Mid-term review of the Strategic Partnership Framework 2017–2020 (SPF II) between Sweden (represented by the Swedish International Development Agency) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

Final Report

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Programme details

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Commissioned by:	UN Women
Consultant:	Aleksandar Živanović
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List of abbreviations

ACRO – Americas and the Caribbean Regional Office
ASRO – Arab States Regional Office
AWP – annual work plan
CSO – civil society organization
CO – country office
DAC – Development Assistance Committee
DRC – Democratic Republic of the Congo
DRR – disaster risk reduction
DRM – disaster risk management
ECOWAS – Economic Community of West African States
FAO – Food and Agriculture Organization of the United Nations
FPI – Flagship Programme Initiative
GBV – gender-based violence
GEEWG – gender equality and the empowerment of women and girls
GFDRR – Global Facility for Disaster Reduction
GIR – Gender Inequality of Risk and promoting Community Resilience to Natural Hazards in a Changing Climate Programme
HA – Humanitarian Action
HACRO – Humanitarian Action and Crisis Response Office
HQ – headquarters
IASC – Inter-Agency Standing Committee
ICMEA – Inter-agency Coordination Mechanism on Electoral Assistance
IOM – International Organization for Migration
IRRF – Integrated Results and Resources Framework
LEAP – Women's Leadership, Empowerment, Access and Protection in Crisis Response
LGBTIQ – lesbian, gay, bisexual, transsexual, intersexual and queer
LNOB – leaving no one behind
MTR – mid-term review
NAP – national action plan
NGO – non-governmental organization
OCHA – United Nations Office for Coordination of Humanitarian Affairs
OECD – Organisation for Economic Co-operation and Development
OHCHR – Office of the High Commissioner for Human Rights
PBF – United Nations Peacebuilding Fund
PDNA – post-disaster needs assessment
PSMU – Programme Support Management Unit
PVE – preventing violent extremism
RO – regional office
RMS – results management system
SDG – Sustainable Development Goal
Sida – Swedish International Development Agency
SP – strategic plan
SPF – Strategic Partnership Framework
SRVAW – Special Rapporteur on violence against women, its causes and consequences
ToC – theory of change
ToR – terms of reference

UN – United Nations
UNDAF – United Nations Development Assistance Framework
UNDP – United Nations Development Programme
UNESCO – United Nations Educational, Scientific and Cultural Organization
UNHCR – United Nations Refugee Agency
UNFPA – United Nations Population Fund
UNICEF – United Nations International Children Emergency Fund
UNDRR – United Nations Office for Disaster Risk Reduction
UNODC – United Nations Office on Drugs and Crime
UN Women – United Nations Entity for Gender Equality and the Empowerment of Women
VAWP – violence against women in politics
WB – World Bank
WB GDRRF – Global Disaster Risk Reduction Facility of the World Bank
WCARO – Western and Central Africa Regional Office
WFP – World Food Programme
WPP – Women's Political Participation
WPS – Women, Peace and Security
WRC – Women's Refugee Commission

Contents

Executive summary

The objective of the Strategic Partnership Framework (SPF) has been to support the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) to effectively implement its strategic plans (SPs) for the periods 2014–2017 and 2018–2021. In its second phase, the SPF provides resources for Output 4, 'More women of all ages fully participate, lead and engage in political institutions and processes', of Outcome 2, 'Women lead, participate in and benefit equally from governance systems', and Outcome 5, 'Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action'. The programme duration is 4 years, starting on 1 January 2017 and ending on 31 December 2020.

At the mid stage of implementation, UN Women commissioned a mid-term review of the SPF II design, the functionality of key processes and implementation progress, to inform the management and the Swedish International Development Agency (Sida) of key findings and helpful recommendations for possible subsequent adjustments. The primary focus was on the SPF as a funding and implementation modality (programme design, management and effectiveness) and its perspectives of sustainability. The review, which was conducted over the period February–April 2019, involved a desk review of key programme documents and reports, and interviews with 41 stakeholders (mostly UN Women staff at all levels and international partners, then national counterparts, Sida representatives and consultants).

The review found that SPF II is strongly aligned with the UN Women SP for 2018–2021. Accordingly, the intervention logic is clearly presented up to the outcome level. The SPF II results framework leaves impact level out of the scope, following the corporate definition of impact as something that UN Women cannot be solely held accountable for but rather is to be achieved in synergy with many actors, including other UN agencies. Still, the programme includes well designed strategies to impact on peoples' lives bringing positive changes in the lives of women and girls and in gender equality between women and men. Lack of clearly defined impact may rather cause challenges on the side of systematic monitoring, reporting and communication of the highest level results.

SPF design also reflects the UN Women triple mandate. At this stage, the organization is recognized as being more effective in its normative and coordination role, than in its operational role. Partly, the reason for this lies in the communication of the mandates and results. But, this may also be linked to the identified need for clearer identification of impact indicators in the results-based framework.

One of the key features of the SPF II is flexibility. It is a non-core funding modality for implementation of the SP through which Sida provides predictable and loosely earmarked funding. It allows UN Women to support the strengthening of capacities where it is most needed for both organizational growth and response to the local context needs. It allows UN Women to join or initiate policy advocacy actions on any level and to positively affect efficiency, effectiveness and delivery of UN Women's implementation of the SP. Additional criteria have been developed by all three thematic areas – Women's Political Participation (WPP), Women, Peace and Security (WPS), and the Humanitarian Action and Crisis Response Office (HACRO) – to ensure relevance, effectiveness, sustainability and the catalytic nature of the support.

The principle of 'leaving no one behind' (LNOB) is not explicitly visible in the SPF programme design and its results-based framework. Since 2018, some indicators of the SP require disaggregation based on one or more of the LNOB criteria. All interviewees report on taking into account the perspective of vulnerable and marginalized groups of women and girls in analyses and guidelines, or in their involvement in the activities, but mostly as programmes beneficiaries. Partnerships related to LNOB are still rare.

SPF II programme activities have been successful in achieving most of the targets set. While the indicators set in the results framework emphasise normative changes at global and national levels, the MTR managed to identify numerous achievements in the field that support the operational implementation of norms and that practically help to achieve impact-oriented results and benefit women's and girls' lives (e.g. mechanisms to address and sanction violence against women in politics, empowerment of women and vulnerable groups in crisis, improving life conditions in refugee camps, supporting economic independence of women refugees, settling the community conflicts by mediation etc.), aiming to contribute to the SP at the impact level.

Since 2016, the SPF Programme Team at headquarters (HQ) involves a programme manager in addition to three policy teams (the WPP, WPS and HACRO Teams), all strongly involved in the annual cycle of management. Since then, the efficiency, effectiveness and delivery of the SPF has significantly improved. The introduction of this function has also positively affected the coordination of and collaboration between the teams in terms of planning, monitoring and reporting. There is space for more intensive collaboration in implementation.

Vertical coordination and collaboration are evident at all stages of SPF cycle management. Vertical coordination is ensured either in direct communication between country offices (COs) and HQ or with the support of the regional offices (ROs), depending on the presence of regional advisors for each thematic area in the ROs and their involvement in the development of country-level projects. ROs are consulted during the development of plans and in making decisions on country actions. Inputs from COs through reporting and regular communications are taken into consideration.

There are requests from the RO and CO levels for more intensive horizontal exchange of the knowledge and lessons learnt that have accumulated over the recent years. These requests relate to peer advisory support, knowledge transfer and the development of a unique UN Women footprint (related to operational contexts, products, services and impacts) that could support further corporate development and resource mobilization.

UN Women invests effort in systematically reflecting all phases of strategic and programme cycle management, including the indicators of achievement, through an electronic results management system (RMS). Available functionalities are appreciated by staff at all levels and are highly valued by the ROs for timely insight into the COs' needs and performance. Still, RMS optimization is under way, and it will take time to be fully and functionally used by the staff. The validation of electronic data, direct contact with COs and ROs, and the collecting of narratives will remain additional tasks for HQ policy teams for some time.

While UN Women's monitoring and reporting functions are well developed and provide an extensive amount of data, the evaluation function within SPF II has space for improvement. Certain higher-level aspects of results in the intervention logic are covered in the reports or by occasional inquiries to COs and partners for the purposes of communication, planning and reporting. There is space for improvement in following up on impact of the implemented initiatives on final beneficiaries in the field or on application of knowledge and skills provided through capacity-building programmes and the use of knowledge products. This need could be supported by updating the instructions for reporting to the COs.

Coordination is core to UN Women's mandate, and the organization has developed a comprehensive network of global, regional and national partnerships with United Nations (UN) agencies, international non-governmental organizations (NGOs), donors, national governments and local civil society organizations, to enhance its impact and reach its objectives in advancing gender equality. The need and demand for coordination are increasing due to the complexity of contexts in which UN Women

operates and as a result of the quality and effectiveness of the cooperation that create new opportunities for deepening its focus or broadening its scope. Most of the partners, as well as UN Women, recognize the importance and quality of cooperation, but see a challenge in the fact that limited human resources in both UN Women and its partners are already stretched.

Competition over funding is still present among the international stakeholders, but not highly emphasized as in some previous evaluations. UN Women seems to have started corporately creating a unique niche of work and the set of products and services it provides, and the SPF (as a strategic programme) contributed to that. The necessity and added value of UN Women's presence for gender mainstreaming has received increased recognition by partners as something that otherwise would be missing or would be present to a much lower extent in development efforts.

External communication is mostly recognized through knowledge products and analysis. The communication of impact-related results is limited, and the development of such products, tailored to different audiences, would be welcomed for the purpose of partner and resource mobilization, strengthening credibility, accountability and promotion.

All risks identified in the SPF II 2017–2020 Risk Register are still relevant. There is a new opportunity, of increased demand for UN Women expertise and involvement. When planning expansion of existing partnerships and broadening of the spectrum of areas of cooperation, partnerships need to be prioritized according to the capacities, available resources and the potential of the cooperation in question. Otherwise, it can turn into a risk as the demand goes far beyond existing capacities.

The sustainability of the SPF should be observed in the context of maximizing the opportunities for a continuous and wider UN Women presence and sufficient resource mobilization and, simultaneously, for achieving long-term impact and benefits in the field. Aspects that could potentially foster the sustainability are the engagement of more donors in flexible funding arrangements; strengthening impact orientation and impact-oriented communication; the strengthening of the unique 'UN Women footprint', holistic approach of UN Women units in the design and implementation of interventions; the prioritization of capacity-building in extending existing, and engaging in new, partnerships; and the development of modalities of interventions in line with the context addressed.

Recommendations

Although the SPF II theory of change and the results-based framework reflect the 2018–2021 SP, enough experience with SPF implementation modalities exists to develop a framework that includes more qualitative data and theory of change, developed up to the impact level. Analysis of the impact-level results could lead to a definition of clearer indicators at the higher levels of a results-based matrix (outcome and impact levels).

Normative, operational and coordination efforts should be balanced in the planning of the next SPF annual work plan (AWP) and the potential next phase of the SPF. In segments in which they are balanced, clearer communication of operational and coordination outcomes would be welcome.

The principle of LNOB should be introduced to the framework, in line with the corporate efforts on the issue. The findings of the 2018 UN Women Annual Report to the Executive Board, soon to be published, should be taken into account.

The fact that SPF planning took place prior to SP development means that some of these findings might support future SP development as well. UN Women should continue the recently established practice of holding quarterly coordination meetings of the three teams and should plan potential holistic approaches and interventions, where it can have a stronger impact. This is particularly relevant, as UN

Women programmatic interventions at country level often cut across the Humanitarian–Development–Peace Nexus.

In the remaining period of SPF II and in light of the preparation of a potential SPF III, more frequent horizontal exchange of the knowledge and lessons learnt accumulated over recent years among COs and ROs should be supported. This could be focused on peer advisory support, knowledge transfer and the development of a unique UN Women footprint (tailoring of technical support packages that are unique to UN Women and are further tailored to operational contexts). In addition to the SPF, results of this effort could further support corporate development and resource mobilization.

Discussions with other donors about providing flexible funding modalities should be continued. The collection of impact-oriented stories, and stories on the added value of a flexible approach and a UN Women unique approach could be helpful.

Impact assessment should be introduced to programme management, and one to two interventions per year could be considered.

Awareness-raising among the COs about the nature and purpose of the SPF should be continued. Showcasing successful activities may support further understanding.

COs' projects/programmes/interventions financed from SPF II should be encouraged to monitor and enter impact-oriented stories into the RMS narrative reporting module, to facilitate aforementioned activity.

HACRO's good practice of issuing more impact-related publications, with stories of the effects of interventions and policies adopted with UN Women support (application of knowledge and skills, transformative changes, human stories, effects on communities, etc.) should be expanded.

When planning expansion of existing partnerships and broadening of the spectrum of areas of cooperation, partnerships need to be prioritized according to the capacities, available resources and the potential of the cooperation in question.

1 Programme background

The objective of the Strategic Partnership Framework (SPF) has been to support the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) to effectively implement its strategic plans (SPs) for the periods 2014–2017 and 2018–2021. In its second phase, the SPF provides resources for Output 4, *'More women of all ages fully participate, lead and engage in political institutions and processes'*, of Outcome 2, 'Women lead, participate in and benefit equally from governance systems', and Outcome 5, 'Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action'.

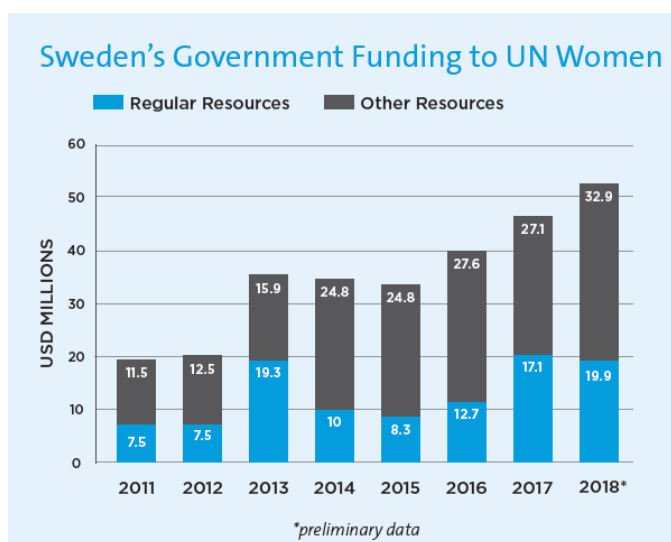The programme duration is 4 years, starting on 1 January, 2017 and ending on 31 December 2020.

It is a non-core funding modality for implementation of the SP through which the Swedish International Development Agency (Sida) provides predictable and loosely earmarked funding. This was reported to be one of its key comparative advantages *vis-à-vis* other non-core-funded programmes. Flexibility and linking resources to strategic results rather than activities enables UN Women to provide a prompt and tailored response to both these long-term processes in relatively stable, but fragile, environments and in highly dynamic and challenging country contexts of intractable conflict and disaster-related crises.

SPF has been implemented by three UN Women teams corresponding to the thematic areas of the programme and the SP: Women's Political Participation (WPP), Women, Peace and Security (WPS) and the Humanitarian Action and Crisis Response Office (HACRO).

The programme management specialist in the Programme Support Management Unit (PSMU) is responsible for the overall programme, and operational and financial management. Interventions at the regional and country level are supported through the network of six regional offices (ROs) and country offices (COs) or by a country presence worldwide and a network of deployed experts/consultants.

During phase I, SPF has been shown to have significantly contributed to the building of organizational capacities and resource mobilization at all levels and to have played a critical role in facilitating the implementation of the 2014-2017 SP. This was supported by research and generation of knowledge and by timely and continuous policy advice and technical assistance, including through the deployment of experts and strategic seed funding, as a field support to country-level actions. Evaluation of the first phase acknowledged the benefits of the programme and its results and provided a set of recommendations that UN Women has been implementing throughout the first years of the second phase.

Graph 1: Sweden's Government Funding to UN Women – preliminary data, UN Women and Sweden – Partners for Change, March 2019.

Under SPF II, Sida has allocated a total of SEK320 million for the period of 4 years – SEK80 million annually. The annual budget in US$9.32 million as per the United Nations exchange rate of SEK8.584 per $, of 1 Oct 2016.

Since the establishment of UN Women, Sweden has been its largest donor, contributing to core (regular) and non-core resources and constantly increasing the financing support in past years.

2 Mid-term review approach

2.1 Purpose and objectives

The purpose of the mid-term review (MTR) was to review the SPF II design, the functionality of key processes and the implementation progress, and to inform the management and Sida of key findings and helpful recommendations for subsequent adjustments, if necessary.

In line with the terms of reference (ToR), the primary focus is on SPF as a funding and implementation modality and its perspectives of sustainability. Key features, such as flexibility, vertical and horizontal internal coordination and sustainability and implementation of the triple mandate (normative support, operational activities and UN coordination), were observed. Strong emphasis was placed on the functionality of management arrangements and interaction between the three thematic areas, internal and external communication, monitoring and evaluation processes and stakeholders' engagement. Still, the evaluation design preserved the Organisation for Economic Co-operation and Development (OECD)/Development Assistance Committee (DAC) aspects of evaluation (such as programme design and its relevance, progress towards results and effectiveness, identification of potential impacts and sustainability issues). In line with the ToR, the **objectives** of the MTR were:

- to assess progress towards the achievement of results as specified in the results framework of SPF II, as well as the initial and potential impacts of the programme;
- to assess early signs of success or failure, with the goal of identifying the necessary changes to be made to set the programme on track to achieve intended results;
- to review the strategy and risks to sustainability, as well as to identify lessons learnt and best practices that could be applied to future and other ongoing programmes.

2.2 Scope

The MTR covers SPF II implementation between 1 January 2017 and 31 December 2018 and all levels of implementation of the programme: global, regional and national, as well as all aspects of the UN Women's triple mandate – normative, operation and coordination – and how the 'leave no one behind' (LNOB) principle has been integrated into all of them. In line with the ToR, the following four categories were focused on : i) programme strategy, ii) progress towards results; iii) programme implementation and management; and iv) sustainability, and within them the following aspects:

Programme design	Incorporation of the lessons from SPF I; relevance of strategies and approaches; integration of UN Women's triple mandate; intervention logic
Progress towards outcomes/outputs analysis	Progress made towards the targets; key barriers and enablers to achieving the programme objectives in the remainder of the implementation timeframe; identification of good practices and upscaling opportunities
Management arrangements	Effectiveness of management and governance structure; work planning; efficiency of financial management; programme-level monitoring and evaluation systems
Stakeholder engagement	Leverage of strategic partnerships at the global, regional and country levels; efficiency and effectiveness of the UN Women's coordination mandate on each thematic area
Reporting	Reporting requirements (internal and external)

Communications	Internal and external programme communication; awareness of outcomes and activities and investment in the sustainability of programme results
Sustainability	Risk management; financial, socioeconomic and institutional aspects of sustainability; accountability, transparency and technical knowledge

2.3 Approach

The MTR took place in a 2-month period (20 February to 19 April 2019). The process included three distinct phases:

Phase	Description	Deliverable
Inception phase	Preliminary desk review and initial remote interviews with UN Women to familiarize with the programme and the intervention logic, identifying the theory of change behind it, as well as with the management and implementation structures, and to fine-tune the evaluation methodology.	Inception report
Data-collection phase	Further collection of documentation; in-depth desk review; remote interviews with UN Women representatives, partners and other stakeholders at HQ, regional and country level; field visit to the HQ in New York and live interviews; mission wrap-up session – presentation of preliminary findings.	Presentation of preliminary findings
Data analysis and report synthesis	Analysis of the collected data, definition of findings in line with the MTR objectives, assessment of contribution and potential attribution of SPF II to achieved results, development of recommendations.	Preliminary and final MTR

The consultant collected relevant secondary data through a desk review of documentation provided by the SPF Programme Team at HQ and COs' staff (presented as Annex I of the report). It consists of the final evaluation report of SPF I, key programme and financial documents of SPF II, and selected reports, knowledge products and toolkits, developed during the implementation.

Primary data on all aspects of the MTR were collected through the semi-structured interviews with relevant stakeholders, involving UN Women staff at HQ, at regional and country levels (related to programme implementation and resource mobilization), Sida, selected partner agencies and organizations (both international and national), and deployed specialists and consultants (see Annex II). Due to the number and diversity of interventions and the fact that not all three thematic areas were relevant for all the countries, it was impossible to create a representative sample. Rather, a selection of regions and countries that were largely assisted was made, involving some challenging contexts of protracted conflict. Interviews were organized at the HQ with the regional advisors of the ROs for Western and Central Africa (WCARO), the Americas and the Caribbean (ACRO), the Arab States (ASRO) and the COs in Bangladesh, Bolivia, Cameroon, Colombia, Democratic Republic of the Congo (DRC), stakeholders in Yemen and with several partners within and outside the UN system at all levels.

Total of 41 interviewees were involved, of which 35 were women and six were men.

Collected data have been grouped into assessment areas (programme strategy, progress towards results, programme implementation and management, and sustainability) and their sub-themes, evaluated against indicators and triangulated to the extent possible. Both quantitative and qualitative aspects were considered and assessed. The quality of the data analysis was assured by combining data

from documents and stakeholders' interviews and applying triangulation, aiming to provide credible evidence-based information that was reliable and useful for the following stage of the implementation.

The MTR adhered to the principles established in the evaluation policy of UN Women and the UN Evaluation Group 'Norms and Standards for Evaluation'. A collaborative and supportive participatory approach was followed at all stages of the assignment. The transparency of the process was ensured by the availability of and the agreement on the methodology (inception phase) and by clear communication through the entire process with all stakeholders involved.

Graph 2: Representation of respondents involved in the MTR
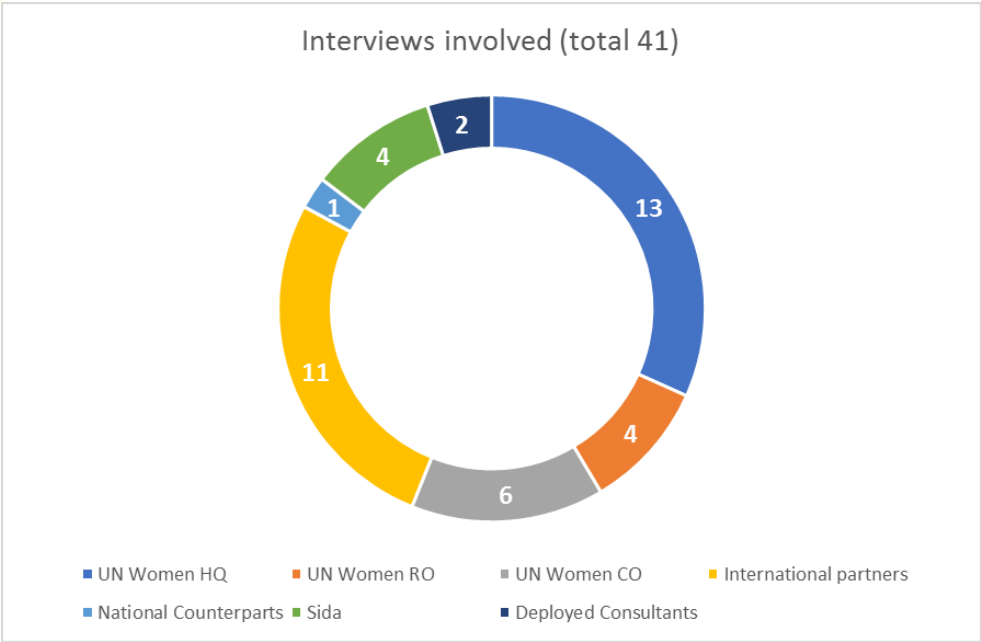
2.4 Challenges and limitations

In order to understand the scope of the MTR report and to correctly interpret, use and communicate the data presented, the following challenges and limitations should be taken into consideration:

Scope	The purpose of the MTR was not to conduct in-depth evaluation and assess the results and impact, but rather to highlight the findings on the specific issues in focus, effective practices and challenges and to synthesize helpful recommendations for the remaining period of SPF II.
Representation	A participatory approach was applied, and representatives from a variety of stakeholders at all levels of the implementation were involved. Given the scope of the programme, not all countries were involved, nor could a representative sample be made based on all the criteria that one should take into consideration (e.g. aspects of the triple mandate, different levels of UN Women presence, regional representation, different types of technical assistance provided, SP outcome representation/thematic representation etc.). No missions to beneficiary countries were organized, and a limited number of country partners was involved. Therefore, some of the lessons from the country levels might not have been captured.
Responsiveness	There was a high level of responsiveness to the MTR among UN Women staff at all levels. All planned departments at the HQ, all planned RO staff and staff of six out of

	seven expected COs were involved. UN Women partners at all levels, and Sida HQ and one Sida country representative were involved as well.
Availability of processed data	As the next formal progress report (covering 2018) is due in June 2019, some of the relevant information has not been processed yet and remained outside the MTR scope. This limitation was addressed through interviews, and the programme management specialist, WPP, WPS and HACRO Teams, and RO and CO representatives were able to provide highlights of 2018 progress to inform the review.

The methodology still ensured the triangulation of data and sources of information and the synthesis of evidence-based and objective conclusions.

3 Findings

The findings below cover the analysis of the SPF II design, its theory of change, its intervention logic, the UN Women triple mandate as applied to the programme, the findings under each of the aspects covered in the MTR (programme implementation and management, progress towards results, and sustainability).

3.1 UN Women theory of change and SPF II programme design

As a funding modality for implementation of agreed areas of the SP[1], SPF II is strongly aligned to the document. It has not developed its own theory of change but follows the one of the SP[2].

The three levels of results (impact, outcome and output) and one level of organizational effectiveness and efficiency results (output) constitute the structure of the SP Integrated Results and Resources Framework (IRRF). The SP theory of change is mostly sound and clear up to the outcome level, with well-developed indicators and sources of verification. This has been transferred to the SPF II logframe document as well, presenting the intervention logic from activity to outcome level.

The SP theory of change implies that the impact level is not under the sole control of the UN Women and SPF and brings it to the level of the achievement of Sustainable Development Goals (SDGs)[3]. The SP defines impact-level results as long-term results requiring action from many actors at all levels, both in the UN system and outside it, over a long period of time. Both SP and SPF are focused on outcome- and output-level results, where outputs are those that are directly attributable to UN Women and the outcome level reflects the results to which UN Women contribute.

SPF II follows strategic intervention logic. Relying on the document only, there are some uncertainties about how changes at output and outcome levels will result in positive changes in the lives of women and girls and in gender equality between women and men. This was identified in the final evaluation of SPF I as well[4]. Some of the reasons are: the way the SP was translated into the SPF plan, leaving

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[1] SP Outcome 2/Output 4 is 'More women of all ages fully participate, lead and engage in political processes and institutions'; and SP Outcome 5 is 'Women and girls contribute to and have greater influence in building sustainable peace and resilience and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action' (SP Outputs 13, 14 and 15).

[2] UN Women, *Integrated Results and Resources Framework* – Annex I to *UN Women Strategic Plan 2018–2021*, p. 2 and UN Women, *Theory of Change in Support of the Development Results of UN Women's Strategic Plan* – Annex II to *UN Women Strategic Plan 2018–2021*, p. 12.

[3] 'Achieve gender equality and empower women and girls' (SDG 5), including women's full enjoyment of their rights as evidenced by reports of Secretary General on SDGs and WPS.

[4] Sipu International, *Evaluation of UN Women Sida Strategic Partnership Framework 2011–16*, October 2016, p.86.

impact level out of the scope; the corporate definition of impact as something that UN Women cannot be held solely accountable for; and a wide range (diversity) of actions implemented, which make it difficult to develop clear strategies to achieve tier 3 results. In addition, UN Women operates in a diversity of often non-comparable contexts, where a 'one-size-fits-all' approach would not be appropriate.

This does not mean that the intervention is not designed to impact on peoples' lives and that there is no effect of the SPF I and SPF II actions on the end beneficiaries. To the contrary, evidence of the impact of the first phase and the potential of SPF II are demonstrated in the narrative part of the SPF II document[5].

Outcome- and output-level indicators integrate the potential impacts on programme beneficiaries, as they observe not only the policies adopted, but also those implemented. Yet, adoption and implementation are sometimes merged under the same indicator, which might represent challenges in reporting and communication of data (e.g. Output indicators 1.1.1b and 1.1.2a and Outcome 4.1, and how to report on those only adopted, or those earlier adopted but now implemented).

Four strategies in its approach can be identified by a thorough review of programme documents that are designed to lead to transformative changes and support achievements in different contexts, with relatively small amounts of funding per intervention.

Graph 3: Illustration of the UN Women approach, aiming to achieve impact based on the SPF II intervention logic
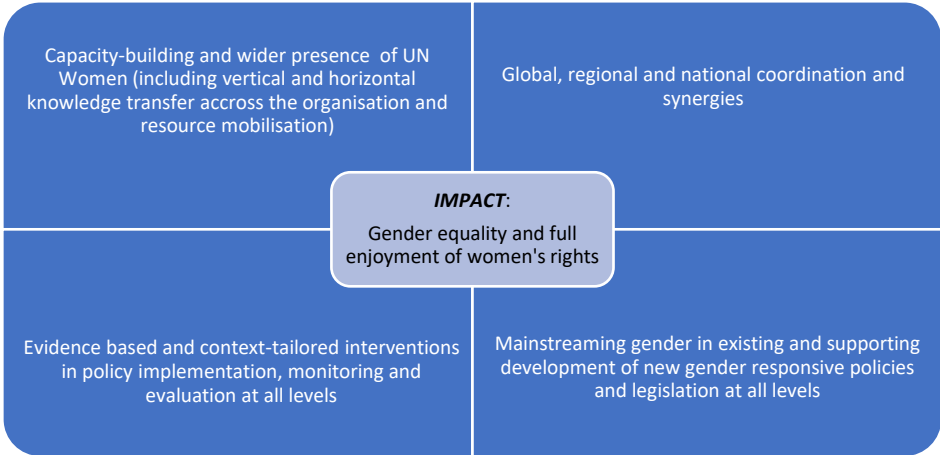
Finally, as impacts are not addressed in the planning documents, the chances of them being systemically reported decrease. Efforts were made by the project manager, thematic teams and country-level staff to occasionally collect data on potential areas of impact at the country level, for the purpose of publication and resource mobilization. Even if the areas of impact that UN Women could be accountable for are not defined in the SP results framework, there seems to be enough knowledge and lessons learnt in SPF II to upgrade the results framework and to report at impact level in the potential SPF III. Looking at the approach taken in the design of Flagship Programme Initiatives (FPIs) may be helpful[6].

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[5] UN Women, *Strategic Partnership Framework between the Government of Sweden (represented by Sida) and UN Women 2017-2020*, pp. 5–15.

[6] UN Women FPIs are: Women's Leadership in Politics, Women's Access to Justice, Climate-Resilient Agriculture, Equal Opportunities for Women Entrepreneurs, Income Generation & Security Prevention and Access to Essential Services, Safe Cities & Safe Public Spaces, Women's LEAP in Crisis Response, Gender Inequality of Risk (DRM), Women's Engagement in Peace, Security & Recovery, Gender Statistics for Localization of the SDGs, Transformative Financing for GEWE.

With regards to the LNOB principle, it is not explicitly visible in the SP, nor consequently in the SPF programme design and its results-based framework. There is a corporate initiative underway to more explicitly include this principle in strategic management, providing space for disaggregated data in specific indicators. In 2018, data was disaggregated for some of the SP indicators[7] for one or more of the following criteria (depending on the indicator): geographic location (rural/urban), age, migratory status, disability status, ethnicity, income, HIV/AIDS status.

In the design and practice of country and coordination initiatives, all levels of implementation analyse the position of or involve socially vulnerable groups, including women and girls (support for the registration of women voters in distant/rural areas; support for women with disabilities; empowerment of victims of sexual gender-based violence; political empowerment of indigenous and Afro-descendant women in Latin America; support for multiply disadvantaged women; support for gendered protection issues for women, men, girls and boys, and for lesbian, gay, bisexual, transsexual, intersexual and queer (LGBTIQ) in refugee camps etc.). Usually, these groups are involved as end beneficiaries. Initial discussions were opened with the International Disability Alliance to get more involved on a partnering level.

A simplified results logframe of SPF II is presented in the following table:

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[7] As part of its annual report to the Executive Board, UN Women has committed to disaggregate data by certain categories for the following SP indicators: Outcome 2 Indicator 4; and Output Indicators 4.2; 7.1; 7.3; 9.1; 9.2; 10.2; 12.4; 14.3.

SP Outcome 2/Output 4: More women of all ages fully participate, lead and engage in political processes and institutions		
Outcomes	**Outputs**	**Activities**
OUTCOME 1.1 Legislation and policies to advance women's rights and promote their participation in decision-making bodies are reformed and adopted	Output 1.1.1 UN Women COs and national partners are provided with technical assistance, knowledge and tools to reform, adopt or implement policy frameworks that promote WPP Output 1.1.2 Coordinated country programming promotes gender-responsive political processes and electoral arrangements	Building UN Women capacities at HQ Research/knowledge products, platforms and tools for country implementation; Policy advice and technical support to ROs and COs, including through remote technical support, tailored missions, and deployments Seed funding to COs to support country programming and filling funding gaps of COs' AWPs Policy and normative work at all levels and advocacy across the UN system; Partnership-building and UN coordination
OUTCOME 2.1 Gender-responsive measures (mechanisms, processes and services) promote women's leadership and participation in politics	Output 2.1.1 Strengthened capacities of women at all levels to promote women's participation as candidates, voters, and elected leaders	
OUTCOME 3.1 Constitutions and legal frameworks to advance gender equality and women's rights are reformed and adopted	Output 3.1.1 Enhanced capacities of UN Women COs and national partners to develop and implement gender-responsive constitutions and legal frameworks	
SP Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action (SP Outputs 13, 14 and 15)		
OUTCOME 4.1. WPS commitments and accountability frameworks are adopted and implemented in conflict and post-conflict countries	Output 4.1.1 UN Women catalyses UN system to meet WPS commitments in countries supported by the programme, including through strengthening its own capacity in conflict and post-conflict countries Output 4.1.2 UN Women advances implementation of the 2015 global study recommendations and the generation and dissemination of new knowledge on WPS	Building UN Women capacities at HQ, ROs and COs Technical assistance to COs (remote technical support, tailored missions, and deployments/support to investigations) Policy work at all levels, including development of national action plans on WPS and shaping the work of the Security Council Partnership-building and coordination Research/knowledge products and platforms (community of practice)
OUTCOME 4.2. Gender equality commitments adopted and implemented in humanitarian action, which includes disaster risk reduction and preparedness, response and early recovery	Output 4.2.1 Evidence-based knowledge, including performance measurement and accountability frameworks on gender-responsive humanitarian action, is accessible to policymakers, practitioners and decision-making bodies Output 4.2.2 Enhanced national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action Output 4.2.3 Existing coordination mechanisms are more gender-responsive and better analysed, and address the distinct needs of women and girls	Building UN Women capacities at HQ and also in the field, through technical support in relation to programmatic approaches and development Global normative humanitarian framework on gender in humanitarian response through UN Women's engagement and strategic positioning in relation to Inter-Agency Standing Committee's (IASC's), Grand Bargain- and Disaster Risk Reduction (DRR)-related global platforms and other initiatives Partnership-building and coordination with other UN agencies, development partners and international civil society organizations (CSOs) Research/knowledge product/external communications and visibility; Convening of global events/meetings on accountability for gender-responsive humanitarian action
Organizational effectiveness and efficiency		
	Output 1.1 A clear evidence base generated from high-quality evaluations of SPF implementation for learning, decision-making and accountability Output 1.2 Improved stewardship of resources through budget, financial, human resources and information technology management	MTR Programme cycle management (planning and design, monitoring, grasping results across the system and reporting)

CONCLUSION 1: The SP 2018–2021 theory of change is mostly sound and clear, with well-developed indicators and sources of verification. The SPF II results framework is aligned with the strategy, yet needs a clearer demonstration of how changes at output and outcome levels will result in positive changes in the lives of women and girls and in gender equality between women and men. Still, the programme includes well designed strategies to impact on peoples' lives bringing positive changes in the lives of women and girls and in gender equality between women and men. Lack of clearly defined impact may rather cause challenges on the side of systematic monitoring, reporting and communication of the highest level results.

CONCLUSION 2: The principle of LNOB it is not explicitly visible in the SP, nor consequently in the SPF programme design and its results-based framework. Since 2018, some indicators of the SP require disaggregation of data based on one or more criteria. This will be visible in the UN Women Annual Report to the Executive Board for 2018 that will be presented in June 2019, based on which new conclusions will be drawn and the strategic cycle management system further improved. Currently, all interviewees report on taking consideration of socially vulnerable groups of women and girls in analyses and guidelines or in involvement in programmes, but only as beneficiaries. Partnerships with organisations of vulnerable groups that would be related to LNOB are still rare.

The ToR required that the MTR reviews how the SPF II programme addresses UN Women's triple mandate (normative support, UN system coordination and operational activities). Throughout its documents, UN Women defines and describes the ways in which its normative, operational and coordination roles are complementary and mutually supportive. The UN Women SP 2018–2021 describes the triple mandate as follows[8]:

> 'Through its normative support functions, UN-Women assists Member States in strengthening global norms, policies and standards across the full spectrum of the gender equality and women's empowerment agenda.
>
> Through its UN system coordination functions, as well as its global advocacy and partnerships, UN-Women supports the UN system and partners to deliver gender equality results in their areas of focus, including by strengthening accountability to gender equality commitments, gender mainstreaming and reporting on UN system-wide activities to intergovernmental bodies.
>
> Through its operational activities, UN-Women provides targeted integrated policy advice to Governments, upon their request, and supports, as appropriate, social mobilization and capacity development to translate global norms into national policies, programmes, plans and practices. UN-Women's operational activities only take place in some countries and in response to requests by the Member States. These activities are geared towards addressing needs of and priorities determined by Member States.'

If observed as such, there is a relatively balanced investment of efforts of SPF II in all three areas.

On the other hand, not necessarily all the respondents, and particularly external partners, see the triple mandate this way. They have a narrower and more specific definition of the three functions. Support

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[8] UN Women, *Theory of Change in Support of the Development Results of UN Women's Strategic Plan*, Annex II *to UN Women Strategic plan 2018-2021:* p.4.

for SP implementation at the field level through programming and technical assistance for translation of global norms into national legislation is defined by UN Women as integrated normative support in the context of operational activities. But, externally and in the field, it has been perceived rather as normative than operational work and the only difference is that it happens on a country level[9]. Support to, or management of, the implementation of policies and its monitoring and evaluation plans were often considered as operational. Coordination was usually perceived as a principle and a partnership, as a value that has been integrated in UN Women efforts at all levels.

If observed to be so, most of the programme fits into normative and coordination efforts and the organization would be considered less as operational. Consequently, the respondents perceive UN Women as being well established and effective in normative and coordination areas. Its key strengths are very specific expertise in gender mainstreaming and the empowerment of women, in a variety of thematic areas and contexts, that is rarely found in other organizations. Most of the respondents emphasize that such expertise would not be present in coordination otherwise. It has also been observed as a credible data and knowledge resource, particularly relevant for normative function. Reasons for such perceptions are seen in the diversity of approaches and narratives in the UN, other international partners and local counterparts within the UN, and in the perspectives used in country-level discourse, where reforms in country legal systems are in focus and are rather considered normative.

This may become challenging in efforts to demonstrate its operational mandate and impact-oriented efforts, particularly in conflict, post-conflict and fragile contexts, where implementation of the policies and laws becomes far more challenging than their development and adoption, and produce impact on end beneficiaries in longer terms. There is a risk of perception that UN Women has less capacity to operationally contribute at the impact level to changing lives of women and girls in the field.

CONCLUSION 3: There are different perceptions of the UN Women triple mandate across the UN system, international partners and national counterparts. For some of the interviewees, the operational part of the mandate is far less visible than the normative and coordination parts. UN Women seems to be recognized and acknowledged much more for its coordination and normative function than for the operational one. If not addressed, in longer terms this may affect the positioning of UN Women's involvement in certain operational interventions.

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[9] For example, drafting election legislation and policies, development of WPS national action plans (WPS NAPs), post-disaster needs assessment (PDNA) and development of response plans.

Graph 4: Triple mandate as defined by UN Women documents (a) and alternative perceptions of the triple mandate identified in MTR respondents (b)

a)

b)

a) (blue diagram)

NORMATIVE: Global setting of norms and standards on gender equality and women's empowerment is strengthened through substantive inputs and support to intergovernmental processess

OPERATIONAL: The translation of global norms and standards into national legislation plans and policies is supported through advocacy, social mobilisation and integrated policy advice

COORDINATION: Implementation, monitoring and evaluation of laws is supported through coordination, capacity development and technical assistance

b) (yellow diagram)

NORMATIVE: Global setting of norms and standards on gender equality and women's empowerment is strengthened and translated into regional and national plans, legislation and policies

OPERATIONAL: Operational support and technical assistance to stakeholders at the national level in implementation of international standards and national legislation to to eliminate inequalities and improve lives of women and girls

COORDINATION: Coordination in the UN system and wih external partners at global, regional and country level in development, implementation, monitoring and evaluation of norms, standards and policies

3.1.1 Flexibility and catalytic role of SPF funding

The key feature of both phases of the SPF design is flexibility. Thanks to loosely earmarked flexible funding, UN Women is able to implement selected outputs of the SP, responding to global policy developments as well as the changing country contexts and emergencies in all three thematic areas.

It allows UN Women to timely join or initiate policy advocacy actions at the global level (e.g. violence against women in politics (VAWP), gender chapter in the post-disaster needs assessment (PDNA) and the development of gender-responsive PDNA training, gender-responsiveness of the UN Common Guidance to help build resilient societies, women's leadership for global and regional platforms on DRR, aide-memoire on gender mainstreaming in the Grand Bargain and the development of gender indicators to track commitments of Grand Bargain signatories to gender-responsive humanitarian action, and the Security Council Informal Experts Group) and at the country level (e.g. gender-responsive electoral processes and law reforms, mainstream gender in PDNAs and response plans, support the development of WPS national action plans (NAPs)).

The SPF's contribution to the strengthened capacities of UN Women enables the organization to swiftly (in some cases within a month) engage and/or deploy experts and fill the expertise gap in the field, covering key issues related to gender equality and the empowerment of women across the Humanitarian–Development–Peace Nexus (relevant for all, but prompt reaction is particularly important for WPS, e.g. investigations, and humanitarian action (HA), such as disaster response and humanitarian crises). Such funding modality and a timely response are relevant for all countries: those in crisis (e.g. Yemen, Cox's Bazaar in Bangladesh), those relatively stable and developed that are affected by a sudden crisis outbreak (e.g. Cameroon) and those stabilizing peace (e.g. Colombia).

A flexible funding modality seems to positively affect efficiency, effectiveness and delivery in UN Women's implementation of the SP, strengthening of UN Women presence in the field and resource mobilization[10].

In addition to linking the SPF II allocations to the SP implementation, the programme defined other criteria to ensure the most effective use of funding in supporting the countries through staffing, seed/catalytic grants and/or deployments, such as:

- support that has the potential to have a leveraging effect and to generate additional resources (such as in conflict or humanitarian contexts where capacities have to be scaled up quickly);
- support to countries of strategic importance for UN Women where there is a limited overall donor interest (such as middle income countries where many donors have phased out support, countries during election periods, protracted conflict areas and areas with recurrent humanitarian crisis) in support of key programmatic interventions in the three thematic areas of UN Women's mandate.

On an annual basis these are further elaborated into criteria based on what decision of allocation of funding to regions and COs is made.

All ROs have been consulted and COs informed about them.

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[10] In addition to flexible support for the implementation of the SP, the benefits of flexible, loosely ear-marked funding led to similar arrangements between UN Women and Sida to support the implementation of several country-level strategic notes and/or annual work plans (Afghanistan, Colombia, Ethiopia, Kenya, Liberia, Mali, Moldova, South Sudan, Sudan, Uganda).

In line with the recommendation of the SPF I evaluation, the UN Women SPF II team enhanced the clarity, accountability and transparency of the funding support at regional and country levels, maintaining to a large extent the value of the flexible nature of the programme.

The WPP thematic area organizes a structured call for proposals for seed funding for support for the SP and FPI implementation; provides technical support to local stakeholders to promote gender-responsive political processes and gender mainstreaming in electoral management; supports civil society advocacy and programming around elections; and provides technical expertise at key points for legislative reform, monitoring, prevention and mitigation of VAWP, non-partisan political training, awareness-raising on WPP, etc. All applications need to be aligned with the UN Women COs' strategic notes and annual work plans, in line with the UN Electoral Assistance Framework and in compliance with the UN policy on electoral assistance.

The humanitarian area provides catalytic funding for positions in the field that can demonstrate the impact of the post and potential multiplier effects, the strategy and prospects by which the post will become sustainably funded by non-core funds, and how the position relates to UN Women's humanitarian, global programmatic frameworks (Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP), Women's Resilience to Disasters Programme, Gender Inequality of Risk and promoting Community Resilience to Natural Hazards in a Changing Climate Programme (GIR)).

Where funding is requested for countries with limited or no UN Women presence, a risk assessment that takes into account the role and support of the UN country team needed for successful implementation of the programme is done. A sliding scale approach is applied, requiring cost sharing with the CO to support sustainability and maximize the impact of SPF resources (100 per cent for the first year, 50 per cent for the second and 25 per cent for the third). After that, positions are expected to have fully transitioned to sustainable non-core funding.

The WPS thematic area considers the global outlook and existing capacities regarding active crises and transition contexts, combined with the ability to leverage new funds. Seed funding is provided for the development of WPS NAPs.

The decisions are primarily driven by the aforementioned criteria and not necessarily by equal geographical distribution.

CONCLUSION 4: Flexibility of the SPF allows UN Women to support the strengthening of capacities, where most needed, to support organisational growth and respond to the local context needs; to timely join or initiate policy and advocacy actions at any level; and to positively affect efficiency, effectiveness and delivery in UN Women's implementation of the SP. Additional criteria have been developed by all three thematic areas to ensure the relevance, effectiveness, sustainability and the catalytic nature of the support.

3.2 Programme implementation and management

3.2.1 Management arrangements

The management structure of the SPF has adapted to the needs of the dynamic and changing context in which it operates and has evolved over the two phases, from a centralized and relatively slow mechanism[11] to a decentralized management organized in three thematic areas and operationally coordinated and supported by the programme manager. This resulted in a continuous increase in SPF efficiency, effectiveness and delivery.

Currently, there is a three-level governance structure of SPF II: i) a programme board, ii) technical (thematic) teams and iii) a programme manager.

The programme board is accountable overall for SPF II and is in charge of creating and communicating the vision for the programme, ensuring that the programme delivers in a coherent, effective and efficient way its strategic outcomes, and realizes its benefits, maintaining the alignment of the programme with UN Women's strategic vision. The technical review group comprises technical- and policy-level representatives from the Policy and Programme Division. It ensures that the programme delivers within its agreed boundaries, resolves strategic and directional issues that need the input and agreement of senior stakeholders to ensure the progress of the framework, and provides assurance for operational stability and the effectiveness of, and focus on, managing the impact of change.

The programme manager has been in post since 2016 and is based at HQ. She consolidates management functions, running the operational daily management of SPF II, including budget management, planning and designing the programme and proactively monitoring its overall progress, resolving issues and initiating corrective action as appropriate, and reporting to the programme board and the donor. All respondents agree on the value of the programme management function in supporting the efficiency and effectiveness of the programme and in better capturing the results, as well as on her commitment and dedication.

In this MTR report, the leadership of the technical thematic teams and the SPF programme manager are referred to as the SPF Programme Team at HQ.

The infrastructure of ROs has been used in the implementation of and is supported by SPF II[12]. Regional advisors, supported through SPF, are in continuous contact with COs, supporting them in programme and project proposals development (resource mobilization) and implementation, and providing advisory support on subject matter issues. Another important role is knowledge synthesis and transfer. It is highly valued by the respondents from the COs and ROs, and it is suggested that it should be integrated as a regular capacity-building component of the programme. According to them, transfer of knowledge had more- and less-intensive periods in the past, as it depends on the availability of funding and on which aspects of the programme are prioritized.

The programme further supports positions in several COs that aim to strengthen the capacities and support implementation in the field.

Coordination between three thematic areas has improved partly thanks to the programme manager, who manages to foster collaboration between the thematic teams, particularly with regard to monitoring and reporting, and to some extent planning, when the three teams coordinate more

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[11] Sipu International, *Evaluation of UN Women Sida Strategic Partnership Framework 2011−2016 Final Report*, October 2016, p.10.

[12] One WPS specialist in Eastern and Southern Africa RO; one policy advisor on Governance, Peace and Security/Humanitarian and one WPP policy advisor in WCARO; one WPS/humanitarian advisor in ACRO, one WPS regional advisor in ASRO; one policy advisor on Governance, Peace and Security in Europe and Central Asia RO.

intensively. There is further space for improvement of coordination at HQ level, in terms of implementation and potentially planning of joint actions, and there is an awareness of that in the programme board as well.

At this stage, quarterly coordination meetings of focal points from the three teams (the WPS, HACRO and WPP Teams) have been in place since the end of 2018. These should be further encouraged for the remaining period of SPF II, for informal exchange and updates on the implementation and identification of opportunities and strategic entry points for joint initiatives in selected countries, in close collaboration and partnership with COs (e.g. HACRO and WPS coordination started on gender-based violence (GBV)-related issues in humanitarian and conflict/post-conflict settings).

A complementary approach and synergy of the thematic areas is more operational at regional level, particularly in cases where regional advisors cover more than one thematic area (WPS/HA in ACRO and WCARO). This has been demonstrated in the resource mobilization and development of integrated programmes and projects at the country level or in integrated advisory support. At the country level, synergies are further operationalized, as ensured by the country representatives or deputy country representatives or deployed specialists and are operationally implemented by project managers or specialist staff (particularly evident as interventions designed around the Humanitarian–Development–Peace Nexus).

CONCLUSION 5: Efficiency, effectiveness and delivery of the SPF has significantly improved since the engagement of the programme manager. The introduction of this function has also positively affected coordination between the three thematic areas in terms of planning, monitoring and reporting. The operational coordination of the thematic areas of UN Women is more demonstrated in the programme planning and implementation in the ROs and COs. Since the end of 2018 it has been supported in the HQ as well, through quarterly coordination meetings of the three teams (WPS, HACRO and WPP). Vertical coordination is ensured either in direct communication between COs and HQ or with the support of the ROs, depending of the level of involvement of each level in the early development of the programme and technical support.

Levels of interaction between COs, ROs and HQ vary depending on the specific work on programme/project planning and implementation. Some offices communicate more directly with the HQ (e.g. DRC, Bangladesh) and some with both the regional advisors and the HQ (i.e. Bolivia, Colombia). The level of involvement of HQ or regional advisors in the development of the programme and technical support most likely influence the dynamics.

The SPF Programme Team at HQ and in the ROs, as well as deployed experts (particularly those with extensive experience in the positions), demonstrated dedication and expertise, which was well acknowledged by the COs. Where vertical collaboration was concerned, support in resource mobilization in all areas and knowledge transfer in specific topics related to humanitarian response were highly appreciated.

Horizontal exchange and knowledge transfer are integrated in the programme, but to a limited extent. Both regional advisors and CO representatives and staff are interested in more exchange, particularly in terms of advisory support, knowledge transfer and the development of a unique UN Women footprint (related to operational contexts, products, services and impacts) that could support further corporate development and resource mobilization. Significant knowledge and lessons learnt have been accumulated across the organization, particularly in the contexts of conflict and fragile states, humanitarian and post-disaster responses, and VAWP.

CONCLUSION 6: In the remaining period of SPF II and looking ahead to a potential SPF III, more frequent horizontal exchange of knowledge and lessons learnt that have accumulated over the recent years among COs and ROs should be supported. This could be focused on peer advisory support, knowledge transfer and the development of a unique UN Women footprint (tailoring of technical support packages that are unique to UN Women and further tailored to operational contexts). In addition to the SPF, results of this effort could further support corporate development and resource mobilisation. Initial steps have been taken towards enhancing knowledge management through the establishment of global knowledge management platforms – for example in the areas of gender-responsive humanitarian action, crisis response and DRR – that will assist in mapping existing tools, programmatic guidance, analytical frameworks and lessons learnt in these thematic areas of work.

UN Women applies various modalities in SPF II implementation: partnering at the corporate or programme level; technical support on the programme level, including deployment of experts for assistance to UN Women field capacities or engagement in external interventions[13]; and secondments in absence of its presence (e.g. secondment of gender advisor to United Nations Office for Coordination of Humanitarian Affairs (OCHA) in Yemen). Deployments through SPF II were seen by the respondents in the field as the best of the currently available mechanisms of technical assistance for gender issues, as they were quick, highly efficient and effective, and managed to deploy very specific expertise, tailored to specific needs (particularly emphasized for investigations in WPS and HA).

Sida is involved in the programme management at the planning stage in the approval of the AWPs and at the reporting stage, through annual consultation. Feedback to the annual report provided by Sida requires a management response, which becomes an annex to the report and is taken into consideration in the annual implementation of SPF II. Periodically, Sida is consulted over the operational issues, such as budget reallocations.

SPF II management took into consideration all the recommendations of the final evaluation of SPF I, follows up on them and regularly provides updates on the management response.

3.2.2 Programme cycle management (work planning, monitoring, evaluation and reporting)

As previously mentioned, there is coordination between the thematic units in key periods of the SPF management, such as planning and reporting. Each team manages its own programme at all its stages, while the programme manager ensures an overall integrated programme cycle management. More systematic coordination around the implementation is envisaged, and quarterly meetings of the teams are planned as of 2019. Daily operational communication between the programme manager and each of the teams is functional and does not face any challenges.

COs are not directly involved in the planning, but their regular inquiries, requests and reporting inputs are taken into consideration in the development of annual work plans. Regional advisors are consulted throughout the year in all phases of the SPF cycle.

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[13] Short-term deployments – WPS: 23 in 2017 and 31 in 2018; HACRO: 20 in 2017 and 21 in 2018.

To improve planning, monitoring, evaluation and reporting, UN Women introduced a corporate Results Management System (RMS) with the support of the Swiss Government in 2016. It is an online tool that integrates achievements on the SP indicators at global, regional and country levels.

It also links all results, including those in FPIs, with the results and indicators in the UN Women SP 2018–21. At this stage the RMS provides planning, monitoring and reporting at the strategic level. As SPF II is aligned to the SP, most of it can be monitored by the system through the annual work plans of each UN Women unit. Project-level planning and monitoring have not yet been introduced and there is an expert group developing the project module. Country-level actions are still hard to follow in the system in terms of their link to the SPF due to technical system limitations, so most of the monitoring of country work is still done by direct interaction with the COs. Further upgrade of the RMS is in progress so that it can also link to ATLAS (a financial management system), country strategic notes and the United Nations Development Assistance Framework (UNDAF).

Activity-level reporting is mandatory on a quarterly basis, output-level reporting on a semi-annual basis and outcome-level reporting on an annual basis. As the system is relatively new, quality assurance mechanisms are introduced to ensure the standardized approach of all staff involved in entering the data into the system. Methodological notes are prepared and circulated to provide a standardized understanding of the quality behind the data to be captured and entered, as most of the indicators of the SP are quantitative (e.g. specific qualitative criteria that need to be met so that the result can be counted as 'high-quality national gender equality action plans' or what is included in 'financial products and services', etc.). UN Women HQ staff, designated as indicator managers, have to interact with COs and ROs to guide inputs and data collection for the annual reporting process and validate and approve the reported indicators.

With regard to the integration of the LNOB principle in their work, as previously mentioned, all respondents ensured that there was some form of interaction with socially vulnerable groups, including women and girls, mostly as beneficiaries. The system introduced the possibility of the disaggregation of data on beneficiaries as of 2018, but it is yet to be integrated throughout the programming process (context analysis, design of the programme, results framework). In other words, the users are not able to report on the progress regarding LNOB if they have not introduced these indicators at the programming stage and entered them into the system. Since the guidance on LNOB to all units and offices and the software solution came as part of the UN Women new SP for 2018–2021 and 2018 was the first year of the implementation, the data will be available as a part of the annual report to the Executive Board in June 2019. This would be a test, expected to identify potential challenges in collecting disaggregated data, so that the approach is better understood and improved in the future. Some COs have established their own tools to track this and to gather clear statistics (e.g. Cameroon), while some report narratively on LNOB integration (e.g. Bolivia, Colombia, Yemen, DRC) but still manage to provide relevant data. All respondents are aware of the ethical challenges in gathering the data on LNOB (e.g. requiring reliable information on ethnicity, economic or health status, therefore preferring to rely on relatively objective estimates).

Until completion of the RMS upgrade and the design of the new SP, this information will have to be collected through formal progress reports and narratives in direct contact with implementing offices.

In addition, the narrative part of the RMS (consisting of open-ended questions) can be a source of such information, as it enables the explanation of the indicators entered and the upload of impact-related stories, showcases, stories on social inclusion, etc. A search could further be facilitated by using a tagging system and various filters. The user-friendliness of these for operational management is still being explored by the staff. The ROs' staff appreciate the available information in the RMS, allowing a timely insight into the performance of the COs and the use of information from other regions as well.

With regard to the SPF, this is something to keep abreast of and to discuss, in order to have the final approach ready at the point of the development of the potential SPF III and new UN Women SP.

CONCLUSION 8: Significant efforts of UN Women are ongoing to systematically reflect all phases of strategic and programme cycle management in the electronic RMS. Available functionalities are appreciated by staff at all levels and are highly valued by the ROs for the timely insight into the COs' needs and performances. Still, the RMS optimization is under way, and project modules, links to ATLAS (a financial management system), country strategic notes and UNDAFs will be introduced. In the coming period it is expected that the staff will take full advantage of the new functionalities. The validation of electronic data, direct contact with offices and the collecting of narratives will remain additional tasks for HQ policy teams for some time.
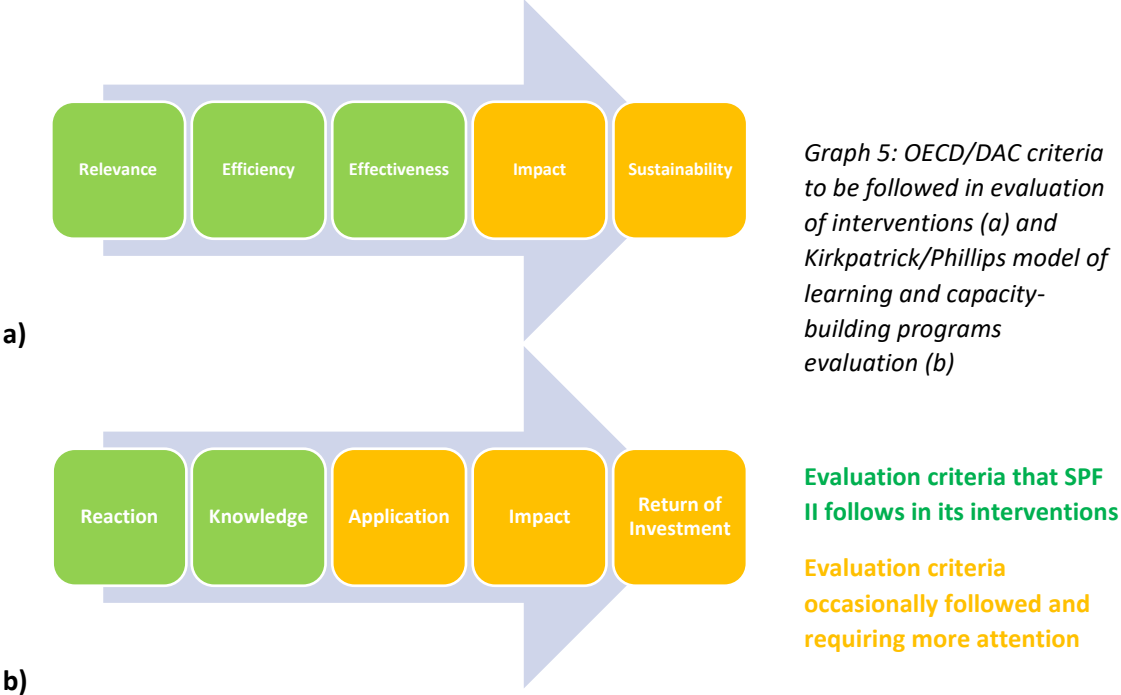
In addition to the RMS, formal progress reports are submitted by the CO recipients of funding to the programme manager and the SPF Teams (WPS, WPP, HA). The standardized format of reports, with clear instructions on relevant information, is sent to all. Instructions related to impact could be more specific (e.g. request for indicators of transformational societal changes, changes in beneficiaries' lives or elimination of root causes of discrimination, etc.)

The SPF Programme Team at HQ collects data, conducts monitoring and some evaluation at the outcome level and prepares reports. Evaluation at the level of impact and transformational change is done occasionally, mostly when needed for reporting, planning and external communication. This approach seems unable to capture all the major impacts on women's and other beneficiaries' lives.

This is understandable, considering the number, diversity and geographic scope of activities implemented through SPF II. Still, there is an opinion within the team and among the external partners that some of the key actions bearing the potential of having a significant impact on beneficiaries' lives, particularly those specific to UN Women, are not captured and that they deserve systematic evaluation and follow-up. This also relates to the assessment of the actions recently completed that might have produced an impact if they were continued by the national counterparts, partners or beneficiaries.

CONCLUSION 9: While the monitoring and reporting functions of UN Women are well developed and provide an extensive amount of data, the evaluation function within the SPF II has space for improvement. Higher-level aspects are covered in some of the reports or by occasional enquiries to COs and partners for the purpose of communication, planning and reporting. There is space for improvement in following up on the impact of the implemented initiatives (even those that are now closed) and the application of knowledge and skills, provided through capacity-building programmes and clearer instructions for reporting to the COs. This may be particularly relevant for those initiatives that are most clearly associated with the UN Women mandate (capacity-building related to prevention and elimination of violence against women in politics, gender mainstreaming in humanitarian response, adoption and implementation of WPS NAPs, etc.).

Graph 5 shows two common approaches to evaluation (programme/project evaluation and evaluation of learning and training) that are relevant for the type of interventions supported through SPF and the evaluators assessment of the areas that are well covered and those that need more attention.

| Relevance | Efficiency | Effectiveness | Impact | Sustainability |

Graph 5: OECD/DAC criteria to be followed in evaluation of interventions (a) and Kirkpatrick/Phillips model of learning and capacity-building programs evaluation (b)

a)

| Reaction | Knowledge | Application | Impact | Return of Investment |

Evaluation criteria that SPF II follows in its interventions

Evaluation criteria occasionally followed and requiring more attention

b)

3.2.3 Stakeholder engagement and coordination

Stakeholder engagement and coordination are key elements of the UN Women's mandate, and UN Women has been actively engaged in dialogue and partnership engagement at all levels of its work. Partnership and coordination activities are more obvious at the HQ and country levels than at regional level. Coordination is managed by the senior management of UN Women at all levels but involves staff of different expertise across the organization. The organization has developed global, regional and national partnerships with UN agencies, international NGOs, donors, national governments and local civil society organizations (CSOs), to enhance its impact and reach its objectives in advancing gender equality and the empowerment of women and girls.

UN Women is well known among all the respondents involved in the MTR for its strong role in coordination, inter-agency dialogue and collaboration. Its role is sometimes perceived as being that of an equal partner and sometimes as an 'added value' to the effort.

Key UN Women strengths in coordination and partnerships are:

- the capability of convening, facilitating and partnering with a large number of UN and other international and national stakeholders around strategic initiatives related to gender equality and empowerment of women and in particular around the Humanitarian–Development–Peace Nexus in conflict and post-conflict settings and as part of humanitarian action and crisis responses;
- bringing specific and evidence-based expertise to the effort, which otherwise would not be included;

- providing the momentum, effort and focus to make sure that system-wide commitments to gender are kept in the forefront and delivered;
- the ability to provide specific gender training and technical assistance, tailored to the context;
- providing statistics and data from UN Women research, often used as reference among partners;
- providing a good reputation and credibility that the coordination gets having UN Women involved.

Many of the partners, particularly at the global level, see cooperation with UN Women as an ongoing partnership that should be further expanded (some of the ideas raised by partners are: expanding involvement with World Bank (WB) in DRR initiatives for small island states; extending partnerships with international NGOs that operate in a humanitarian context; increasing trainings on WPP SDG indicators monitoring; exploring ways of further supporting the Office of the High Commissioner for Human Rights (OHCHR), with regards to combating violence against women where it does not have field presence; and engaging more gender experts of different professional backgrounds in investigations). In considering partnerships, prioritization and the available UN Women human resources should be taken into account. Cooperation is qualified as being less formal and more easy going, therefore being more intensive and effective. It was appreciated that the designated staff of UN Women usually were the most active in cooperation efforts, and that UN Women had the mandate to engage in all efforts without the need for much vertical internal approval of the work.

CONCLUSION 10: Coordination is core to the UN Women's mandate, and the organization has developed a comprehensive network of global, regional and national partnerships with UN agencies, international NGOs, donors, national governments and local civil society, to enhance its impact and reach its objectives in advancing gender equality. The organisation is well known among partners for its ability to convene stakeholders at all levels around the issues of relevance. Credibility, expertise in specific areas of gender mainstreaming, research, statistics and knowledge products are some of the key strengths recognized as the organisation's investment in coordination.

The MTR highlights the key coordination processes identified through interviews and inputs from UN Women and partner organization staff, to illustrate the scope and complexity of the processes that the organization is involved in. Some examples are now further elaborated, to present the potential areas of results and the impact of the coordination processes.

In the WPP thematic area, the SPF has enabled UN Women to advance in new areas such as VAWP in coordination with UN partners including the United Nations Development Programme (UNDP) and the OHCHR. UN Women initiated a trilateral partnership with the UN Special Rapporteur on violence against women, its causes and consequences (SRVAW) and the OHCHR, which included co-convening an expert group meeting on VAWP and culminated in the SRVAW's special thematic report on VAWP, presented to the General Assembly in October 2018. Advocacy and coordination efforts also led to the inclusion of an operational paragraph in the UN General Assembly resolution 73/148[14] that encourages national legislative authorities and political parties, as appropriate, to adopt codes of conduct and reporting mechanisms, or revise existing ones, stating zero tolerance by these legislative authorities and political parties of sexual harassment, intimidation and any other form of VAWP. UN Women continuously collaborates with the UNDP at global and country levels in election programmes and programmes supporting prevention of VAWP, with which OHCHR is also engaged in some countries.

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[14] https://www.un.org/en/ga/search/view_doc.asp?symbol=A/RES/73/148

There has been continuous collaboration with the Interparliamentary Union, with academia and with global partners in academic conferences and symposiums. UN Women and UNDP jointly published a programming guide on preventing violence against women in elections.

In addition, the SPF has enabled UN Women to advance gender mainstreaming in UN electoral assistance, supporting engagement with the Inter-agency Coordination Mechanism on Electoral Assistance (ICMEA), to ensure gender equality concerns are substantively integrated into UN policy on electoral assistance and key normative documents and reports, resulting for example in the specific recommendation on violence against women in elections in the 2017 Secretary General's Report entitled 'Strengthening the role of the UN in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization'.

SPF II enabled UN Women to continue supporting SDG monitoring and implementation (especially on indicator 5.51b), in partnership with UN Regional Commissions. On the regional level, in WCARO, cooperation was established with regional research centres within universities, and cooperation with the Economic Community of West African States (ECOWAS) was initiated. At the country level, parliamentary committees and women's caucuses, government agencies, local councils, electoral management bodies, CSOs and women's organizations remained key partners and stakeholders for implementing normative and policy frameworks on gender equality and women's political participation.

> **SPOTLIGHT ON SDG INDICATORS (WPP):** SPF II enables UN Women to continue supporting SDG monitoring and implementation, in partnership with UN Regional Commissions. Following the successful development of the methodology to measure SDG indicator 5.5.1b 'proportion of seats held by women in local governments', UN Women is providing technical support to national partners for data collection and reporting. The consistent use of the proposed methodology across countries will enable the first-ever global measurement of women's representation in local government. In cooperation with the Statistical Division of United Nations Economic Commission for Europe, the requests for information and instructions are distributed to the country statistical offices, which guarantees a better response from the national statistic offices. UN Women provided technical inputs, research and testing for the SDG 16 indicators, of which UNDP is a custodian. UNDP benefited through learning from UN Women's experience and statistical knowledge related to indicator SDG 5.5.1.b. Collaboration resulted in the preparation of a joint chapter on political participation for the Praia Group on Governance Statistics, established to address the issues of conceptualization, methodology and instruments in the domain of governance statistics. *(Based on contributions by Ms. Fiona Willis-Núñez, statistician, Social and Demographic Statistics section, Statistical Division, United Nations Economic Commission for Europe, and Alexandra Wilde, Senior Research and Policy Advisor, United Nations Development Programme, Oslo Governance Centre)*

Coordination efforts of the WPS thematic area have contributed to the result that 95 per cent of relevant resolutions and presidential statements of the Security Council include language on women, peace and security. The Security Council's Informal Experts Group raised the visibility of WPS issues in DRC, Libya, Central African Republic, Mali, Iraq, Yemen, Afghanistan, and the Lake Chad Basin. UN Women facilitated the increased participation of women from CSOs at the Security Council (14 women from CSOs briefed in country-specific meetings in 2018, eight in 2017 and one in 2016). Another key area of cooperation is that of investigations led by the UN, and, specifically, close coordination exists with the OHCHR and the International Criminal Court; the International, Impartial and Independent Mechanism for Syria; and national authorities and CSOs. In 2018, UN Women exceeded the annual target set out in the 2017–2021 Strategic Plan for rapid deployments (20), deploying 31 sexual gender-based violence experts to national, regional and international accountability mechanisms. Women

peacebuilders from 18 countries were engaged in the validation of the localization toolkit for WPS NAPs that will be a reference tool for the next generation of NAP work for countries.

SPOTLIGHT ON INVESTIGATIONS (WPS): SPF II supported the deployment of experts to international investigations of gender-based crimes, including in South Sudan, Syria, Myanmar, DRC, Mali, Kosovo*, Burundi, Jordan and the situation of women in detention in North Korea. The objective of UN Women's cooperation with OHCHR in these investigations is to enhance the documentation and investigation of sexual violence in conflict, and the integration of gender analysis in human rights investigations and monitoring. Both OHCHR and UN Women are convinced that these reports have an added value of gender analysis in comparison to the reports of other investigation teams. In Syria, investigations included more than 450 interviews of survivors of sexual and gender-based violence committed by all sides in the conflict, which fed into a special thematic report on this topic entitled 'I lost my dignity: Sexual and gender-based violence in the Syrian Arab Republic', submitted to the Human Rights Council. UN Women investigators have further linked conflict-related sexual violence to broader gender inequality. In Gaza, the investigators' reported the killings of men and boys, which had a great impact on social dynamics and women-headed households, and the role of women as human rights defenders, journalists and paramedics. In South Sudan, the report demonstrated how gender inequality is a driver of instability and conflict and must be addressed as a root cause. In an investigators' report in Burundi, the gender dimension of repression against political opposition is covered. The potential impact of investigations is multi-layered. They establish the facts, bring violations, and related recommendations that should be addressed by the countries, into the political spotlight (Human Rights Council, Security Council and Secretary General). There is a truth-telling aspect. Reports that include gender are likely to receive an engendered response. Collected and documented cases are expected to be used by criminal justice bodies. Gathered and recognised contextual information of the pressure against groups can be used in seeking refuge and asylum in other countries. Even in cases where there is no international tribunal or transitional justice mechanism, such as Syria, the role of the Commission of Inquiry should be recognised as a first step on the path to accountability; the files still may be used as the basis of prosecutions in a number of national jurisdictions under the principle of universal jurisdiction, where a victim or perpetrator returns to a country with the political will to prosecute. Or it may be used if a tribunal is eventually established. If reporting and potential evidence is not collected and collated timely, it often gets lost forever. *(Based on contributions by Serena Gates, UN investigator of the Independent Impartial Investigative Mechanism on Syria, and Victoria Kuhn, Women's Human Rights and Gender Section, UN OHCHR.)*

* Reference to Kosovo shall be understood in the context of UN Security Council Resolution 1244 (1999).

WPS supports the organization of expert group meetings to provide inputs for the new international treaty on Crimes Against Humanity, which was in its final draft stages without the input of women's groups and LGBTIQ organizations and used an outdated definition of gender. WPS supported women's meaningful participation in negotiating peace and the implementation of peace agreements, resulting in two publications with practical recommendations ahead of the 20th anniversary of UN Security Council resolution 1325 on women, peace, and security. UN Women prepared the first gender-sensitive conflict analysis for the Inter-Agency Task Force on Boko Haram, resulting in the Security Council's receipt of the first letter from this task force on these issues (confidential) and bringing attention to the gender dynamics of the situation in the Lake Chad Basin. The analysis was further used in trainings to security professionals in Chad, Nigeria, Niger and Cameroon, as part of a new collaboration with UNODC on mainstreaming gender in criminal justice responses to terrorism. As part of UN Women's co-chairing of the Counter-Terrorism Implementation Task Force (CTITF) Working Group on adopting a Gender Sensitive Approach to Countering Terrorism and Preventing Violent

Extremism[15]. UN Women successfully finalized the first project of this working group on the gender dimensions of the foreign terrorist fighter challenge – an emerging issue in this area.

On the regional level, UN Women was strongly positioned in the national and regional responses to the Venezuela crisis, with projects in several of the neighbouring countries, and in the regional response to the crisis in the Sahel, with gender equality being integrated throughout the support plan for the UN Integrated Strategy for the Sahel and the elaboration of regional programmes on SSR and terrorism and climate-resilient agriculture. A regional PVE and gender network was established across North Africa, bringing together governments, academics and civil society, in cooperation with the League of Arab states and in exchange on NAP development and implementation.

Partnerships and coordination are key approaches to delivering the programmes and maximizing impact in humanitarian action and response. In 30 of its operational humanitarian, DRR and resilience country contexts, UN Women partnered with nine international NGOs and Red Cross/Crescent Societies and with 16 UN agencies, including the United Nations Population Fund (UNFPA), OCHA, UNDP, the United Nations International Children Emergency Fund (UNICEF), UN Environment, The UN Refugee Agency (UNHCR), the International Organization for Migration (IOM), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), UN Habitat, the UN Office for Disaster Risk Reduction (UNDRR) and the World Food Programme (WFP). Furthermore, in line with international commitments to localization and promoting women's leadership in humanitarian contexts, UN Women provided financial and technical support to more than 300 women's organizations in humanitarian and crisis settings, to strengthen their capacities to effectively engage in humanitarian and crisis response and influence strategic prioritization and resource allocation.

Externally, UN Women continues to lead in advocating for the integration of gender equality and the empowerment of women and girls, to ensure its standardized inclusion in the global- and field-level formulation and coordination of humanitarian action, DRR and resilience policies, standards and implementation. UN Women finalized and published the updated *Gender Handbook for Humanitarian Action* in 2018 which – as the official guidance resource of the UN-led humanitarian coordination system – reflects the latest coordination mechanisms, frameworks, and commitments towards gender equality. Over 7,000 copies of the handbook were distributed in 43 countries, and accompanying training programmes have been delivered to hundreds of front-line humanitarian practitioners in over 40 different agencies. In cooperation with OCHA, 'Informal Friends of Gender group for the Grand Bargain: Aide-Memoire on Gender Mainstreaming in the Grand Bargain' was prepared. UN Women led the consultation and development process of creating a new IASC policy on gender equality and the empowerment of women and girls by chairing an Advisory Group comprising UNFPA, OCHA, UNDP, WFP, the Women's Refugee Commission (WRC) and Oxfam.

Inter-Agency Standing Committee for Coordination of Humanitarian Assistance: as the co-chair of the IASC Gender Reference Group, UN Women's HACRO has been instrumental in ensuring that gender equality and the empowerment of women and girls is a central focus in the strategic priorities of global humanitarian coordination, policy development and strategic planning. A key achievement in 2017 was the successful development and endorsement of the IASC Gender Policy on Gender Equality and the Empowerment of Women and Girls (GEEWG) in Humanitarian Action.

To ensure adherence to the IASC Gender Policy, an accompanying accountability framework was also established and adopted. In 2018, UN Women assumed stewardship of the 'Gender Desk', which

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[15] Working Group is renamed as the "Global Counter-Terrorism Coordination Compact Working Group on Adopting a Gender Sensitive Approach to Preventing and Countering Terrorism" due to the restructuring of UN OCT and the changes made by the Global Coordination Compact Committee in April 2019.

carries out the monitoring function to ensure that the roles and responsibilities and standards set out in the IASC Gender Policy are adhered to by the IASC and its subsidiary bodies. UN Women initiated the data collection and analysis for the first accountability framework report, which will be published in 2019.

As a member of the inter-agency coordination group on mines action, UN Women provided technical capacity and content for the formulation of the UN's Mine Action Strategy 2019–2023, to help ensure that the official global UN strategy on mine action empowered affected and at-risk women and girls as decision makers and recipients of the services and intended outcomes of the UN-led mine action programme for the next 4 years. UN Women published its guidance note and aide-memoire for the consultations on the formulation of the Global Compact on Refugees with its paper on 'The Centrality of Gender Equality and Women's Empowerment for the Formulation of the Global Compact on Refugees', which advocated for long-term, rights-driven and empowerment-based durable solutions for all affected women, girls, men and boys throughout the displacement cycle.

In DRR and resilience, UN Women contributed to the gender-responsiveness of DRR and resilience-related norms, policies and processes, including the UN Common Guidance on Helping Build Resilient Societies, the Joint PDNA Declaration issued by the WB, the European Union and the UN System, and the Global and Regional Platforms on DRR. UN Women also trained policymakers, civil society professionals and international development experts from 11 African countries on gender-responsive post-disaster needs assessment. Based on these inputs, UN Women was requested by the Government of Kerala, India, to provide the gender leadership and coordination function for the post-disaster needs assessment conducted after the August 2018 floods, the worst seen since 1924, that affected 5.4 million people. Similarly, UN Women supported the government of Somalia to reflect the gender-specific needs and contributions of 6.4 million women, men, boys and girls in Somalia's drought impact needs assessment and worked with local women's organizations to develop a Women's Charter of Demands and to empower Somali women as leaders of change.

On the country level, there is intensive cooperation and/or are joint programmes with UNDP, OHCHR, the United Nations Office on Drugs and Crime (UNODC), the United Nations Peacebuilding Fund (PBF), UNESCO, FAO, UNFPA and peacekeeping operations, international NGOs and national CSOs networks and academia/universities in all three areas of intervention[16].

Engagement around the Grand Bargain processes: in 2018, significant progress has been made towards the overall goal of improved leadership, coordination and policy coherence for addressing GBV and promoting gender equality and the empowerment of refugees, and displaced and other crisis-affected women and girls through the Grand Bargain. UN Women continued to have the role of coordinator/secretariat of the Friends of Gender Group, which is composed of Grand Bargain signatories from UN agencies, development partners and international CSOs.

Engagement by UN Women and other Friends of Gender Group members has contributed to the improved performance of Grand Bargain priority workstreams on the mainstreaming of GBV and GEEWG in their workplans and strategic initiatives. UN Women's contribution has been primarily

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[16] As partnership is a principle of UN Women's work, partnerships are present in all contexts. An interesting example in Colombia, the potential of which could be further exploited, is the alliance with the Kroc Institute, University of Amsterdam, the Netherlands, which was appointed by the Government of Colombia and the Revolutionary Armed Forces of Colombia to monitor the peace agreements. UN Women has been supporting them to integrate gender into the monitoring process, and a joint report was published and presented to the president and the government: *Special Report of the Kroc Institute and the International Accompaniment Component, UN Women, Women's International Democratic Federation, and Sweden, on the Monitoring of the Gender Perspective in the Implementation of the Colombian Final Peace Accord* https://kroc.nd.edu/assets/297624/181113_gender_report_final.pdf; UN Women WCARO has started to establish regional research centres within universities that are related to WPP, in cooperation with ECOWAS, and has opened discussion on future collaboration.

through the development of technical guidance notes and convening global meetings, with a view to mapping good practices and strengthening existing commitments to promoting women's and girls' self-reliance, resilience, livelihoods, leadership and protection in humanitarian settings with a strong focus on gender and cash. Strengthened partnerships with CARE International, the Cash Learning Partnership, WRC and the International Rescue Committee brought to the centre of global discussions entry points for strengthening gender-responsive cash-based interventions and ensuring that cash and voucher assistance delivers results for crisis-affected women, including contributing to their livelihoods, access to income and financial resources, and protection from GBV.

Workstream-specific gender indicators and a section dedicated exclusively to gender-based signatory reporting on the implementation of gender commitments across all workstream core commitments have been integrated into the 2018 gender-based annual reporting template. This is perceived as an important step towards enhancing accountability among signatories around gender-responsive humanitarian action and has resulted from the Friends of Gender Group advocacy and strategic engagement with the facilitation group and priority workstream co-conveners. Priority workstreams include: localization, participation revolution, cash and harmonized needs assessment.

> **SPOTLIGHT ON DISASTER RISK REDUCTION (HACRO)**: In late 2017, the Global Disaster Risk Reduction Facility of the World Bank (WB GDRRF) reached out to UN Women for assistance in the development of the Guidance Note for Gender Equality and DRR. Over the 7 months of active collaboration, which also involved the UNDRR and the Post Crisis Assessment and Recovery Planning Support Office of the European Union, the guidance note was delivered. It aims to provide action-oriented guidance to local and national government officials and key decision makers who face post-disaster challenges and to assist them in incorporating gender-responsive recovery and reconstruction efforts across all sectors through gender assessments that lead to concrete needs identification and gender-specific recovery strategies and frameworks. The note also addresses different challenges that women face in post-disaster recovery and reconstruction caused by underlying issues of inequality and marginalization. Furthermore, it provides guidance on how to turn a post-disaster situation into an opportunity to enhance gender equality and women's empowerment. Following its distribution, the guidance note has been referenced as a key resource for the South Asia region in the Global Practice on Disaster Risk Management (DRM) issues at the WB, and a two-page document was developed for task teams, to provide quick guidance on how to consider gender in DRM projects. A task team leader from the East Asia Pacific region required additional resources and advice on how to include gender in upcoming operations. Findings in the guidance note have been included in a gender and disaster risk management e-module to be launched by the end of the fiscal year (one internal to the WB and one external for a wider audience). The note will also be a key reference for upcoming sessions in the frame of the Global Platform for DRR in Geneva in May (a WB/ Global Facility for Disaster Reduction (GFDRR) community of practice for small island states practitioners and a session at the World Reconstruction Conference on inclusive recovery in small island states). A new area of collaboration with UN Women is emerging in engendering climate resilience efforts in the small island states. *(Based on a contribution by Cindy Patricia Quijada Robles, DRM Specialist, GFDRR team, World Bank, Brussels)*

All respondents evidence that demand for collaborative efforts increases due to the dynamic contexts of conflict and the fragile countries and regions in which UN Women works. This affects all three thematic areas involved in SPF II but is more unpredictable for WPS and HACRO.

Simultaneously, improvement of existing collaboration, building of experience and evidence, and advancement in generation of knowledge, reportedly increase the quality of services and products delivered through partnerships. This is consequently followed by an increase in the demand for deepening or broadening of cooperation, provision of support, and advisory or capacity-building services. This was particularly emphasized by UN Women and partner staff in WPS and HACRO activities related to investigation and humanitarian response. For example, each cooperation under

the spotlight of the MTR has opened new ideas for areas or modalities of cooperation, and most likely the same is happening in the others.

Many of the existing initiatives are long term and require continuous presence and active engagement. Taking into account the size of the organization and the number of staff at all levels, expansion of partnership initiatives may pose a challenge in the future. This is not unique to UN Women and was reported by the other agencies as well.

CONCLUSION 11: The need and demand for coordination with UN Women is increasing due to the contexts in which it operates and due to the opportunities that existing cooperation creates for deepening its focus or broadening its scope. Many of the existing partnerships require a continuous presence. Most of the partners, as well as UN Women, report that human resources are already stretched.

Another challenge, not significantly present as it was in previous evaluations, but still existing, is observing organizations, particularly in humanitarian action, focusing on their size, financial contribution and the roles in which they 'traditionally' operate. If this combines with the real gaps in capacities (where existing) in the specific country context and competition over funding among stakeholders, it poses a real challenge for positioning of UN Women in the intervention. This was more explicitly mentioned in the field work, rather than in global policymaking.

The reason the challenge is not so explicit any more might be in the fact that over the years UN Women has generated knowledge and expertise in specific areas and established credibility based on a specific set of programmes and services it can deliver within its mandate, many of which are unique and otherwise would not be present in the development efforts.

CONCLUSION 12: Competition over funding is still present among the international stakeholders, but not highly emphasized as in some of the previous evaluations. UN Women seems to have corporately created its niche area of work and set of products and services it provides, and SPF (as a strategic programme) contributed to that. The necessity and added value of UN Women's presence for gender mainstreaming receives increased recognition by partners as something which otherwise would be missing or would be present to a much lower extent in development efforts.

As coordination and partnership may also require compromises in attempts to ensure synergy of different mandates, perceptions and narratives, it is interesting to mention that the respondents see UN Women as one of the loud and persistent advocates for their goals and values, raising awareness and providing evidence-based arguments, rather than compromising.

3.2.4 Progress towards results

Assessment of progress towards results is based on the reviewed First Progress Report (2017)[17], interviews with the SPF II team at UN Women HQ and the preliminary notes of the leaders of thematic teams on some of the indicators. Furthermore, data from the interviews with selected CO staff and

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[17] UN Women, *First Progress Report to Government of Sweden through the Swedish International Development Cooperation Agency*, 2018

their international and national counterparts on the achievements at the regional and country level, which cannot be reflected in quantitative indicators set in the logframe, was processed as well.

The provided documentation indicates that overall, UN Women was effective in achieving progress towards results set in the logframe, with a few indicators advancing at a slower pace than planned (see Annex IV). As qualitative achievements are not captured in the SPF II logframe indicators, this chapter will illustrate the qualitative results identified during the MTR. Achievements mentioned under Chapter 3.2.3 Stakeholder's Engagement and Coordination are not repeated and should be considered.

In relation to WPP, some of the results achieved at country level that can be, fully or largely, attributed to SPF II support are as follows. There was constitutional amendment in Malawi, which raised the legal age of marriage to 18 years, following 2 years of coordinated advocacy efforts involving the women's parliamentary caucus, partners in government and CSOs. In DRC, extensive women voter registration campaigns were conducted, contributing to the increase in the number of registered women voters to 46 per cent of the female electorate. In Cameroon, a nationwide advocacy strategy was implemented with a broad coalition of partners, leading to agreed roadmaps to promote women's representation ahead of the 2018 election and particularly to support voter registration of women. In Bolivia, after integrating gender parity into the legislation on elections, ongoing technical support has been provided to the Electoral Tribunal, leading to the development and implementation of the tribunal's gender policy and the establishment of the Observatory on Parity Democracy by the tribunal, which also monitors cases of harassment and violence in politics. UN Women provided technical and financial support to the tribunal, to convene countrywide consultations, which informed the newly adopted political parties law, which includes provisions for political parties to comply with existing legislation on VAWP. In addition, coordinated technical assistance, with UNDP and International IDEA (the International Institute for Democracy and Electoral Assistance), to the parliament led to the establishment and functioning of a special parliamentary commission to address harassment against women parliamentarians.

SPF funding was contributing to overall HA efforts of UN Women, through funding of global coordination, SPF-funded HACRO staff and field deployments. It was not possible to distinguish clearly the SPF contribution, but it can be considered to be major, as key staff and expertise was funded by the programme. Therefore, the overall results captured through the MTR are presented. In 2018, UN Women provided humanitarian action and crisis response services to 235,000 crisis-affected women and girls and 89,000 men and boys across 33 crisis context countries. Throughout these efforts, UN Women maintains a focus on the Humanitarian–Development–Peace Nexus by considering the long-term prospects and the self-reliance and sustainable resilience of crisis-affected and at-risk women and girls, by providing psycho-social support, knowledge and skills for economic empowerment and to support concrete livelihoods (61,500 crisis-affected women and 4,500 men in 19 countries).

Thanks to the cooperation of UN Women with national and local authorities, UN partners and local CSOs, including women's groups, more gender-responsive DRR and resilience policies, strategies, plans, needs assessment and coordination mechanisms were introduced in 39 countries, with total population of 65 million people.

In addition, UN Women worked with over 90,000 women and girls in 21 countries, to enhance their resilience against disasters and facilitate their participation and leadership in the development of DRR and resilience strategies and programmes. This included assisting them to engage in decision-making processes in the formulation of national DRR and resilience policies that identify and address the needs of at-risk women and girls, promoting women's leadership and empowerment in DRR and resilience,

and strengthening the disaster resilience of women and girls through alternative, sustainable livelihoods.

Integration of gender in crisis response planning was addressed through the deployment of 21 gender in humanitarian action experts to 17 countries and the deployment of six internal surge experts to the Rohingya refugee crisis in Bangladesh, the Venezuela refugee crisis in Colombia and the large-scale flooding in Zambia and India.

The only indicator lagging behind the target at this stage is the integration of gender into humanitarian needs overviews and response plans that demonstrate gender analysis (4.2.3). While progress is being made in the normative policy commitments and standards, gaps remain in their realization and implementation at the field level. Based on the information from HACRO, in 2018 only 40 per cent of the official response planning guidance for each UN-led humanitarian coordination effort demonstrated wider analysis of the differential impact on and the needs of women, men, girls and boys. UN Women HQ and COs are committed to providing the technical capacity needed to ensure increased reflection of gender responsiveness. Some of the reasons may be linked to the previously mentioned perception of the UN Women mandate and to observing humanitarian stakeholders focusing on financial contribution and their 'traditional' roles. To better respond to these challenges, some of the UN Women staff that were interviewed expressed the need to increase their capacities, to have practical tools and to engage in partnerships with traditionally operational stakeholders, including both UN organisations and NGOs active in humanitarian context.

In 2017–2018, the WPS unit, through SPF, supported the design, development, adoption, implementation or review of 27 NAPs (Afghanistan, Burundi, Cape Verde, Cameroon, Colombia, DRC, El Salvador, Georgia, Ghana, Guatemala, Iraq, Jordan, Kosovo, Kyrgyzstan, Lebanon, Liberia, Mali, Nigeria, North Macedonia, Republic of Moldova, Poland, Sierra Leone, Sudan, Tajikistan, Tunisia, Uganda and Ukraine) and a regional plan for Central Africa, through seed funding for national implementation and through technical support from SPF-supported staff. A localization toolkit for NAPs was finalized and validated, with inputs from women peacebuilders from 18 different countries. This is meant to be the reference tool for the next generation of NAP work, as countries like Nigeria, Nepal, DRC or Afghanistan 'localize' their NAPs.

In Burundi, UN Women engaged in capacity-building of 534 community women mediators, who later dealt with more than 7,000 local conflicts annually, with a success rate of conflict resolution of over 60 per cent and growing. The project was funded by the Women's Peace and Humanitarian Fund, but was supported by staff financed by SPF II.

CONCLUSION 13: SPF II programme activities have been successful in achieving most of the set targets. While the indicators set in the results framework put emphasis on normative changes at global and national levels, the MTR managed to identify numerous achievements in the field that support the operational implementation of norms, practically support impact-oriented results and benefit women's and girls' lives, aiming to contribute to the impact level of the SP. One indicator that is behind target relates to the integration of gender into humanitarian needs overviews and response plans. Fundamentally, this is about the complexity of relations among humanitarian stakeholders, perceptions of the UN Women's mandate and observing humanitarian stakeholders focusing on their size, financial contribution and their 'traditional' roles.

SPOTLIGHT ON SYNERGIES: Humanitarian and economic empowerment staff jointly supported 200 women displaced from Ebola outbreak zones in Beni, DRC. They were provided with psycho-social support, as half were survivors and almost all witnessed sexual violence against relatives or friends. This was accompanied by economic empowerment efforts, business management training and skills for preparing food products from cassava using basic cooking tools. Women were provided with basic equipment kits and small seed funding to start a business. If further resources are mobilised, UN Women plans to continue support and monitor the application of newly acquired skills and their impact. In a context of displacement, continuous unrest and conflicts in parts of the country, where more than 500,000 people are internally displaced and 30 million are in need of assistance, the CO recognises the need for the integration of humanitarian aid, peace and security, and GBV and economic empowerment perspectives, to empower women and support social cohesion between displaced persons and the hosting population. (*Based on a contribution by Fatou Giwa, Deputy Representative of UN Women, DRC*)

WPS, WPP and environmental expertise are combined in the 'Women, natural resources and peace' joint programme, which was implemented by the UN Environment Programme, UN Women, UNDP and the UN Peacebuilding Support Office in Colombia. After a community action, involving local women's organisations, followed by the legal case, the Atrato River in Choco region, heavily affected by natural resources exploitation and the deforestation of the surrounding area, has been awarded rights as a person because of what it provides for the life of the local population. The court ordered the development of the plan and action to recover the river. Lessons learned are used in a training academy for women leaders in environmental issues and peacebuilding, run by UN Women. *(Based on a contribution by Alma Perez, Regional Advisor for WPS and HA, ACRO, Panama)*

In presenting results and targets reached, UN Women emphasizes coordination and partnerships and the fact that it implements most of its activities in coordination or jointly with other global, regional and national counterparts. Although attributing the results to SPF II and Sweden was not the primary focus of Sida, it should be emphasized that SPF provided major contributions to all the initiatives that the funding was invested in, and that many of the results would not have happened if there was no SPF support. These are primarily the numerous policies at the global level, requiring UN Women expertise initiated by either UN Women or partners; the timely involvement in humanitarian needs assessments and response plans; the contribution to war crimes and crimes against humanity investigations with gender expertise, and the analyses and advancement in SDG indicators related to WPP. Other result that in many cases can be attributed to the SPF funding are resource mobilization and the development of new partnerships in the field.

SPOTLIGHT ON WOMEN'S EMPOWERMENT IN THE ROHINGYA CRISIS: Rohingya Refugee Crisis in Bangladesh – As of the end of 2018, there were nearly 1 million Rohingya refugees in Cox's Bazar living in a camp of an area of less than 20 square kilometres. Approximately 56 per cent of these are women and girls. 16 per cent of households are headed by females. The Rohingya refugee crisis has a particularly gendered nature due to the level and severity of sexual and gender-based violence and the restrictive sociocultural norms that women and girls have experienced and are continuously exposed to. In makeshift settlements in Cox's Bazar, every woman and girl reported that they had either personally survived or witnessed incidences of sexual assault, rape, gang rape or murder through mutilation, or the burning alive of close family members or neighbours in Myanmar (CARE International, 2017). UN Women is on the ground, addressing the needs of women and girl refugees arriving in Bangladesh, providing safe spaces and skills training, and engaging in high-level advocacy to promote women's leadership in peacebuilding, disaster mitigation and resilience. In 2018, UN Women – in partnership with ActionAid – set up its first two multi-purpose women's centres in the Balukhali refugee camp in Cox's Bazar, with support from the UN Women National Committee of Australia. Three more were opened in early 2019, and three are being prepared. Critical life-saving information and services, psychosocial and livelihood support, and vaccination are being provided. Women's groups have been established in three camps, which provides, through regular meetings, a direct communication channel to share their needs and concerns with camp administrators called 'Camp-in-Charge'. Women interested in political engagement within the camp are identified, which opens a new space for action on political participation and decision-making. The centres are becoming a space for women to speak freely and build their self-confidence, with the end objective being to help them take over and run the centres. Awareness and self-confidence-building is key, particularly as the camp closes at 5:00 p.m. and protection services are minimal. Access to other women's organisations is limited and, up to now, only two have managed to start activities in the camp. To date more than 17,000 Rohingya women have benefited from these services. As perceived by the designated official in the Embassy of Sweden, UN Women has the tools to implement work in humanitarian settings, and their work and visibility is strengthening, yet, in relation to the dimension of the Rohingya crisis, the organization seems to be understaffed. A broad spectrum of women´s rights is on the humanitarian agenda, which goes far beyond gender-based violence. UN Women´s approach, through security, justice, skills, voice and participation, violence, corruption, etc., is extremely well needed in the Rohingya humanitarian context. Links between humanitarian activities/vision in the Rohingya context and the Bangladesh Strategic Note of UN Women should be demonstrated more clearly in the country's Strategic Note, and fundraising linked to it. *(Based on contributions by Flora Macula, Head of UN Women Sub-Office, Cox's Bazaar; Daniel Seymour, Director, UN Women Humanitarian Action and Crisis Response Office; and Marcela Lizana Bobadilla, First Secretary, Coordinator for Nexus Humanitarian-Development-Conflict Prevention, Embassy of Sweden, Bangladesh.)*

CONCLUSION 14: According to most of the respondents, SPF was a major contributor to the achieved results, and, in some cases, achievements can be largely attributed to the fund (the timely presence and engendering of policy development, WPS investigations and resource mobilization). It has been confirmed by partners that, had the SPF not been available, many opportunities would have been missed, and the consequent lack or inadequate addressing of the gender aspect would have significantly affected the outcome.

3.2.5 Communication

Both, internal and external communications were observed.

In line with the recommendations of the final evaluation of SPF I, SPF II has been promoted to COs and ROs, and clearer information on the potential areas of assistance and the criteria for allocation was

distributed by each of the three team leaders. There is an ongoing communication with the programme manager on any of the operational issues.

In terms of vertical management communication, no challenges were reported at any of the levels of implementation.

Despite demonstrating an understanding of the nature of SPF as a short-term, catalytic funding modality among CO representatives and the provision of information and/or a call for proposals with the criteria for the allocation of funding, there were still remarks from COs regarding the predictability of the SPF II allocation for a specific country.

Horizontal communication and exchange were addressed under the Chapter 3.2.1 Management Arrangements.

CONCLUSION 15: Internal communication seems to function smoothly, and no challenges were raised by the respondents. Although HQ has invested efforts into familiarizing COs with the nature of the SPF programme and the criteria for the allocation of funding, there are still requests for more 'predictability'.

Externally, the efforts of UN Women (sometimes, but not always, associated with SPF) seem to be well recognized through analyses and knowledge products developed at all levels of implementation. This was reported by all the partners involved. Information from these analyses (e.g. statistics, showcases) have been used mostly in programming. Practical guidelines from handbooks were of interest to country staff and practitioners of interviewed partner organizations (primarily WB, OCHA and UNDP).

Activities of the programme seem to be most visible at the country level, with good visibility of its partnership with Sida, although the SPF programme is not necessarily promoted as a specific initiative.

Consistent with the previously mentioned challenges related to capturing the impact, the number of impact-oriented communication products that can be tailored to different audiences is limited and should be diversified. Both the SPF programme management and Sida agree that the impact could be better reported externally.

CONCLUSION 16: External communication is mostly recognized through knowledge products and analysis. The communication of impact-related results is limited, and development of products that are tailored to different audiences would be welcome. This could support partner engagement and resource mobilization, strengthening the credibility and accountability of the organisation and its interventions, and promote effective practices and lessons learnt.

At this stage, following recommendations of the SPF I final evaluation, an annual publication[18] has been prepared since 2017 by HACRO, covering key interventions using stories about the impact on people's lives. The 2018 annual report and the WPS annual report, which are both being developed, will similarly integrate this type of information. Occasionally information on good practices were collected and communicated for various purposes by thematic team leaders, the programme manager and the resource mobilization specialist. In addition, SPF Programme Team at the HQ, in collaboration with the Strategic Partnership Division, is exploring how best to create a SPF-specific brief.

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[18] UN Women, *Empowerment and accountability for gender equality in humanitarian action and crisis response*, July 2018

3.2.6 Financial management

The programme manager ensures the systematic and continuous execution and monitoring of financial flows. All financial transactions are managed through the ATLAS financial programme management system. Harmonization of the RMS with the financial system is ongoing, in line with the planned corporate dynamics.

A delivery rate of 76 per cent in 2017 was over the established programme target. In 2018, the recorded programme delivery of 88 per cent surpassed the corporate target of 80 per cent set in the SP for the implementation of other resources. No challenges were reported, except minor initial delays that were overcome as the implementation of the programme progressed. During the project implementation, only one adjustment was made annually, based on the timely review of the progress against the plan, in consultation with and upon approval by Sida.

An overall awareness in the thematic teams of the financial status exists, and they manage to timely respond to potential under/overspending. This is helped by continuous communication with the programme manager.

Sida is informed of the financial plans through the annual planning process and is updated on financial statements through interim and annual reports.

CONCLUSION 17: Systematic and continuous execution and monitoring of financial flows is ensured by the programme manager and the leaders of the thematic teams. No major challenges in the financial management of the SPF were reported, and delivery in both years was above the programme and UN Women targets.

3.3 Sustainability

All the risks identified in the SPF II 2017–2020 Risk Register are still relevant, particularly as the programme addresses post-conflict, fragile and crisis-affected contexts. Risks are related to the capacities of partners and national counterparts and to the environment in post-conflict, crisis or fragile contexts. Observation and control of those risks that are controllable should be continued.

Moreover, as previously described, there are both opportunities and risks associated with increased demand for UN Women expertise and involvement in collaborations and partnerships. Over the recent years, the number and scope of interventions and cooperation has significantly expanded. This is thanks to the quality and results of earlier engagements, or the need to upscale or increase the previous number of engagements, or due to an increase in the number of emerging crises globally. Therefore, a strategy combining capacity-building of both UN Women and its partners that are interested in cooperation and prioritization could be developed.

CONCLUSION 18: All risks identified in the SPF II 2017–2020 Risk Register are still relevant. There is a new opportunity, which also poses a risk, of increased demand for UN women expertise and involvement that goes far beyond existing capacities.

UN Women operations are funded by donations. Sustainability should be observed in the context of maximizing the opportunities and effects of a continuous and wider UN Women presence and of

sufficient resource mobilization. Most of the issues relating to sustainability were mentioned in the previous text and here will be summarized and outlined only.

SPF, as a flexible funding modality, is highly valued and acknowledged by both UN Women and Sida. According to all respondents at HQ and Sida, there is a need to continue this type of funding but also to push forward negotiations with other donors to adopt a flexible approach. At this stage, Norway, Denmark, the United Kingdom, Switzerland, Germany and Canada showed an interest for flexible arrangements at regional and country levels.

One of the integrated aspects of SPF II is to support capacity development, sustainability and resource mobilization in Cos and ROs. The efforts had the following impacts.

Advisory services and technical support provided by WPP to 36 countries and six regional offices directly contributed to strengthening national capacities to develop gender-responsive constitutional and legislative frameworks and inclusive political processes. WPP provided seed funding of $2.13 million to 19 countries in the period 2017–2018. Strategic seed funding, combined with timely technical support for programme design, have leveraged $9.65 million in six countries, some of which are through joint programmes. More than $48 million were raised within WPS programme and $23.4 million by HACRO in the 2-year period from 2017 to 2019. Largely, this seems to be thanks to the engagement of SPF II staff and capacities. Local context and donor programme priorities might be additional enabling factors. The resource mobilization effect is not the same in all the countries supported by the programme, and some offices share concerns about the sustainability of their efforts (e.g. DRC, Yemen and, to some extent, Cameroon).

As previously noted, the sustainability of UN Women operations is strongly linked to the strategic approach and the sustainability of the results achieved in the field. UN Women became recognized for its capability of convening and facilitating international and national stakeholders around initiatives, and for its systematised, specific and evidence-based expertise, statistics, and learning and training activities. Many respondents notice that UN Women has developed and implemented numerous technical assistance and operational services in all three thematic areas. The strategies used and the impact achieved could be systematized through internal UN Women regional and interregional exchange, and ultimately defined as a specific product with a UN Women signature.

UN Women achieves significant results at the policy and coordination level and is well recognized for that. Operational activities seem to be less visible, and there is a space for more systematic capturing and communication of data (implementation and impact). Some of the examples of previously identified operational actions that could be followed up and reported on would be: the effects of reporting and appeals to justice institutions, related to VAWP (WPP); the engagement of women mediators and the effect of dispute/conflict settlements on individuals' lives or their safety/security in the community; the successful implementation of localization of NAPs[19] (WPS); gender and humanitarian training of international agencies, CSOs and local counterparts (HACRO); and the impact of synergies of WPP, WPS, humanitarian and other units. Completed actions that might have reached a certain level of sustainability could be revisited and their sustainability reported on. Impact-related reporting could support resource mobilization as well.

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[19] Lebanon and Jordan were mentioned as a good practice examples. The document entitled 'The implementation of UNSCR 1325 in the Arab States – Taking stock and moving forward' a contribution from the Jordanian National Commission for Women (JNCW) and the UN Women country office in Jordan could be used as a starting point for further identification of outcome and impact areas and their exploration. Countries adopting the second cycle NAP, such as DRC, should be observed and supported if there is a local commitment, as the implementation of the first NAP was not successful according to the CO.

Over the course of SPF, UN Women defined several approaches to implementation, from the facilitation and encouragement of stakeholders to perform their mandates in a gender-responsive way, partnerships, and direct engagement in programme implementation, to secondments. Systematisation of experience from each of these modalities could be used to select the best modality for a specific context, considering the capacities in the field, available resources and relation with other agencies involved.

The issues of sustainability and further capacity-building of ROs and regional advisors were raised at the regional level. Most of the programmes that the advisors develop will be in the COs' portfolio and cannot be used to finance the ROs' functions. Flexible non-earmarked funding or core funding is seen as an option.

The further involvement of CSOs, particularly those of vulnerable groups of women, not only as beneficiaries, but rather as partners who can take ownership of specific actions and results, could further support sustainability efforts.

CONCLUSION 19: Sustainability of the SPF should be observed in the context of maximising the opportunities and effects of a continuous and wider UN Women presence and sufficient resource mobilization and of simultaneously achieving long-term impact and benefits in the field. Aspects with potential for sustainability are the following: engaging more donors in flexible funding arrangements, strengthening impact orientation, achieving impact-oriented communication, strengthening the unique 'UN Women footprint', using a holistic approach to the design and implementation of interventions, prioritizing capacity-building in extending existing and engaging in new partnerships, and developing modalities of interventions in line with the context addressed.

4 Conclusions

The following is a summary of the conclusions identified and previously presented.

UN Women theory of change and SPF II programme design

Conclusion 1: The SP 2018–2021 theory of change is mostly sound and clear, with well-developed indicators and sources of verification. The SPF II results framework is aligned with the strategy, yet needs a clearer demonstration of how changes at output and outcome levels will result in positive changes in the lives of women and girls and in gender equality between women and men. Still, the programme includes strategies designed to impact on peoples' lives, but there may be challenges in systematic monitoring, reporting and communication.

Conclusion 2: The principle of LNOB is not explicitly visible in the SP, nor consequently in the SPF programme design and its results-based framework. Since 2018, some indicators of the SP require disaggregation of data based on one or more criteria. This will be visible in the UN Women Annual Report to the Executive Board for 2018 that will be presented in June 2019, based on which new conclusions will be drawn and the strategic cycle management system further improved. Currently, all interviewees report on taking consideration of socially vulnerable groups of women and girls in analyses and guidelines or in involvement in programmes, but only as beneficiaries. Partnerships with organisations of vulnerable groups that would be related to LNOB are still rare.

Conclusion 3: There are different perceptions of the UN Women triple mandate across the UN system, international partners and national counterparts. For some of the interviewees, the operational part of the mandate is far less visible than the normative and coordination parts. UN Women seems to be recognized and acknowledged much more for its coordination and normative function than for the operational one. The findings at the outcome and impact levels in the IRRF show that in the longer term there is a risk that this may affect the positioning of UN Women's involvement in certain operational interventions.

Flexibility and the catalytic role of SPF funding

Conclusion 4: The flexibility of the SPF allows UN Women to support the strengthening of capacities, where most needed, to support organizational growth and respond to the local context needs; to timely join or initiate policy and advocacy actions at any level; and to positively affect efficiency, effectiveness and delivery in UN Women's implementation of the SP. Additional criteria have been developed by all three thematic areas to ensure the relevance, effectiveness, sustainability and the catalytic nature of the support.

Programme implementation and management arrangements

Conclusion 5: The efficiency, effectiveness and delivery of the SPF has significantly improved since the engagement of the programme manager. The introduction of this function has also positively affected coordination between the three thematic areas in terms of planning, monitoring and reporting. The operational coordination of the thematic areas of UN women is more demonstrated in the programme planning and implementation in the ROs and COs. Since the end of 2018, it has been supported at HQ as well, through quarterly coordination meetings of the three teams (the WPS, HACRO and WPP Teams) Vertical coordination is ensured either in direct communication between COs and HQ or with the support of the ROs, depending of the level of involvement of each level in the early development of the programme and technical support.

Conclusion 6: In light of the remaining period of SPF II and the preparation of a potential SPF III, there are requests from ROs and COs for more frequent horizontal exchanges of knowledge and lessons

learnt that have accumulated over the recent years at all levels. This could be focused on peer advisory support, knowledge transfer and the development of a unique UN Women footprint (tailoring of technical support packages that are unique to UN Women and further tailored to operational contexts). In addition to the SPF, results of this effort could further support corporate development and resource mobilization. Initial steps have been taken towards enhancing knowledge management through the establishment of global knowledge management platforms – for example in the areas of gender-responsive humanitarian action, crisis response and DRR- that will assist in mapping existing tools, programmatic guidance, analytical frameworks and lessons learnt in these thematic areas of work.

Conclusion 7: The entire team at HQ is involved in the annual cycle management, with more involvement in the planning and reporting phases. ROs are consulted in the development of plans and in making decisions on country actions. Inputs from COs, received through reporting and regular communications, are taken into consideration.

Conclusion 8: Significant efforts of UN Women are ongoing to systematically reflect all phases of strategic and programme cycle management in the electronic RMS. Available functionalities are appreciated by staff at all levels and are highly valued by the ROs for the timely insight into the COs' needs and performances. Still, the RMS optimization is under way, and project modules, links to ATLAS (a financial management system), country strategic notes and UNDAFs will be introduced. In the coming period it is expected that the staff will take full advantage of the new functionalities. The validation of electronic data, direct contact with offices and the collecting of narratives will remain additional tasks for HQ policy teams for some time.

Conclusion 9: While the monitoring and reporting functions of UN Women are well developed and provide an extensive amount of data, the evaluation function within SPF II has space for improvement. Some of its higher-level aspects are covered in some of the reports or by occasional inquiries to COs and partners for the purpose of communication, planning and reporting. There is space for improvement in following up on the impact of the implemented initiatives (even those that are now closed) and the application of knowledge and skills, provided through capacity-building programmes and clearer instructions for reporting to the COs. This may be particularly relevant for those initiatives that are most clearly associated with the UN Women mandate (capacity-building related to prevention and elimination of VAWP, gender mainstreaming in humanitarian response, adoption and implementation of WPS NAPs, etc.).

Conclusion 10: Coordination is core to UN Women's mandate and the organization has developed a comprehensive network of global, regional and national partnerships with UN agencies, international NGOs, donors, national governments and local CSOs, to enhance its impact and reach its objectives in advancing gender equality. The organization is well known among partners for its ability to convene stakeholders at all levels around the issues of relevance. Credibility, expertise in specific areas of gender mainstreaming, research, statistics and knowledge products are some of the key strengths recognized as the organization's investment in coordination.

Conclusion 11: The need and demand for coordination with UN Women is increasing due to the contexts in which it operates and due to the opportunities that existing cooperation creates for deepening its focus or broadening its scope. Many of the existing partnerships require a continuous presence. Most of the partners, as well as UN Women, report that human resources are already stretched.

Conclusion 12: Competition over funding is still present among the international stakeholders, but not highly emphasized as in some of the previous evaluations. UN Women seems to have corporately

started to create its unique niche of work and the set of products and services it provides, and SPF (as a strategic programme) contributed to that. The necessity and added value of UN Women's presence for gender mainstreaming receives increased recognition by partners as something which otherwise would be missing or would be present to a much lower extent in development efforts.

Conclusion 13: SPF II programme activities have been successful in achieving most of the set targets. While the indicators set in the results framework put emphasis on normative changes at global and national levels, the MTR managed to identify numerous achievements in the field that support the operational implementation of norms, practically support impact-oriented results and benefit women's and girls' lives, aiming to contribute to the impact level of the SP. One indicator that is behind target relates to the integration of gender into humanitarian needs overviews and response plans. Fundamentally, this is about the complexity of relations among humanitarian stakeholders, perceptions of the UN Women's mandate and observing humanitarian stakeholders focusing on their size, financial contribution and their 'traditional' roles.

Conclusion 14: According to most of the respondents, SPF was a major contributor to the achieved results, and, in some cases, achievements can be largely attributed to the fund (the timely presence and engendering of policy development, WPS investigations and resource mobilization). It has been confirmed by partners that, that had the SPF not been available, many opportunities would have been missed, and the consequent lack or inadequate addressing of the gender aspect would have significantly affected the outcome.

Conclusion 15: Internal communication seems to function smoothly and no challenges were raised by the respondents. Although HQ has invested efforts into familiarizing COs with the nature of the SPF programme and with the criteria for the allocation of funding, there are still requests for more 'predictability'.

Conclusion 16: External communication is mostly recognized through knowledge products and analysis. The communication of impact-related results is limited, and the development of products that are tailored to different audiences would be welcome. This could support partners engagement and resource mobilization, strengthening the credibility and accountability of the organisation and its interventions, and promote effective practices and lessons learnt.

Conclusion 17: The systematic and continuous execution and monitoring of financial flows is ensured by the programme manager and the leaders of the thematic teams. No major challenges in the financial management of the SPF were reported, and delivery in both years was above the programme and UN Women targets.

Sustainability

Conclusion 18: All risks identified in the SPF II 2017–2020 Risk Register are still relevant. There is a new opportunity, which also poses a risk, of an increased demand for UN Women expertise and involvement that goes far beyond existing capacities.

Conclusion 19: The sustainability of the SPF should be observed in the context of maximizing the opportunities and effects of a continuous and wider UN Women presence and sufficient resource mobilization and of simultaneously achieving long-term impact and benefits in the field. Aspects with potential for sustainability are the following: engaging more donors in flexible funding arrangements, strengthening impact orientation, achieving impact-oriented communication, strengthening the unique 'UN Women footprint', using a holistic approach to the design and implementation of interventions, prioritizing capacity-building in extending existing and engaging in new partnerships, and developing modalities of interventions in line with the context addressed.

5 Recommendations

No.	Recommendations	Proposed timeline
	Corporate	
	Although it is a corporate issue and beyond the scope of the SPF, the MTR identified different, sometimes confusing, interpretations of the UN Women's triple mandate, resulting in the perception of the organisation as being too normative and less operational. The issue could be discussed of a better and more simple communication of the differences and synergies of normative and operational mandates and the clear communication of impact-level results. Alternatively, clearer mandate delineation and definitions could be revised.	n/a
	Programme	
R1	Although the SPF II theory of change and results-based framework are fully aligned to the SP 2018–2021, enough experience with SPF implementation modalities exists to develop a more specific future SPF at the impact level than the one in the SP (i.e. inclusive of more qualitative data and representing changes in beneficiaries' lives). The following steps are recommended:	Next SPF
	Firstly, indicators merging more than one indicator (e.g. adopted and implemented) in the current framework should be separated.	2020
	Collection of additional case studies should be encouraged from both RO and CO levels.	2019
	Analysis of the case studies to systematise the impacts achieved, or those to be potentially achieved in future, could lead to the definition of clearer indicators at the higher levels of a results-based matrix (outcome and impact levels).	2020
	The principle of LNOB should be introduced into the framework in line with the corporate efforts on the issue. Learnings from the 2018 UN Women Annual Report to the Executive Board, soon to be published, should be taken into account.	2021
	As SPF planning takes place prior to the SP development, some of these learnings might help SP development as well.	
R2	Organization of more frequent (quarterly) coordination meetings of the three teams, which started at the end of 2018, should be continued. A potential holistic approach to the interventions, the engagement in partnerships and resource mobilization, with a focus on stronger impact, should be considered.	2019
R3	In light of the preparation for the potential programme continuation (SPF III), a more frequent horizontal exchange of knowledge and lessons learnt, accumulated over the recent years, among COs and ROs should be encouraged for the purpose of peer advisory support, knowledge transfer and the development of a unique UN Women footprint (related to operational contexts, standardization of products, services and impacts). This would help further support corporate development and resource mobilization. The systematization and standardization of practices should still preserve space for creativity and flexibility in the adaptation to diverse local contexts.	2019
R4	In the planning of the next AWP and SPF, interventions focused on normative implementation (of laws and policies) and coordination should be more balanced. This recommendation should be interpreted in connection to the corporate recommendation at the beginning of the table and in connection to recommendations on the better communication of outcome- and impact-level results, which would support the visibility of operational function.	2019

R5	Discussions with other donors about providing flexible funding modalities should be continued. The collection of impact-oriented stories, and stories on the added value of a flexible approach and a UN Women unique approach could be helpful.	2019
R6	Impact assessments of some of the interventions that have impact potential should be conducted 6 months to 1 year after their completion. One to two impact assessments per year, conducted using the organisations' own capacities and/or by national consultants, can be utilized for cost-effectiveness analysis.	2020
	Some of the examples of previously identified operational actions that could be followed up and reported on could be the following: the effects of reporting and appeals to justice institutions related to VAWP (WPP); engagement of women mediators and the effect of dispute/conflict settlements on individuals' lives or safety/security in the community; the effects of successful implementation and localization of NAPs (WPS); application of knowledge and skills gained from gender and humanitarian training of international agencies, CSOs and local counterparts (HACRO); impact of synergies of WPP, WPS, humanitarian and other units. The list is not exhaustive.	
	Completed actions that might have reached a certain level of sustainability could be revisited and their sustainability reported on.	
	Operational	
R7	Awareness-raising of the COs about the nature and purpose of the SPF should be continued. Showcasing successful activities could support better understanding.	2020
	COs, whose programmes/project/interventions are financed from SPF II, should be encouraged to monitor and enter impact-oriented stories into an RMS narrative reporting module to facilitate previous activity.	
R8	When planning expansion of existing partnerships and broadening of the spectrum of areas of cooperation, partnerships need to be prioritized according to the capacities, available resources and the potential of the cooperation in question. This is particularly relevant for development of SPF AWPs.	2019
R9	The practice of HACRO issuing more impact-related publications with stories of effects of interventions and policies adopted with UN Women support (application of knowledge and skills, transformative changes, human stories, effects on communities etc.), should be expanded.	2019
	Recommendation to Sida	
R10	As there are challenges in the acceptance of some of the standardized guidelines and toolkits for gender mainstreaming, particularly relevant but not limited to HA, Sida might want to encourage their use in communication with other UN agencies, and development and humanitarian stakeholders.	2019

Annex I: Mid-term review framework

(attached as a separate document)

Annex II: List of documents

Strategic/policy documents, UN Women

1. United Nations Entity for Gender Equality and the Empowerment of Women Strategic Plan 2018–2021, August 2018, UN Women;
2. UN Women Strategic Plan 2018–2021, Integration of lessons learned into the 2018-2021 Strategic Plan;
3. Annex I: Integrated Results and Resources Framework;
4. Annex II: Theory of Change in support of the development results of UN-Women's Strategic Plan, 2018–2021;
5. Annex III: Working together to support implementation of the 2030 Agenda UNDP, UNICEF, UNFPA and UN Women (Annex to the common chapter in respective strategic plans, 2018–2021);
6. Annex IV: Alignment of UN Women's Strategic Plan 2018–2021 with General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the UN System;
7. Strategic Plan 2018–2021 Methodological Notes for Field Reporting, UN Women.

SPF II documents

8. Strategic Partnership Framework between the Government of Sweden (represented by Sida) and UN Women 2017–2020;
9. Strategic Partnership Framework between the Government of Sweden (represented by Sida) and UN Women 2017–2020 – Log Frame
10. Explanatory Note to mapping of the SPF II results framework to the new Strategic Plan
11. Strategic Partnership Framework between the Government of Sweden (represented by Sida) and UN Women 2017–2020 – Budget;
12. Strategic Partnership Framework between the Government of Sweden (represented by Sida) and UN Women 2017–2020 – Risk Register;
13. Strategic Partnership Framework between UN Women and Sida 2017–2020 (SPF II), 2018 Annual Work Plan – Strategic Direction
14. The Agreement on contribution and implementation of the SPF II, made between UN Women and Sweden, represented by Sida, signed on 2 December 2016, covering the period 2017–2020;
15. SPF II: First Annual Progress Report to Government of Sweden through the Swedish International Development Cooperation Agency Jan 2017–Dec 2017, UN Women;
16. Interim Financial Donor Report for Period ended 31 December 2017, UN Women;
17. Strategic Partnership Framework between the Government of Sweden (represented by Sida) and UN Women 2017–2020 – Budget and Expenses as of December 31st, 2017 – in USD
18. Strategic Partnership Framework Between the Government of Sweden (Represented by Sida) and UN Women 2017–2020 – Progress On Outcome/Output Indicators, UN Women;
19. Evaluation of UN Women Sida Strategic Partnership Framework 2011–2016, October 2016, SIPU International;

20. Evaluation of UN Women Sida Strategic Partnership Framework 2011–2016 – Executive Summary, October 2016, SIPU International;
21. Evaluation of UN Women Sida Strategic Partnership Framework 2011–2016 Management Response, UN Women;
22. Notes from the annual SPF II meeting, September 2018
23. UN Women Management Response, August 2018;
24. UN Women Management Response, December 2018;
25. UN Women's response to Sida's comments on the 2017 Annual Report for the Strategic Partnership Framework (SPF II);
26. SPF I: Annual Review Report and Final Report To Government of Sweden through the Swedish International Development Cooperation Agency, 2016, UN Women;
27. Strategic Partnership Framework Between the Government of Sweden (Represented by Sida) and UN Women 2011–2016; Progress On Outcome/Output Indicators, UN Women;
28. Sida's comments on the first progress report on UN Women's implementation of Strategic Partnership Framework II (SPF II), covering January 2017 to December 2017, September 2018, Sida.

UN Women regional and country offices reports

29. Report on Gender in Humanitarian 2018, Cameroon Country Office, 2019;
30. SPF II Country Report: Catalytic Support to North Kivu Women through Economic Empowerment during the Ebola outbreak, DRC, 2019;
31. Avances y resultados en el fortalecimiento e implementación del plan estratégico de género del órgano electoral plurinacional, ONU Mujeres Bolivia, Marzo, 2019;
32. The implementation of UNSCR 1325 in the Arab States – Taking stock and moving forward. Contribution from the Jordanian National Commission for Women (JNCW) and UN Women Country office in Jordan.

Other documents

33. Corporate Evaluation of UN Women's Contribution to Women's Political Participation and Leadership: Synthesis Report, April 2018, UN Women Independent Evaluation Office;
34. Corporate Evaluation on Strategic Partnerships for Gender Equality and The Empowerment of Women Final Synthesis Report, 2017, UN Women Independent Evaluation Office;
35. "I lost my dignity": Sexual and gender-based violence in the Syrian Arab Republic, paper of the Independent International Commission of Inquiry on the Syrian Arab Republic, January 2018;
36. Informal Friends of Gender group for the Grand Bargain: Aide-Memoire on Gender Mainstreaming in the Grand Bargain
37. Le programme genre, leadership et participation politique, Valerie Mengue Ango, ONU Femmes, Chargée du programme
38. MOPAN Assessment 2017–2018 – UN Women;
39. National WPS Implementation Reporting, UN Women Country Office, DRC, 2017
40. Scoping Study Report: A Gender Analysis of Syrian Refugee and IDP Returns, UN Women Regional Office for Arab States, prepared by Claire Wilson, UN Women Research Consultant, March, 2019
41. Sida's support to the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), Sida;
42. Ending Impunity for Sexual and Gender-Based Violence: Investigating Crimes, Preparing for Justice, UN Women's Expert Deployment Programme with Justice Rapid Response, Interim donor report January–December 2018, UN Women

Annex III: List of interviewees

UN Women HQ, New York

1. Arpita Varghese, Gender and Humanitarian Action Analyst
2. Asa Dahlvik, Resource Mobilization Specialist and Focal Point for Nordic Donors
3. Daniel Seymour, Director, Humanitarian Action and Crisis Response Office
4. David Coffey, Global Humanitarian Coordination Lead
5. Harriette Williams Bright, Policy Specialist, Peace and Security Section
6. Julie Ballington, Policy Advisor, Women Political Participation
7. Maria Noel, Director, Programme Division, SPF II Board Member
8. Marta Val, Programme Specialist, Women Political Participation
9. Päivi Kannisto, Chief of the Peace and Security Section, SPF II Board Member
10. Pablo Castillo, Policy Specialist, Women Peace and Security
11. Fumie Nakamura, Chief, Strategic Planning Unit
12. Helene Merlot, Programme Analyst, Strategic Planning Unit
13. Željka Strahinjić, Programme Management Specialist, SPF II

UN Women regional offices

14. Soulef Guessoum, Regional Advisor on WPP, WCARO, Senegal
15. Marie Jose Kadanga, Regional Advisor on WPS and HA, WCARO, Senegal
16. Rachel Dore-Weeks, Regional Advisor for WPS and HA, ASRO, Egypt
17. Alma Perez, Regional Advisor for WPS and HA, ACRO, Panama

UN Women country offices

18. Adama Moussa, Country Representative, UN Women, Cameroon
19. Carolina Taborga, former Country Representative, UN Women, Bolivia
20. Clementine Sangana Biduaya, UN Women, Democratic Republic of Congo
21. Fatou Giwa, Deputy Representative, UN Women, Democratic Republic of Congo
22. Flora Macula, Head of Sub-Office Cox's Bazaar, UN Women, Bangladesh
23. Patricia Pacheco, Deputy Representative, UN Women, Colombia
24. Shoko Ishikawa, Country Representative, UN Women, Bangladesh

Sida

25. Annette Windholm Bolme, Senior Programme Specialist, Sida, Stockholm
26. Pia Öste, Sida focal point for UN Women and SPF II, Sida, Stockholm
27. Marcela Lizana Bobadilla, First Secretary, Coordinator for Nexus Humanitarian-Development-Conflict Prevention, Embassy of Sweden, Bangladesh
28. Rehana Khan, Programme Officer, Gender Equality, Human Rights and Democracy, Development Cooperation Section Embassy of Sweden, Bangladesh

Consultants/deployed experts

29. Kristen Sample, Evaluation Consultant (WPP)
30. Serena Gates, Investigator/Consultant (WPS)

Global partners

31. Alexandra Wilde, Senior Research and Policy Advisor UNDP, Oslo Governance Centre
32. Antoine Gerard, Senior Humanitarian Affairs Adviser, Office of the Director, Operations and Advocacy Division, OCHA, New York
33. Cindy Patricia Quijada Robles, DRM Specialist, GFDRR Team, World Bank, Brussels
34. Federica Donati, Coordinator Equality, Non-Discrimination, Participation Unit Special Procedures Branch, OHCHR, Geneva
35. Fiona Willis-Núñez, Statistician, Social and Demographic Statistics Section, Statistical Division, United Nations Economic Commission for Europe, Geneva
36. Victoria Kuhn, Human Rights Officer, Women's Human Rights and Gender Section, OHCHR, Geneva

CO partners

37. Elango Patience, Head of Division, Communication and Public Relations/Focal Point of Gender and Persons with Disabilities, Elections Cameroon (ELECAM)
38. Imane Cherif, Humanitarian Affairs Officer, OCHA, Cameroon
39. Mahmuda Afroz, Democratic Governance Portfolio Manager, UNDP, Bangladesh
40. Babul Azad, National Project Coordinator, Support to Bangladesh Parliamentary Elections (SBPE) Project, UNDP, Bangladesh
41. Sarah Ahmed, Gender Advisor (UN Women secondee), OCHA, Yemen

Annex IV: Progress Against Targets[20]

	Indicator	Bas.	2017	2018	Targ
	Outcome 1.1.: Legislation and policies to advance women's rights and promote their participation in decision-making bodies are reformed and adopted				
1.1	% of countries supported by the SPF with electoral frameworks that promote gender balance		4		10
1.1.a	Number of countries supported by the SPF where legislation and regulations are reformed to promote women's participation and leadership	0	10		12
1.1.b	Number of initiatives developed and or being implemented to monitor VAWP with SPF support	1	4		5
1.1.c	Number of countries supported by the SPF where knowledge provided is available to support the development of gender responsive electoral and political processes	28	35	36	35
1.1.2	Number of countries supported by the SPF where electoral stakeholders adopt gender-responsive reforms and action plans (including reporting sex-disaggregated data)	11	13		16
	Outcome 2.1 Gender responsive measures (mechanisms, processes and services) promote women's leadership and participation in politics				
2.1.a	Number of countries supported by the SPF where parliamentary bodies (Legislative parliamentary Committees/Women Caucus/Speaker of Parliament's Office/Secretariat of the Parliament) develop and/or implement gender equality initiatives with SPF support	0	3		10
2.1.1a	Number of countries supported by the SPF where the capacities of women leaders, candidates and aspirants have enhanced their capacities to run for leadership contents and elections.	21	22		28
2.1.2	Number of countries supported to promote gender equality initiatives in parliaments	8	11		13
	Outcome 3.1: Constitutions and legal frameworks to advance gender equality and women's rights are reformed and adopted				
3.1	Indicator 3.1 Number of countries that adopt gender responsive constitutions and legal frameworks	23	24		28
3.1.1	Indicator 3.1.1 Number of countries supported by the SPF where knowledge provided supports the development of gender-responsive constitutional and legal reforms	11		17	16
	Outcome 4.1 Women, Peace and Security (WPS) commitments and accountability frameworks are adopted and implemented in conflict and post-conflict countries				
4.1a	Number of countries supported by the programme that adopt WPS National Action Plans (NAPs) or other relevant planning instruments	25	32	46	40
4.1.1a	Number of UNCTs or Governments supported by the programme that develop WPS National Action Plans or other relevant planning instruments	25	36	45	40
4.1.1b	Number of long-term experts (e.g. Gender Advisors, WPS Advisors) posted in conflict, post conflict and crisis situations under programme	8	14	17	15
4.1.1c	Number of short-term experts (surge capacity) deployed to conflict, post-conflict and crisis situations to support all relevant actors under the SPFII Indicator	0	9	16	26
4.1.2a	Number of innovative initiatives supported to follow-up on the 2015 high-level review on WPS	4	2	4	4
4.1.2b	Number of monthly single visitors on UN Women-s knowledge hub on WPS or to the Global Study on 1325 site			66,484 Annual 5540 Average monthly	1500

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[20] Based on final data for 2017 and preliminary data for 2018. Consolidation of data is ongoing and differences may appear in the 2nd Progress Report 2019 to Sida.

	Outcome 4.2. Gender equality commitments adopted and implemented in humanitarian action which includes disaster risk reduction and preparedness, response and early recovery				
4.2a	Percentage of humanitarian country cluster systems with dedicated gender expertise in countries with UN Women humanitarian presence	63%	64,3%		80%
4.2.1a	Number of countries supported by the programme, where there is evidence of the use of country specific research/studies on Gender in Humanitarian Action to inform high level policy discussions	11	20		22
4.2.2a	Number of countries supported by the programme where humanitarian and disaster institutions and partners demonstrate capacity to integrate a gender perspective into policies and measures for humanitarian action	11	23	39	25
4.2.3a	Percentage of humanitarian needs overviews and response plans that demonstrate gender analysis	42%	53,8%	40%	65%
	Organizational				
	1.2b Programme annual delivery rate of 75% or higher[21]	0	76%	88%	90%

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[21] Actual percentage may be higher due to consolidation of data on funds committed but not disbursed in 2018.