="list-style-type: none"> Potential influence of evaluation findings on national and local government, civil society and UN Women to continue to evolve and improve their joint work, leading to further increases in services which promote gender equality 	<ul style="list-style-type: none"> Evaluation participants, contributing their perspectives on changes, positive and negative, resulting from a greater gender focus in national and local government policy, planning and budgeting processes

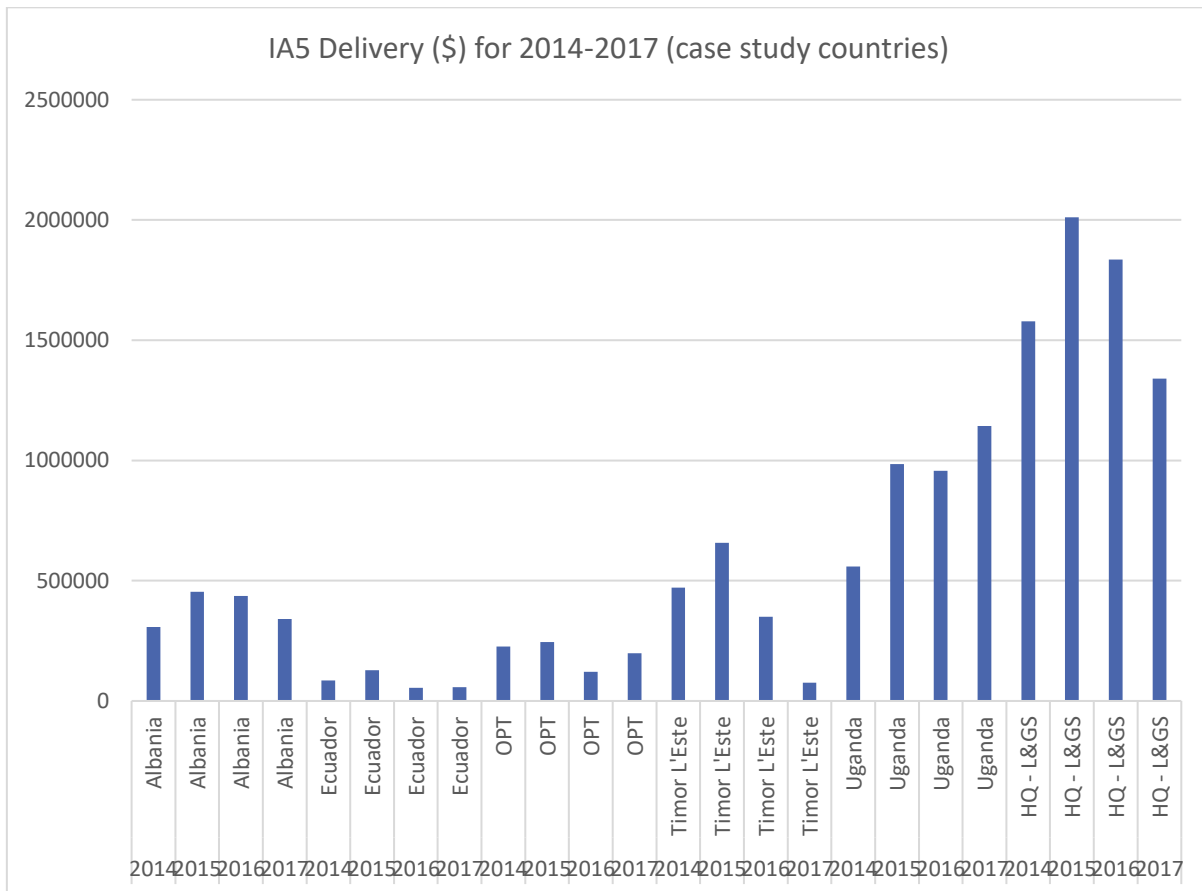
	Who	Role	Interest in evaluation	Proposed involvement
Duty bearers with authority to make decisions affecting the intervention	<p>International financial institutions, including:</p> <ul style="list-style-type: none"> • International Monetary Fund • World Bank 	<ul style="list-style-type: none"> • UN Women partners positioned to influence international normative frameworks for financing gender equality and national governments in their policy, planning and budgeting processes 	<ul style="list-style-type: none"> • Robust and objectively verified evidence of the results of UN Women’s GNP work, UN Women’s contribution to those results and lessons emerging. • Guidance on the opportunities for building on UN Women’s GNP work to date 	<ul style="list-style-type: none"> • Evaluation participants, contributing their perspectives on UN Women’s influence on international normative frameworks for financing gender equality and the opportunities this presents at country level • Quality assurers of evaluation products, through participation in the External Reference Group • Target audience for communication of evaluation findings
Interest groups not directly involved in the intervention	<p>Donor agencies supporting UN Women and its GNP work, including</p> <ul style="list-style-type: none"> • European Union • DFID • SDC • Other UN Women supporters 	<ul style="list-style-type: none"> • Provide core and targeted funding to UN Women and its GNP work 	<ul style="list-style-type: none"> • Robust and objectively verified evidence of the results of UN Women’s GNP work, UN Women’s contribution to those results and lessons emerging • Guidance on the opportunities for building on UN Women’s GNP work to date 	<ul style="list-style-type: none"> • Evaluation participants, contributing their perspectives and feedback on UN Women’s GNP work, its results, learning emerging and future opportunities • Secondary target audience for communication of evaluation findings
Interest groups not directly involved in the intervention	<p>OECD, academia, media, national parliaments, private sector</p>	<ul style="list-style-type: none"> • No direct role 	<ul style="list-style-type: none"> • Potential general interest in evaluation findings 	<ul style="list-style-type: none"> • Secondary audience for communication of evaluation findings

Annex G: Theory of Change and associated assumptions



ToC component	EQ	Main assumptions	Nature of causal connections
Mandates to strategies	1, 4, 6, 8, 9	<ul style="list-style-type: none"> •Normative, coordination and operational roles complement and reinforce one another. 	Attribution (direct causal linkage)
Strategies to output	1, 4, 6, 8, 9	<ul style="list-style-type: none"> •Availability of financial and human resources within UN Women and its key partners to implement. •Active participation of the target groups in activities. 	Attribution (direct causal linkage)
Outputs to outcomes	2, 3, 4, 5, 7	<ul style="list-style-type: none"> •Willingness and resources among key stakeholders to use new or strengthened skills, knowledge, data and tools. •Political will to support commitments towards gender equality and HIV/AIDS in national development priorities, economic policies, legislation and governance structures amongst national governments, civil society and donors. •Political consensus can be reached through data and evidence. •Gender advocates and organisations and networks of women living with HIV have the capacity to influence national financing decisions. •Adequate capacity of the various actors to plan, budget, deliver and monitor performance in terms of gender equality and HIV/AIDS obligations. •Planning and budgeting systems and overarching macroeconomic frameworks are coherent with gender equality objectives. 	Significant/plausible contribution (main contributing factor)
Outcomes to impact	5, 8, 9, 11	<ul style="list-style-type: none"> •Adequate funds are allocated to implement gender equality commitments as evidenced by increased benefit to women and girls from public service and resources. •Social norms and gender roles allow women and girls to use services, and to participate in economic decision-making activities. •Supportive political, cultural, social and economic contexts. 	Remote contribution (influencing factor)

Annex H: Fluctuations in resources for IA5, 2014-17, Case study countries



Annex I: GNP targets under Strategic Plan 2014-2017⁴

Indicator	% achieved	No of countries achieving targets	Target as % of IA5 reporting countries
5.1A Number of countries where national action plans on gender equality are developed and implemented in alignment with the National Development Strategies	133%	57	56.4%
5.1.1A Number of countries supported by UN-Women where Ministries of finance issue GRB guidelines	>100%	45	44.6%
5.1.2A Methodology and guidelines for a common UN Gender marker agreed and adopted by the UN system (CEB)	>100%		
5.1.2B Number of agencies that track and report on allocations and expenditure using gender markers validated by a quality assurance processes	96%	28	27.7%
5.2A Number of countries where systems are in place to track and make public allocations for gender equality and women's empowerment	127%	54	53.4%
5.2.1A Number of countries where tools and knowledge provided by UN-Women are used by Government and gender equality advocates to monitor budget allocations and to track expenditures from a gender perspective	107%	42	41.6%
5.2.2A Number of countries supported by UN-Women where multi-stakeholder forums and dialogue mechanisms involving Government institutions, CSOs and donors take place	88%	36	35.6%
5.3A Number of countries whose national strategic plans for HIV/AIDS incorporate gender-responsive actions with budgets for implementation	54%	54	53.4%
5.3.1A Number of countries supported by UN-Women where staff of national AIDS coordinating bodies and relevant sectoral ministries, who have completed trainings on gender equality dimensions of HIV, draft/review existing national strategies/budgets/plans to promote gender responsiveness	75%	55	54.4%
5.3.2A Number of countries supported by UN-Women where representatives of organizations of women living with HIV and women affected by HIV participate in formal planning and review mechanisms of the national response to HIV and articulate and promote a common agenda for influencing strategies and budgets for HIV	68%	45	44.6%

⁴ Data sourced from Data Companion 2017

Annex J: Analysis of UN Women's reported HIV outputs and outcomes

	Capacity building of networks of women with HIV and facilitating their voice in policy dialogue	Enhancing evidence base on the gender dimensions of HIV/AIDS.	Integrating gender equality issues into national HIV plans, HIV institutions and national HIV responses	Integrating HIV/AIDS into national VAWG plans
Albania	X			X
Algeria			X ⁵	
Barbados	X	X	X	
China	X ⁶			
Ecuador	X	X ⁷		
Honduras	X	X ⁸		X
India	X	X ⁹		X
Indonesia		X ¹⁰		
Kazakhstan	X ¹¹	X ¹²		X ¹³
Kenya			X ¹⁴	
Mexico	X	X ¹⁵	X	
Morocco	X	X ¹⁶	X ¹⁷	
Mozambique	X ¹⁸	X	X ¹⁹	X ²⁰
Nepal	X	X ²¹		
Nigeria				X ²²
Rwanda	X ²³			
Senegal				X

⁵ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

⁶ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

⁷ Cueva, Ana Cordero and Reyes Juan José Montero. 2012. The diagnostic of the situation of women living with HIV. Quito: UNW. And Villalva Maritza Segura et al. 2014. Estudio sobre acceso de las mujeres indígenas viviendo con HIV y SIDA a servicios integrales de atención al VIH y SIDA en Ecuador y Guatemala.

⁸ UN Women supported a CSO, Gestos, to produce a Guide for Monitoring the Inclusion of VAW at the National level of the HIV/AIDS response (UNAIDS Performance Monitoring Synthesis 2016, Pg. 30).

⁹ Inter-Agency Task Team (IATT): UN Women w/UNAIDS Secretariat, conducted participatory reviews on challenges faced by the HIV-affected women and girls in the region (Organization Report for UN Women 2012-2013, Pg 5).

¹⁰ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

¹¹ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

¹² SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

¹³ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

¹⁴ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

¹⁵ During the period 2013-2014, UN Women helped to produce a Policy on Women and HIV/AIDS, that proposes a budget for prevention and integration of SRH/HIV services for women. Organization Report for UN Women 2014 (Pg. 3).

¹⁶ With the aim to promote a gender-responsive governance approach to HIV response, UN Women produced an Advocacy Kit demonstrating the transformational change that can derive from catalytic investments in integrating gender equality in policies, programmes and budgets and advancing the leadership of WLHIV (Organization Report for UN Women 2014, Pg 2).

¹⁷ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

¹⁸ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

¹⁹ In preparation for the engagement in the National HIV/AIDS Strategic Plan 2015-2019 (PEN IV) process, UN Women conducted three preparatory working sessions reaching out to 30 associations of positive women from all the provinces.

²⁰ Interview with UNW focal point.

²¹ The Inter-Agency Task Team (IATT):UN Women w/UNAIDS Secretariat, conducted participatory reviews on challenges faced by the HIV-affected women and girls in the region (Organization Report for UN Women 2012-2013, Pg. 5).

²² SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

²³ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

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Sierra Leone	X	X ²⁴		X
Tajikistan	X ²⁵			
Tanzania	X	X ²⁶	X	
Thailand	X ²⁷			
Timor Leste	X	X ²⁸		
Uganda	X	X ²⁹	X	
Ukraine	X	X ³⁰	X	X
Vietnam			X ³¹	
Zimbabwe				X
TOTAL	19	15	10	10

²⁴ UN Women worked on the intersections of GBV/HIV and maternal health. Health care workers and CSOs have strengthened capacity to identify GBV cases and provide integrated GBV/HIV services. A series of radio and theatre programmes were organized for behavior change, highlighting issues of discrimination and harmful traditional practices (Organization Report for UN Women 2014, Pg. 4).

²⁵ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

²⁶ To promote a gender-responsive governance approach to HIV response, UN Women produced an Advocacy Kit demonstrating the transformational change that can derive from catalytic investments in integrating gender equality in policies, programmes and budgets and advancing the leadership of WLHIV (Organization Report for UN Women 2014, Pg. 2).

²⁷ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

²⁸ UN Women w/UNAIDS Secretariat, conducted participatory reviews on challenges faced by the HIV-affected women and girls in the region (Organization Report for UN Women 2012-2013, Pg. 5).

²⁹ UN Women's partnership with UNAIDS and the Uganda AIDS Commission (UAC) to review the previous National Strategic Plan for HIV/AIDS (2011-2015). To promote a gender-responsive governance approach to HIV response, UN Women produced an Advocacy Kit demonstrating the transformational change that can derive from catalytic investments in integrating gender equality in policies, programmes and budgets and advancing the leadership of WLHIV (Organization Report for UN Women 2014, Pg. 2).

³⁰ UN Women continued to leverage CEDAW to advocate for women's rights in the context of HIV and to strengthen engagement with women living with HIV. Helped mobilize networks of women living with HIV to submit alternative reports to the CEDAW Committee and increase their participation in nation-wide dialogues in preparations for reporting (Organization Report for UN Women 2015, Pg. 4).

³¹ SN Outcomes (2014-2016) prepared by UN Women (ID 175365)

Annex K: Contribution Analysis matrix to assess the nature of UN Women’s contribution

:

Key to assessment of strength of contribution			
	UN Women alone / significant identifiable input by UNW	UN Women led with few others	Led by others or involving many others
Direct connection between input and result	1	2	2
Moderately direct	3	3	4
Indirect	5	5	6

This revealed that few results or activities are associated with only one level of contribution. Much depends on the context and task. Broadly, the following patterns are identifiable:

Focus results areas	UN Women Contribution level/type (See Key)
Accountability mechanism established	Mostly 4,5,6 but can be 3 when a result of long-term TA or training
Advocacy / influencing spaces opened	Mostly 1, but 3 and 4 when on opened on behalf of others
Budget allocations – general and sector	Mostly 5, 6 but can be 3,4 when there is an identifiable specific activity
Analysis – enhanced capacity and products	Often supporting others to produce analysis, so mixed
Commitments	Can be 2 when focused by tool or specific event, otherwise 5, 6
Data – enhanced quality and use	Often supporting others so 2, 3, 6
Enhanced capacity	Training has a strong direct link 1, but sometimes conducted by others
Indicators established	Often part of a broader process, so 2, 3, 4
Language advances in documents	Often 1 or 2 when focused on particular document
M&E systems	Usually 4 as through others and for limited inputs
Plans – sector / national	Mostly 4 or 6 as led by several others
Policy	4 or 6 except when UN strategy
Tools for learning	Mostly 1

Annex L: Analysis of typical annual reporting practices and opportunities for strengthening to enhance data utility

	Impact Area 5 planned outcome and outputs	Summary of Annual Report 2016 entry for Impact Area 5	Opportunities for strengthening reporting to enhance data utility
Albania	<p>Outcome 5.1 (SP): National Development Strategy and national sectoral plans contain specific commitments to advance GE.</p> <p>Output 5.1.1: Capacities of public officials and national GE mechanism to implement gender-sensitive plans increased.</p> <p>Output 5.1.2: State institutions have the technical capacity to mainstream gender issues into legislation, strategies and policies.</p>	<p>Gender mainstreaming is reflected [in the NSDI II] only to the extent that it had been pursued in the drafting of respective national strategies; for example, gender equality elements are evident in the sections drawing from the National Strategy for Employment and Skills (NSES) 2014–2020, which is highly gender responsive, a direct result of UN Women’s significant contribution and technical assistance during the NSES drafting process.</p> <p>Incorporation of gender-sensitive indicators across sectors covered by the NSDI II remained low: from the 43 gender-sensitive indicators recommended by UN Women, a total of 6 feature in the final NSDI II. However, the list of recommended indicators initially intended for the NSDI II nourished other policy processes: 8 gender-sensitive indicators were included in the National Strategy for Gender Equality 2016–2020.</p> <p>South-South interaction and exchange on the issue of gender mainstreaming in the context of EU accession processes becomes increasingly significant, particularly for sectors and areas where gender equality is rarely addressed. For example, in the drafting process of Albania’s Economic Reform Programme (ERP) 2016, the UN Women Gender Equality Facility had provided technical assistance to the Ministry for Economic Development, Trade, Tourism and Entrepreneurship (MEDTTE).</p>	<ul style="list-style-type: none"> ❖ Describe UN Women’s overall strategy in Albania for achieving this outcome and its associated outputs, how it has been pursued in the reporting period, and with what results. ❖ Document what UN Women tried to do to strengthen gender focus in NSDI II and identify reasons for the limited success. ❖ Document how UN Women supported the NSES and identify the roots of its success in influencing the strategy. ❖ Describe which other policy processes UN Women has supported, and how, and detail the results from this support. ❖ Document support provided by UN Women to partners to achieve outputs 5.1.1 and 5.1.2, results achieved and UN Women’s specific contribution to achieving them. ❖ Explain how the south-south exchange has been used to make progress against the outcome and/or outputs, the results achieved, and whether it has proved to be an effective approach.
Morocco	<p>Outcome 5.3: Gender-responsive national HIV/AIDS strategies, plans and budgets adopted and implemented.</p> <p>Output 5.3.1: Gender equality advocates and</p>	<p>The New National Strategy to combat HIV/AIDS 2017–2021, currently under finalization, integrates gender equality commitments due to UN Women support. In addition, the action plan of the Strategy includes actions to</p>	<ul style="list-style-type: none"> ❖ Describe UN Women’s overall strategy in Morocco for achieving this outcome and its associated output, and how it has been pursued in the reporting period.

	Impact Area 5 planned outcome and outputs	Summary of Annual Report 2016 entry for Impact Area 5	Opportunities for strengthening reporting to enhance data utility
	<p>HIV/AIDS organizations have enhanced capacity to effectively advocate for the implementation of gender responsive HIV/AIDS strategies and initiatives.</p>	<p>promote HIV/AIDS components in national gender equality policies and namely in policies against gender-based violence. The plan also promotes gender equality in terms of access to information and treatment, advocacy campaigns, and rights of women living with HIV. UN Women has provided a technical expertise on gender equality, planning, and monitoring. UN Women has supported the organization of a workshop held on 22 December, which benefited national AIDS coordinating bodies, and national and local actors. This workshop was held to review the operational plan on HIV/AIDS and to strengthen gender equality in national response.</p>	<ul style="list-style-type: none"> ❖ Provide further details of the technical support UN Women provided to developing the national strategy: who received assistance, what it enabled them to do, and any changes in the Strategy as a result. ❖ Provide some examples that demonstrate how gender equality commitments have been integrated into the National Strategy. ❖ Describe any support UN Women provided to assist the translation of Strategy gender equality commitments into the budget, or, if no such support was provided, explain why this was not needed. ❖ Provide details of the partner capacity gaps UN Women was seeking to address, how the training addressed these, and evidence the extent to which capacity was built. ❖ Explain the role played by the gender equality advocates and HIV/AIDS organizations trained in the development of the National Strategy, including how the training helped them to play this role.

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