

# STRATEGIC NOTE REVIEW ANNEXES

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2014 – 2019



# STRATEGIC NOTE REVIEW

2014 – 2019

## UN Women Sierra Leone

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## A. ANNEX 1 : TERMS OF REFERENCE

### Terms of Reference for UN Women Country Portfolio Evaluation (CPE ) in Sierra Leone

#### Background

For UN Women, the Country Office (CO) Strategic Note (SN) is the main planning tool for the agency's support to normative, coordination and operational work..

The Strategic Note in Sierra Leone is ending in 2017 and aligned to the UN Women Global Strategic Plan 2014-2017, national development plans and country-level UNDAFs. Below is a brief summary of the Sierra Leone Country Office Strategic Note

UN Women's work in Sierra Leone is guided by the normative frameworks that Sierra Leone is signatory to which includes Beijing Declaration of and Platform of Action (1995); Convention on Elimination of all Forms of Discrimination Against Women (CEDAW); Solemn Declaration on Gender Equality in Africa and its Protocol (2004); and UNSCR 1325, among others. UN Women recognizes the adoption of the Sustainable Development Goals 2015, and is guided by Goal 5-“Achieve gender equality and empower all women and girls”; and Goal 16, “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

The Constitutional Review Committee in Sierra Leone was set up by the state to revise the 1991 constitution before the end of this year 2016. UN Women took this opportunity to facilitate this process to bring out a gender responsive constitution. UN Women has worked assiduously with the CRC, various state and non-state actors ranging from community based women groups, CSOs, pressure groups, professional bodies, UN agencies and other development partners to achieve the target of engendering the constitution. In addition to sustained advocacy for this to be achieved, UN Women provided technical support for this review process including providing experts, strategies and knowledge product from other countries like Rwanda, Kenya and Ghana to serve as good reference to make a better gender responsive.

The Ebola Virus Disease (EVD) crisis in Sierra Leone had immense economic and social implications for the population including especially women and woman-headed households. At the beginning of the year 2016 the country office together with Liberia Country Office developed a women's Economic Empowerment and Water, Sanitation and Hygiene (WASH) programme. The CO programme on WEE largely tapped from the programme to contribute to the state recovery priorities. An EVD recovery project funded by MPTF and couple of public private partnership initiatives (Coca Cola 5by20 & SAWYER women entrepreneurship in water purification) significantly contributed to the economic recovery of particularly vulnerable women like EVD survivors and destitute families. Income level increased by at least \$5 per week of approximately 850 women directly targeted by these interventions. This by implication is six times multiplied in number of people that benefitted since most of these women are head of households. This is efficient model to socio-economically recover women affected by such humanitarian impact like the EVD crisis based on the resources invested vis-a-viz the progressive impact. The approach also empowered women and cultivated self-reliance and problem solving based on local solutions. It also contributes to food and financial security for households and communities.

In the area of Ending Violence Against Women UN Women has supported CSOs and other partners to come together to heighten campaign on ending violence against women and girls. UN Women coordinated and mobilized the UNCT to step up campaign during the 16 days activism on Ending Violence against Women, end child marriage and end FGM/C.

In the area of peace and security UN Women has played a lead role in facilitating peace and security conversation among women and has also engaged in the evaluation of the Sierra Leone National Action Plan on 1325 and 1820

#### II. Description of the programmes

The work of UN Women is focused on its three core mandates as follows:

Normative work: to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;

Programme work: to help Member States to implement international standards and to forge effective partnerships with civil society; and

Coordination work: entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

<p><b>Normative work</b></p>	<p>UN Women supported the implementation of activities geared towards marking of the International Women’s Day (IWD) in Sierra Leone .</p> <p>Supported the implementation of activities during Country marking of the 16 Days of Activisms,</p> <p>UN Women supports Sierra Leone government to participate in the CSW, and ensure that concluding remarks are widely disseminated for future actions.</p> <p>UN Woomen supported the dissemination of the 6th Country CEDAW</p> <p>UN Women has played a key role in the localisation of the SDGs with special reference to Goal !</p>
<p><b>Coordination work</b></p>	<p>UN Women supporting the mainstreaming of gender perspectives into UNDAF and serves as the chair of the GEWE pillar,</p> <p>UN Women is also coordinating the Gender Thematic Group which serves as a platform to influence gender work in the UN System and is an influential member of the Donor Gender Group, which is a platform for networking, exchange of information and coordination amongst development partners on pertinent gender equality and women’s empowerment issues.</p> <p>UN Women leads the UNiTE Campaign in the country</p>
<p><b>Programme work</b></p>	<p>UN Women supported the engendering of the Revised 1991 Constitution through Women’s Groups, and CSOs including the Interreligious Council</p> <p>UN Women successfully lead the organisation of the AU campaign to end child marriage in four regional summits;</p> <p>UN Women led the training of 30 Media personnel on reporting on FGM/C based on international and national evidence</p> <p>Provided technical support to the Reduction of FGM/C Strategy (from Country Office and Regional Office)</p> <p>UN Women supported health system strengthening (e.g provided protocols and trainings on Infection prevention and control in maternal health).</p> <p>100 women were trained in entrepreneurship skills and startup of micro business were supported under the UN Women agreement with Cola-Cola;</p> <p>Through UN Women support 650 Female EVD Survivors and Vulnerable women were provided with livelihood training contributing to socio economic recovery aimed restoring and raising household incomes and rebuilding social networks ;</p>



UN Women developed a Gender Mainstreaming Strategy for EVD Response. This was endorsed by UNCT and the National EVD Response Platform

UN Women undertook a Multisector Impact Assessment Study on Gender and EVD. This study produced data disaggregation by gender that provided the evidence on the negative impact of EVD on women and girls. This data became the authoritative evidence all EVD responses Sierra Leone . Based on the evidence based approach, UNW was able to seen as a major actor on the EVD Response Platform both by government and by UN system.

Established a Gender Advisory Board with United Nations Ebola Emergency Response (UNMEER). This became a higher Policy Advisory organ with high level status and authority. The Advisory Board Comprised Women from the Parliament, Judiciary, Traditional Leaders, Academia and Governance Civil Society organizations with reputable social standing

UN Women supported the evaluation of the Sierra Leone National Action Plan 1325-1820 (2010-2014)

### Key Partnerships during the current SN

UN Women works in partnership with the Ministry of Social Welfare, Gender and Children's Affairs , a key partner leading and coordinating government agencies in delivery on gender equality commitments.

UN Women works closely with, the Ministry of Finance Development and Economic Planning, Ministry Health and Sanitation , Sierra Leone House of Parliament , NGOs and women's groups and political parties, religious and cultural leaders. Others are the Ministry of Agriculture, the Ministry of Trade and Industry, the Ministry of Education, the Ministry of Finances, private sector Coca Cola , NGO and women's groups UNDP, UNFPA , FAO ,

UN Women also strengthened its partnership with ECOWAS to support the advocacy of the regional office in favour of the promotion of women's human rights.

Partnerships are being sought with private sector, including foundations, financial institutions, academics, and research and documentation centres to support the implementation of this plan

**For each Strategic Note a Development Results Framework (DRF) was developed with performance indicators which include basic assumptions. During the evaluation a full Theory of Change will need to be reconstructed by the evaluation team through a participatory process. The Strategic Note also includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators. The evaluation is expected to use the OEEF to assess organizational performance.**

SN total budget	# of Staff (Internat./ Nat.)	# and location of programmes
2017 Budget is as follows; Non- Core to be mobilized \$ 565,025, Non-Core available DRF \$ 525,000 OEEF \$0 = Core DRF \$125,551 CORE OEEF,\$ 422842 IB \$ 443,817 XB \$. Total overall Budget \$2,082,235		

### III. Purpose and use of the evaluation

The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women, which is often called the “international bill of human rights”, and the Beijing Platform for Action, which sets forth governments’ commitments to enhance human rights. The spirit of these agreements has been affirmed by the Millennium Development Goals; UN Security Council resolutions on women, peace and security and on sexual violence in conflict; Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women’s empowerment and its corresponding system-wide action plan.

Evaluation in UN Women is guided by these normative agreements to be gender-responsive and utilizes the entity’s strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System and Ethical Guidelines.<sup>1</sup>

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to women’s empowerment and gender equality ; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to its three core mandates, which include normative, programme and coordination work. It uses the Strategic Note as the main point of reference.

These CPE are being primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders’ strategic lear-

<sup>1</sup> UNEG, “Ethical guidelines”, 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

ning and decision-making. The evaluation are expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPE will be gender-responsive, and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of the evaluation are:

Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs.

Target beneficiary communities/groups

Relevant staff in participating UN-agencies.

UN Agencies

Technical units and head of Units in the participating UN-agencies.

UN-agency Headquarters

Development partners

Primary intended uses of the evaluation are:

Learning and improved decision-making to support the development of new programmes;

Accountability for the development effectiveness of the CO Strategic Note;

Capacity development and mobilisation of national stakeholders to advance women's empowerment and gender equality .

#### IV. Objectives (evaluation criteria and key questions)

The evaluation has specific objectives:

Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.

Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.

Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.

Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.

Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.

Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and programme).

Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion. The evaluation will seek to answer the following key evaluation questions and sub-questions:

Criterion	Questions				
<b>Relevance</b>	Is UNW-SLE portfolio aligned with international gender equality and human rights norms?				
	Has UNW-SLE adapted its strategic focus (including work areas prioritised and weight given to each area) operations and results framework to the changing environment (national or regional)?				
	Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?				
	Is the results framework fit for purpose (+ clearly articulated theory of change linking inputs and activities to specific outputs, outcomes and impacts): are the selected outputs, outcomes and impacts relevant to the challenges in GEHR development area?				
	Is the portfolio aligned with national policies? To what extent has UNW-SLE strategic choices met the priority concerns of Sierra Leone's development policymakers, key national stakeholders and right holders?				
	What are the factors determining UNW-SLE's programme choices and scale-ups, and to what extent are these evidence- and resource-informed?				
<b>Effectiveness</b>	<u>Results Based Management</u>				
	<table border="1"> <tr> <td data-bbox="284 943 395 1227" style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Planning for results:</b></td> <td data-bbox="395 943 1532 1093">To what extent are UNW-SLE's programme choices (and decisions to scale-up) evidence-informed? How robust is the planning for results practice to ensure that the causal links between a given initiative and its outcomes are well established?</td> </tr> <tr> <td data-bbox="284 1093 395 1227"></td> <td data-bbox="395 1093 1532 1227">How appropriate are planning, monitoring, and reporting systems and procedures?</td> </tr> </table>	<b>Planning for results:</b>	To what extent are UNW-SLE's programme choices (and decisions to scale-up) evidence-informed? How robust is the planning for results practice to ensure that the causal links between a given initiative and its outcomes are well established?		How appropriate are planning, monitoring, and reporting systems and procedures?
	<b>Planning for results:</b>	To what extent are UNW-SLE's programme choices (and decisions to scale-up) evidence-informed? How robust is the planning for results practice to ensure that the causal links between a given initiative and its outcomes are well established?			
		How appropriate are planning, monitoring, and reporting systems and procedures?			
	To what extent are the processes and quality of data collection and use of data for programmatic and management decisions appropriate?				
What are the opportunities and challenges to effective results-based management, given that much of UNW-SLE's work is through (tactical, opportunistic or strategic) partnerships?					
How effective are the CO's processes for logically concluding a project and disseminating the learnings from that programme to other COs?					
	<u>Yielding results</u>				
	To what extent have planned outputs been achieved on time? Which activities are yielding desired results, which are not and what are the reasons for differences in performance?				
	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?				
	What are the main enabling and hindering factors to achieving planned outcomes?				
	What changes might UNW-SLE undertake to enhance its impact in the future?				
	What contribution is UN Women making to UN coordination on GEWE? Which roles is UN Women playing in this field? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?				
What has UN Women's contribution been to the progress of the achievement of outcomes?					

<b>Efficiency</b>	To what extent (and how regularly) are the UNW-SLE programmes and initiatives subjected to cost effectiveness measurement?
	How do financial forecasts compare to actual expenditure? If costs are off track, how robust are the remedial actions?
	To what extent is the governance structure and functioning enabling UNW-SLE to deliver efficiently on results?
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	What is UN Women's comparative advantage compared with other UN entities and key partners?
	How can the workload across mandates be prioritised most effectively?
	To what extent does the UN Women management structure support efficiency for implementation particularly since the implementation of the new regional architecture ?
	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?

<b>Sustainability</b>	Is there national ownership and are there national champions for different parts of the portfolio?	<p>The final evaluation questions will be adapted for the country and agreed upon as part of the inception phase. As part of the inception meeting the evaluation team is required to review agreed indicators for answering each evaluation question. A model template will be provided to the evaluation team for this purpose. The evaluator is encouraged to include the following elements for all indicators:</p> <p>A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;</p>
	To what extent does UNW-SLE pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-SLE support?	
	What local accountability and oversight systems have been established to enhance local knowledge development and support sustainability of results?	
	What are the major factors that have influenced (or can influence) the achievement or non-achievement of UNW-SLE programme sustainability (link to the Country Office organisational theory of change, if available)?	
<b>Human Rights and Gender Equality</b>	What contribution is UN Women making to implementing global norms and standards for women's empowerment and gender equality ?	
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?	
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency	

Mainstreaming gender-responsiveness (where appropriate):

Gender-disaggregated,

Gender-specific (relating to one gender group),

Gender-redistributive (balance between different gender groups);

Mainstreaming a human rights based approach (where appropriate):

Reference to specific human rights norms and standards (including CSW concluding observations),

Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation are expected to take a gender-responsive approach. Gender-responsive evaluation use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for human rights and gender equality , UN system-wide mandates and organizational objectives

Determining the claims of rights holders and obligations of duty bearers and identifying trends, common responses and differences between groups of stakeholders

Assessing the extent to which participation and inclusiveness was maximized in the interventions

Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)

Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue) by analysing also relationships and power dynamics, and the structures that contribute to inequalities.

Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

The preliminary findings obtained through this process should be validated through a stakeholder workshop with evaluation management and reference groups towards the end of the primary data collection stage.

## V. Scope of the evaluation

The timing of the Country Portfolio Evaluation is intended to assess the effectiveness and lessons as we approach the end of the current Strategic Note in Sierra Leone . The period covered by the evaluation will be framed by the duration of the respective SN. All activities included in the Strategic Note will be considered. The CPE will focus on all activities undertaken by the COs under their Strategic Note, including general support to normative policy and UN coordination. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2014.

The evaluator will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team is expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the Inception Workshop.

UN Women organisational structures and systems outside of the CO are not within the scope of this evaluation, and should be referenced only where there is a clear implication for the design and implementation of the CO Strategic Note. Joint programmes and programming is within the scope of these evaluations . Where joint programmes are included in the analysis, the evaluator will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluator is expected to consider the main cultural, religious, social and economic differences when analysing the contributions of UN Women.

The evaluator is recommended to apply the Women's Empowerment Framework (developed by

Sara Hlupekile Longwe)<sup>2</sup> as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production<sup>3</sup>.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:

An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;

An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;

A review of the conduciveness of the context for the evaluation;

Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation team will need to undertake an initial assessment of the availability of secondary data necessary for the evaluation in Country Office. Additionally, in circumstances where constraints are faced – such as limited travel or accessibility to project sites in project sites in Sierra Leone, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

## VI. Evaluation design (process and methods)

**Detailed guidance on the Country Portfolio Evaluation (CPE) approach has been developed by UN Women and will be made available to the selected evaluation consultants in the inception phase. The evaluation will use a theory-based<sup>4</sup> cluster design<sup>5</sup>.** The performance of the county portfolio will be assessed according to the theory of change stated in the Strategic Note. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan.

The evaluator will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organisational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

Desk review of additional documentary evidence;

Consultation with all main stakeholding groups; and

An independent assessment of development effectiveness using Contribution Analysis.

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2 [http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#\\_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s+Empowerment+Framework#_ftn1)

3 The five “levels of equality” in the Women’s Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

4 A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

5 A cluster evaluation assess a large number of interventions by ‘grouping’ similar interventions together into ‘clusters’, and evaluating only a representative sample of these in depth.

The evaluator is expected to apply a **gender responsive approach to assessing the contribution of UN Women to development effectiveness. They should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.**

**The evaluator is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.**

**The methods should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). The evaluator is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples).**

**The evaluator is particularly encouraged to use participatory analysis, video, photography or other methods as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.**

**The evaluator is encouraged to use the following data collection tools:**

#### **(Group) Interviews**

Secondary document analysis

Observation

Multimedia (photography, drawing)

Others [See UN Women CPE Guidance]

The evaluators should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluation is expected to reconstruct the theories of change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis. The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's multi-country portfolio.

The evaluator is expected to apply a purposive sampling design based on the following minimum standards:

One or two projects per thematic cluster of operational work;

The most strategically important thematic interventions to the CO:

**Relevance of the subject. Is the project a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?**

Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further



evidence is needed for management decision-making?

Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?

The richest learning opportunities.

Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?

Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

## VII. Stakeholder participation

The evaluators are expected to discuss during the Inception Workshops how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

Design (inception workshop);

Consultation of stakeholders;

Stakeholders as data collectors;

Interpretation;

Reporting and use.

The evaluators are encouraged to further analyse stakeholders according to the following characteristics:

System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);

Gender roles (intersections of sex, age, household roles, community roles);

Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);

Intended users and uses of the respective evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

## VIII. Time frame and deliverables<sup>6</sup>

**The exact timing for country portfolio evaluation will be determined in close consultation with Sierra Leone country office. The expected activities and deliverables and the number of work days for CPE is listed below:**

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6 Timeframe has been reviewed as per agreed work schedule and contract terms.

Activity for each CPE	Working days/ CPE
Conduct desk review	5
Drafting and presentation of evaluation inception report, data collection tools and instruments	5
Field work incl. presentation and validation of evaluation findings to stakeholders	14
Prepare draft evaluation report	10
Finalize evaluation report	5
<b>TOTAL</b>	<b>39 days</b>

A model Evaluation Report will be provided to the evaluator based on the below outline. The evaluation manager and the UNW Regional Evaluation Specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the Evaluation Reference Group, and the Evaluation Management Group for quality review. The final report will be approved by the evaluation management committee.

**1) Title and opening pages**

**2) Executive summary**

**3) Background and purpose of the evaluation**

**4) Programme/object of evaluation description and context**

**5) Evaluation objectives and scope**

**6) Evaluation methodology and limitations**

**7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights**

**8) Conclusions**

**9) Recommendations**

**10) Lessons and innovations**

**ANNEXES:**

**• Terms of reference**

**• Documents consulted**

**• Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)**

**• Analytical results and methodology related documentation, such as evaluation matrix**

**• List of findings and recommendations**

**IX. Management of the evaluation**

**At UN Women the evaluation phases are:**

**Stage 1: Planning**

**Stage 2: Preparation: This includes the stakeholder analysis and establishment of the Reference Group, Evaluation Management Group, development of the ToR, and recruitment of the evaluation team**

**Stage 3: Conduct: Inception workshop, data collection and analysis**

**Stage 4: Reporting: Presentation of preliminary findings, draft and final report**

**Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response**

This terms of reference covers stages 3 and 4 only.

The evaluation will have the following management structures:

Country Office Evaluation Manager and Regional Evaluation Specialist for coordination and day-to-day management;

Evaluation Management Group for administrative support and accountability: Country Representative or Deputy Country Representative, Evaluation Manager, Regional Evaluation Specialist

Evaluation Reference Group for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society partners.

The main roles and responsibility during the process are:

<p><b>Evaluation team</b></p>	<p>To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future.</p> <p>Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner.</p> <p>The evaluation team prepares all evaluation report, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and RES.</p>
<p><b>Evaluation manager</b></p>	<p>Conducts a preliminary assessment of the quality of report and comments for action by the evaluation team</p> <p>Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design</p> <p>Manages logistics for the field mission</p> <p>Initiates timely payment of the evaluation team</p> <p>Coordinates feedback on the draft and final report from the regional evaluation specialist, management and reference groups</p> <p>Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments</p>
<p><b>Evaluation Management and Reference Groups</b> (including the Regional Evaluation Specialist)</p>	<p>Provide substantive comments and other operational assistance throughout the preparation of report.</p> <p>Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of report.</p>

In order to maximize stakeholder participation and ensure a gender-responsive evaluation, the evaluation manager should support the evaluator(s) during data collection in the following ways:

Consult partners regarding the evaluation and the proposed schedule for data collection

Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation manager, evaluation management and reference groups

Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and provide logistical support as necessary

contacting stakeholders and arranging for transportation.

Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

## **X. Evaluation team composition, skills and experiences**

UN Women are seeking to appoint two (2) qualified individuals to undertake the CPE in Sierra Leone. The international evaluation consultant will be under a retainer contract with UN Women for a period of evaluation (32 days) and will work independently. In other words the consultant will assume responsibility as team leader.

At country level, the international evaluation consultant will work in a team together with a national consultant and with 1 evaluation staff from the UN Women country office.

The international consultant is expected to demonstrate evidence of the following capabilities:

Proven working experience of at least 10 years of conducting gender-responsive evaluation of development programmes and applying qualitative and quantitative evaluation methods;

International experience in designing evaluations and coordinating/leading evaluation teams;

Experience in gender analysis and human-rights based approaches

Technical competence in the thematic areas to be evaluated ;

Excellent evaluation management skills including strong participatory and team work skills,

Excellent communication skills including ability to communicate with different stakeholders such as the country partners, senior management team as well as the Civil Society Board members; knowledge of local language is desirable;

Country or regional experience in West and Central Africa

A strong record in designing and leading evaluation

Technical competence in UN Women thematic areas of Elimination of Violence Against Women, Women Political Participation, Women Economic Empowerment;

Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country levels

## **XI. Ethical code of conduct**

**UN Women has developed a *UN Women Evaluation Consultants' Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:***

*Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.*

*Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.*

*Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.*

The evaluator is expected to provide a detailed plan on how the following principles will be applied throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data.□These should include:

A plan is in place to protect the rights of the respondent, including privacy and confidentiality

The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area

Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents

Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents

The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it. More information can be provided by UN Women if required.

Annex 1 UN Women GERAAS evaluation quality assessment checklist

Guidance on the UN Women Global Evaluation Report Assessment and Analysis System (GERAAS) is available at: <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluation>

Annex 2 UN Women Evaluation Consultants Agreement Form

UN Women Evaluation Consultants Agreement Form: <http://gate.unwomen.org/>

UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system <http://www.uneval.org/document/detail/100>

Annex 3 UNEG Norms and Standards for evaluation□

UNEG Norms: UNEG website <http://unevaluation.org/document/detail/21>

UNEG Standards: UNEG website <http://unevaluation.org/document/detail/22>

Annex 4 UN Women Evaluation Handbook

UN Women Independent Evaluation Office website <http://genderevaluation.unwomen.org/en/evaluation-handbook>

Annex 5 Resources for data on gender equality and human rights

UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>

UN Statistics – Gender Statistics: <http://genderstats.org/>

UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>

World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>

Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>

World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>

A listing of UN report, databases and archives relating to gender equality and women's human rights can be found at: [http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)

## B. ANNEX 2: CPE EVALUATION DESIGN

The UN Women CO Portfolio Evaluation (Cfr. [CPE Guide](#) for more details) has been framed within a hybrid methodological and analytical framework involving three gender analytical frameworks, namely: Gender Roles; Social Relations Framework; and Women's Empowerment Framework. These frameworks acknowledge (1) the social structural constraints (Social Relations Framework) underpinning roles and responsibilities undertaken by men and women and related resource distribution; (2) the importance of individual and group agency and (3) the effects of various interventions on gender relations, including those of the UN Women CO.

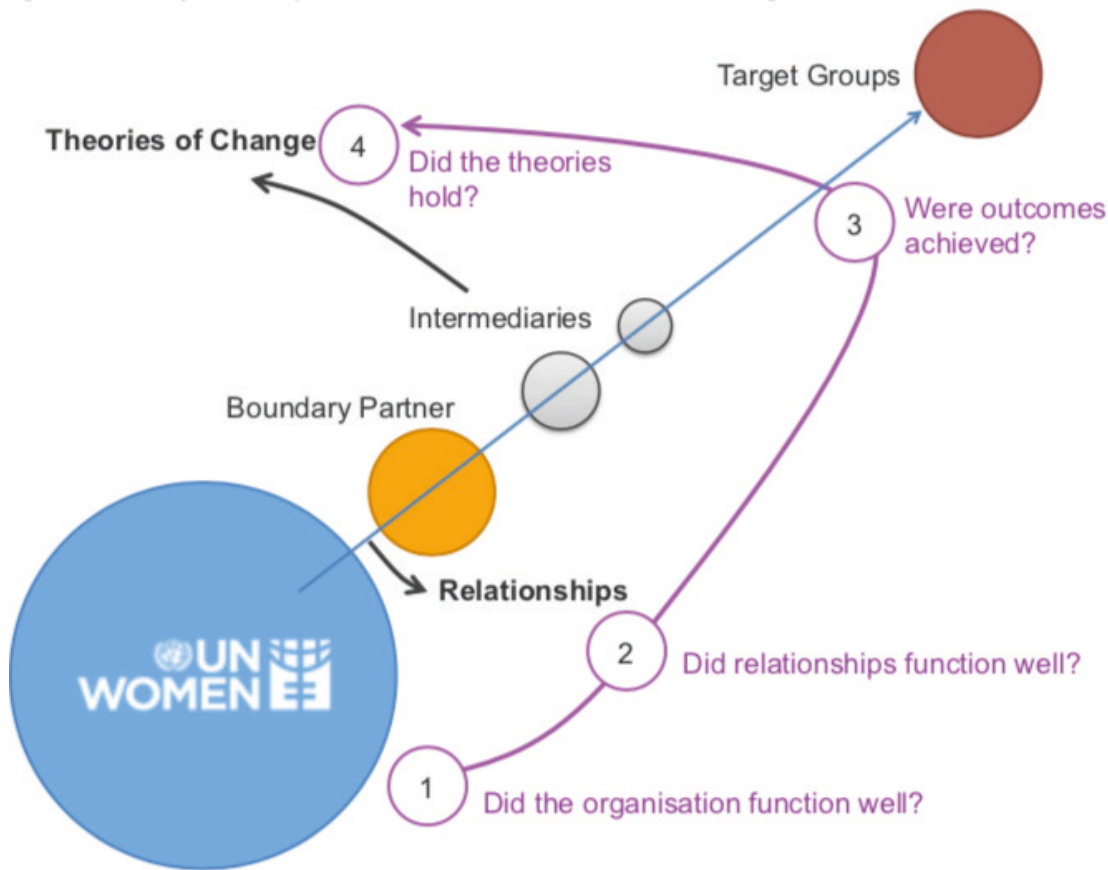
The CPE applies a theory-based<sup>7</sup> cluster design<sup>8</sup> to serve the purpose of identifying opportunities for future decision making and learning while ensuring at the same time accountability for results. As such, the design of the CPE is heavily influenced by work on outcomes mapping and outcomes harvesting. It emphasizes that UN Women does not create results directly but does so through its key partners. These partners<sup>9</sup> can include responsible parties (implementing partners) for programmatic work (under the operational mandate). UN Women's influence is also considered through the normative and coordination mandates.

The overall performance of the county portfolio is assessed according to a participatory reconstruction of the theory of change by thematic area. UN Women colleagues can help identify evidence of strategic alliance with boundary partners.

7 A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation

8 A cluster evaluation assesses a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.

9 In these areas, key partners are likely to include a wide range of UN entities, governmental and parastatal bodies, civil society, development partners and private sector organizations.



### C. ANNEX 3: EVALUATION MATRIX

Evaluation Criteria	Key Question (s)	Sub-question (s)	Indicators	Collection methods	Data Source	Assumptions
Relevance	Is UNW-SLE portfolio aligned with international gender equality and human rights norms?	Has UNW-SLE adapted its strategic focus (including work areas prioritized and weight given to each area) operations and results framework to the changing environment (national or regional)?	1. Alignment of UNW-SLE with International gender equality and human rights norms 2. Evidence of adjustment of strategic focus, operations and results framework to environment milieu	1. Document reviews of UNW Sierra Country Office SN reports 2. Programme documents: Results framework monitoring & progress reports; KILs with IPs and project beneficiaries. 3. Review of MTR	1. UNW-SLE CO 2. National Staff 3. Project beneficiaries 4. Internet search for secondary data 5. All key stakeholders	1. Data is available 2. All stakeholders are willing and ready to provide need data
		Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalized groups both in terms of the strategic work areas prioritized and the weight given to each area?	1. Evidence of UNW-SLE strategy addressing: lack of access to land, assets and appropriate investment, inadequate representation of women in decision making at all levels	1. Document reviews of UNW Sierra Country Office SN reports 2. Programme documents: Results framework monitoring & progress reports; KILs with IPs and project beneficiaries. 3. Review of MTR and Annual Reports	1. UNW-SLE CO 2. National Staff 3. Project beneficiaries 4. Internet search for secondary data 5. All key stakeholders	1. Data is available 2. All stakeholders are willing and ready to provide need data

Evaluation Criteria	Key Question (s)	Sub-question (s)	Indicators	Collection methods	Data Source	Assumptions
Relevance Continued.		Is the results framework fit for purpose (+ clearly articulated Theory of Change linking inputs and activities to specific outputs, outcomes and impacts): are they relevant to the challenges in GEHR development area?	<ol style="list-style-type: none"> <li>1.Evidence of UNW-SLE results framework fit for purpose</li> <li>2. Evidence of available well-articulated TOC</li> <li>3. Evidence of selected outputs, outcomes and impacts relevant to the challenges in GEHR development area</li> </ol>	<ol style="list-style-type: none"> <li>1.Document reviews of UNW Sierra Country Office SN reports</li> <li>2. Programme documents: Results framework monitoring &amp; progress reports; KIIs with IPs and project beneficiaries.</li> <li>3. Review of MTR reports</li> <li>4. Review of Annual Project Report</li> </ol>	<ol style="list-style-type: none"> <li>1.UNW-SLE CO</li> <li>2. National Staff</li> <li>3. Project beneficiaries</li> <li>4. Internet search for secondary data</li> <li>5. All key stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1.Data is available</li> <li>2. All stakeholders are willing and ready to provide need data</li> </ol>
		Is the portfolio aligned with national policies? To what extent has UNW-SLE strategic choices met the priority concerns of Sierra 's development policymakers, key national stakeholders and right holders?	<ol style="list-style-type: none"> <li>1 Extent of Portfolio alignment with national policies</li> <li>2.Number of UNW-SLE meetings with national policymakers</li> </ol>	<ol style="list-style-type: none"> <li>Document reviews of UNW Sierra Country Office SN reports</li> <li>2. Programme documents: Results framework monitoring &amp; progress reports; KIIs with IPs and project beneficiaries.</li> <li>3. Review of MTR</li> <li>4. Review of Annual Project Report</li> </ol>	<ol style="list-style-type: none"> <li>1.UNW-SLE CO</li> <li>2. National Staff</li> <li>3. Project beneficiaries</li> <li>4. Internet search for secondary data</li> <li>5. Key stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1.Data is available</li> <li>2. All stakeholders are willing and ready to provide need data</li> </ol>
		What are the factors determining UNW-SLE's programme choices and scale-ups, and to what extent are these evidence- and resource-informed?	<ol style="list-style-type: none"> <li>1.Evidence of UNW-SLE programme choices derived from country context</li> <li>2. Number of situation analysis and baseline studies prior the development of programme choice</li> </ol>	<ol style="list-style-type: none"> <li>Document reviews of UNW SLE Country Office. SN reports</li> <li>2. Programme documents: Results framework monitoring &amp; progress reports; KIIs with IPs and project beneficiaries.</li> <li>3. Review of MTR and Annual Project Report</li> </ol>	<ol style="list-style-type: none"> <li>1.UNW-SLE CO</li> <li>2. National Staff</li> <li>3. Beneficiaries</li> <li>4. Internet search for secondary data</li> <li>5. Key stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1.Data is available</li> <li>2. All stakeholders are willing and ready to provide need data</li> </ol>



Evaluation Criteria	Key Question (s)	Sub-question (s)	Indicators	Collection methods	Data Source	Assumptions
<b>Effectiveness</b>	To what extent are UNW-SLE's's programme choices (and decisions to scale-up) evidence-informed? How robust is the planning for results practice to ensure that the causal links between a given initiative and its outcomes are well established?	How appropriate are planning, monitoring, and reporting systems and procedures?	<ol style="list-style-type: none"> <li>1. Number of situation analysis and baseline studies prior the development of programme choice</li> <li>2. Number of planning reports</li> <li>3. Number of monitoring reports</li> <li>3. Evidence of planning derived situation analysis, baselines studies and project evaluations</li> </ol>	<p>Document reviews of UNW Sierra Country Office</p> <p>SN reports</p> <p>2. Programme documents: Results framework monitoring &amp; progress reports; KIIs with IPs and project beneficiaries.</p> <p>3. Review of MTR reports</p> <p>4. Review of Project Annual Report</p>	<ol style="list-style-type: none"> <li>1.UNW-SLE CO</li> <li>2. National Staff</li> <li>3. Project beneficiaries</li> <li>4. Internet search for secondary data</li> <li>5. All key stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1.Data is available</li> <li>2. All stakeholders are willing and ready to provide need data</li> </ol>
		To what extent are the processes and quality of data collection and use of data for programmatic and management decisions appropriate?	<ol style="list-style-type: none"> <li>1. Evidence of use of monitoring data in programming</li> <li>2.Evidence of use of monitoring data in management decision</li> </ol>	<p>1.Document reviews of UNW Sierra Country Office</p> <p>SN reports</p> <p>2. Programme documents: Results framework monitoring &amp; progress reports; KIIs with IPs and project beneficiaries.</p> <p>3. Review of MTR reports</p> <p>4. Review of Project Annual Report</p>	<ol style="list-style-type: none"> <li>1.UNW-SLE CO</li> <li>2. National Staff</li> <li>3. Project beneficiaries</li> <li>4. Internet search for secondary data</li> <li>5. All key stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1.Data is available</li> <li>2. All stakeholders are willing and ready to provide need data</li> </ol>

## D. ANNEX 4: KEY STAKEHOLDER MAP

The following table shows the list of target stakeholders and their roles and responsibilities in the project. They are listed as primary or secondary stakeholders.

UNW Strategic note review (SNR ) Stakeholder Map					
STAKEHOLDER CATEGORY	STAKEHOLDER NAME	THEMATIC AREAS	MAIN ROLE	PRIMARY/ (P) SECONDARY (S)	SOURCE DOC
Federal Government	Ministry of Finance Development and Economic Planning	<ul style="list-style-type: none"> <li>• Women’s Economic Empowerment(WEE)Ending Violence against Women and Girls (EVAWG)</li> <li>• National Planning Coordination &amp; Women’s Leadership</li> </ul>	Supports UNW-SLE in Coordinating government agencies in delivery on gender equality commitments.	P	UNW SLE Country Office SN report 2016 narrative
	National Bureau of Statistics-- (Statistics Sierra	Governance and National Planning	Project beneficiary: through building credibility & institutional capacities of media houses towards enhanced engagement in effective democracy & election monitoring	P	UNW SLE Country Office SN report 2016 narrative
	Minister, Ministry of Agriculture, forestry and Food Security	Women’s Economic Empowerment	Supports UNW-SLE in Coordinating government agencies in delivery on	P	UNW SLE Country Office SN report

			gender equality commitments		2016 narrative
	Ministry of Trade and Industry	Women's Economic Empowerment	Supports UNW-SLE in Coordinating government agencies in delivery on gender equality commitments	P	UNW SLE Country Office SN report 2016 narrative
	Ministry of Social Welfare, Gender and Children's Affairs	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Supports UNW-SLE in Coordinating government agencies in delivery on gender equality commitments.	P	UNW SLE Country Office SN report 2016 narrative
	Ministry Health and Sanitation	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Supports UNW-SLE in Coordinating government agencies in delivery on gender equality commitments	P	UNW SLE Country Office SN report 2016 narrative
	Ministry of Education.	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Supports UNW-SLE in Coordinating government agencies in delivery on gender equality commitments	P	UNW SLE Country Office SN report 2016 narrative
<b>CSOs, NGOs</b>	MOVE Sierra	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Project beneficiary: through enhanced institutional capacity & facilitation of strategic engagement in the democratic processes (election observation, civic education, advocacy etc.)	P	UNW SLE Country Office SN report 2016 narrative
	Green Africa Sierra	Women's Economic	Project beneficiary:	P	UNW SLE

		Empowerment, Ending Violence against Women and Girls (EVAWG)	through enhanced institutional capacity & facilitation of strategic engagement in the democratic processes (election observation, civic education, advocacy etc.)		Country Office SN report 2016 narrative
	Development Initiative Project	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Project beneficiary: through enhanced institutional capacity & facilitation of strategic engagement in the democratic processes (election observation, civic education, advocacy etc.)	P	UNW SLE Country Office SN report 2016 narrative
	Market Women Association	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Project beneficiary: through promoting affirmative action, women's empowerment and political participation.	P	UNW SLE Country Office SN report 2016 narrative
	Sierra Association of Journalists	Ending Violence against Women and Girls (EVAWG)	Project beneficiary. Received training on gender and gender sensitive reporting ahead of the country's elections in 2012 and Disseminating	P	UNW SLE Country Office SN report 2016 narrative

			all UNW SLE activities and advocacy programmes		
	Girl to Girl Empowerment	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Project beneficiary: through promoting affirmative action, women's empowerment and political participation		UNW SLE Country Office SN report 2016 narrative
	Advocacy Movement Network	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Project beneficiary: through promoting affirmative action, women's empowerment and political participation	P	UNW SLE Country Office SN report 2016 narrative
	Women's Forum	Women's Economic Empowerment, Ending Violence against Women and Girls (EVAWG)	Project beneficiary: through promoting affirmative action, women's empowerment and political participation	P	UNW SLE Country Office SN report 2016 narrative
	Political Parties	<b>Women of Sierra lead and participate in decision making at all levels</b>	Reform of party policies and procedures to include more women on political leadership	P	UNW SLE Country Office SN report 2016 narrative
UN Agencies					
	WFP	Programme Coordination	Contributing to project implementation through: Key strategic roles in advising on policy matters; providing	P	UNW SLE Country Office SN report 2016 narrative

			technical and advisory services		
	UNDP	Programme Coordination	UNDP partnered with UNW during the Constitutional review in 2015-16. UNW, alongside UNDP also facilitated the consolidation of women's voice in the reform process.	P	UNW SLE Country Office SN report 2016 narrative
	UNFPA	Programme Coordination		P	
	SILNAP National Steering Committee	Programme Coordination	Development and production of the second-generation National Action Plan for the Implementation of UNSCR 1325-1820 (2016-2020).	P	UNW SLE Country Office SN report 2016 narrative
<b>INGOs</b>					
	OXFAM GB	Women's Economic Empowerment	A joint FP programme on Women Economic on Climate Resilient Agriculture facilitated by the Regional Office	S	UNW SLE Country Office SN report 2016 narrative
	Irish Aid	Ending Violence against Women and Girls (EVAWG)	Contributing to project implementation	S	UNW SLE Country Office SN report 2016 narrative
	Action Aid Sierra	Ending Violence against Women and Girls (EVAWG)	Contributing to project implementation	S	UNW SLE Country Office SN

					report 2016 narrative
<b>Legislature</b>					
	Parliamentarians	Women of Sierra lead and participate in decision making at all levels	Enacted various laws to ensure the protection and promotion of the rights of women and children such as Domestic Violence, Customary Marriages and Divorces, Devolution of Estates, and Child Rights Acts of (2007).	S	UNW SLE Country Office SN report 2016 narrative
	Political parties	Women of Sierra lead and participate in decision making at all levels	Reform of party policies and procedures to include more women on political leadership	S	UNW SLE Country Office SN report 2016 narrative

## E.ANNEX 5 STAKEHOLDERS CONTACTED

NO	NAME	ORGANISATION	PLACE/LOCATION
1	Tigidankay Bayoh	Diamond Spring Water Company	Kono
2	Josephine Y Musa	Diamond Spring Water Company	Kono
3	JenebaTarawallie	Diamond Spring Water Company	Kono
4	Fatu Conteh	Diamond Spring Water Company	Kono
5	IshmailDyfan	Diamond Spring Water Company	Kono
6	SahrNyuma	Diamond Spring Water Company	Kono
7	Margaret Sandy	Diamond Spring Water Company	Kono
8	Alice James	Action Aid Sierra	Makeni
9	William Alpha	Makeni City Council	Makeni
10	AbubakarrKanu	MOVE Sierra	Port Loko
11	Mohamed J Kamara	MOVE Sierra	Port Loko
12	Aminata TS Kamen	MOVE Sierra	Port Loko
13	Ibrahim Bangura	MOVE Sierra	Port Loko
14	KadijaSillah	MOVE Sierra	Port Loko
15	Alie Kamara	MOVE Sierra	Port Loko
16	Moses Zombo	Green Africa Sierra	Kenema
17	AlimamySesay	Green Africa Sierra	Kenema
18	Richard Largao	Green Africa Sierra	Kenema
19	FudiaSesay	Green Africa Sierra	Kenema
20	Gloria Caulker	Green Africa Sierra	Kenema
21	Councillor Alice B Rogers	Kenema City Council	Kenema
22	Councilor FatmataKamarar	Kenema City Council	Kenema
23	Philip J Kumano	Development Initiative Project	Daru/Segbewema
24	Daniel Gbetewa	Development Initiative Project	Daru/Segbewema
25	JattuLahai	DIP, beneficiary	Daru
26	Nancy Kanu	Barefoot Solar Engineer	Freetown
27	Edward M amaquee	Barefoot Solar Engineer	Freetown
28	HajaRabiatuConteh	Market Women Association	Freetown
29	Bintakabba	Market Women Association	Freetown
30	Marie Bob Kandeh	Market Women Association	Freetown
31	Marie Sesay	Market Women Association	Freetown
32	MarbeySartie	UN Women	Freetown
33	BainduMassaquoi	UN Women	Freetown
34	Franklyn Bode Gibson	Mayor, Freetown City Council	Freetown
35	NaffieJalloh	Irish Aid	Freetown
36	Zainab Mansaray	World Food Programme	Freetown
37	David Banya	Ministry of Trade and Industry	Freetown



38	Hon. Marie Jalloh	Deputy Minister, Ministry of Agriculture, forestry and Food Security	Freetown
39	Maraiam Kai Fornah	World Bank Group	Freetown
40	Kelvin Lewis	Sierra Association of Journalists	Freetown
41	Mathew Dingie	Ministry of Finance and Economic Development	Freetown
42	Charles Vandí	Ministry of Social Welfare Gender Children's Affairs	Freetown
43	Martha Chigozie	TEDEWOSIL	Freetown
44	Aminata Koroma	Girl to Girl Empowerment	Freetown
45	Christiana Momoh	CARE	Freetown
46	Hon Veronica Sesay	Member Parliament	Freetown
47	Hon. Emma Kowa	Member Parliament	Freetown
48	Hon. Gladys Gbappy Brima	Member Parliament	Freetown
49	HawaSamai	Advocacy Movement Network	Freetown
50	Gladys Hastings Spaine	Women's Forum	Freetown
51	Rugiatu Kamara	MARWOPNET	Freetown
52	Pity Florence Kanu	MOTTS-RCHD	Freetown
53	SalamatuSowe	Girl to Girl Empowerment	Freetown
54	Betty Alpha	UNFPA	Freetown
55	Ann Bintu Sankoh	LAWYERS	Freetown
56	Marie DeenNyarkoh	FAO	Freetown
57	Theresa Carew	SLBC	Freetown
58	Nana Pratt	NOW/GNWP	Freetown
59	Tiana Alpha	WIMSAL	Freetown
60	Marie Bangura	SWAASL	Freetown
61	Princess Massaquoi	CGG	Freetown
62	Amy Clancy	UNICEF	Freetown
63	Mabel Kartusche	NOW-SL	Freetown

## F.ANNEX 6: DOCUMENTS CONSULTED

- 2016 -Call for Expression of Interests -15 Nov-2016-FINAL-extended
- 2016\_Q2 Monitoring Report \_format-SIERRA LEONE FINAL
- 2016-PRG staff meeting –monitoring tables- 2016
- 2017\_Q1 Monitoring Report – Sierra Leone 10 Apr2017-v2
- 26 Jan. Letter generic Sierra Leone-MGCSP
- Agenda-Day2 PM – final
- Agenda-Day3 AM – final
- Agenda-Workshop Final
- Budget Implementation Form –v1
- Business \_Meeting \_Agenda\_April 21
- Coding \_26 March 18
- Creswell, J.W, & Poth, C.N, (2018). Qualitative inquiry & research design: Choosing among five approaches. California: SAGE publications, Inc.
- Dala T. Korkoyah, Jr. (MPH); Francis F. Wreh (MA), (July 2015), Ebola Impact Revealed – An Assessment of the Differing Impact of the Outbreak on Women and Men in Sierra Leone.
- Sierra Leone Global Response, United Nations, 2015
- Income and Expenditure Survey (HIES, 2016)
- Integrated Transitional Plan December 2017 revised 2 Jan 2018 (draft)
- SIERRA LEONE AWP Reports.docx (2015, 2016, 2017, 2018) (retrieved February 11th, 2018)
- Sierra Leone Demographic Health Survey (LDHS, 2013)
- SIERRA LEONE MERP 2016-2017.pdf (retrieved February 11th, 2018)
- SIERRA LEONE\_SN\_revised\_FINAL\_03Dec2015.pdf (retrieved February 11th, 2018)
- Merriam, S.B. (2009). Qualitative research. A guide to design and implementation. Los Angeles, CA: Jossey-Bass.
- Ministry of Planning and Economic Affairs, (2012-2017), Agenda for Transformation – Steps Toward Sierra Leone RISING 2030.
- Monitoring form outcomes
- OEE MRF Framework revised 2014-2017 Final after PRG.pdf (retrieved February 11th, 2018)
- Organogram UN Women Sierra Leone -2016-2017
- Results of the Gender Gap 2017
- Risks Matrix and Management Strategies
- SN MTR List of participants and Surveyed
- Strategic Note after PRG-2013-2017.pdf (retrieved February 11th, 2018)

- UN Gender Theme Group in Sierra Leone - Terms of Reference
- UN Monitoring Report –v2
- UN Women Communication Public Advocacy Strategy 2016-2020
- UN Women Independent Evaluation Office. (Undated) Guidance on Country Portfolio Evaluations in UN Women.
- UN Women Sierra Leone Annual Retreat report
- UNCT Sierra Leone Strategic Summary of Coordination Results 2017
- United Nations Development Assistance Framework 2013-2017) Sierra Leone
- United Nations Development Assistance Framework, (2013-2017), One Programme.
- WCARO West and Central Africa Region SN - Dec 2013.pdf (retrieved February 11th, 2018)
- World Economic Forum (WEF)'s Gender Gap Report of 2017

## G. ANNEX 7: PRIORITIZED EVALUATION QUESTIONS

Criterion	Questions
<b>RELEVANCE</b>	
	Is the portfolio aligned with national policies? To what extent has UNW-SIERRA LEONE strategic choices met the priority concerns of Sierra Leone development policymakers, key national stakeholders and right holders?
	Has UNW-SIERRA LEONE adapted its strategic focus (including work areas prioritised and weight given to each area) operations and results framework to the changing environment (national or regional)?
	Does the strategy allow UNW-SIERRA LEONE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?
	What are the factors determining UNW-SIERRA LEONE's programme choices and scale-ups, and to what extent are these evidence- and resource-informed?
	Is UNW-SIERRA LEONE portfolio aligned with international gender equality and human rights norms?

Criterion	Questions
<b>EFFECTIVE-NESS</b>	<p><b>Results Based Management</b></p> <p><u>Planning for results</u></p> <div data-bbox="403 331 1126 837" style="border: 1px solid black; padding: 5px;"> <p>How appropriate are planning, monitoring, and reporting syst. &amp; procedures?</p> <p>To what extent are UNW-SIERRA LEONE's programme choices (and decisions to scale-up) evidence-informed?</p> <p>How robust is the planning for results practice to ensure that the causal links between a given initiative and its outcomes are well established?</p> <p>Is the results framework fit for purpose (+ clearly articulated theory of change linking inputs and activities to specific outputs, outcomes and impacts): are the selected outputs, outcomes and impacts relevant to the challenges in GEHR development area?</p> </div> <hr/> <p>To what extent are the processes and quality of data collection and use of data for programmatic and management decisions appropriate?</p> <p><u>Yielding results</u></p> <p>Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?</p> <hr/> <p>To what extent have planned results been achieved on time?</p> <hr/> <p>Which activities are yielding desired results, which are not and what are the reasons for differences in performance?</p> <hr/> <p>What are the main enabling and hindering factors to achieving planned outcomes?</p> <hr/> <p>What changes might UNW-SIERRA LEONE undertake to enhance its impact in the future?</p>
<b>COORDINATION</b>	<p>What contribution is UN Women making to UN coordination on GEWE? Which roles is UN Women playing in this field? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?</p> <hr/> <p>What is UN Women's comparative advantage compared with other UN entities and key partners?</p>
<b>EFFICIENCY</b>	<p>To what extent does the UN Women SIERRA LEONE management structure support efficiency for implementation particularly since the implementation of the new regional architecture ? To what extent is the governance structure and functioning enabling UNW-SIERRA LEONE to deliver efficiently on results?</p> <hr/> <p>Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?</p>

Criterion	Questions
	To what extent (and how regularly) are the SIERRA LEONE programmes and initiatives subjected to cost effectiveness measurement?
	How do financial forecasts compare to actual expenditure? If costs are off track, how robust are the remedial actions?
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	How can the workload across mandates be prioritised most effectively?

### Sustainability

	Is there national ownership and are there strong (institutional or CSO-based) supporters for different parts of the portfolio?
	To what extent does SIERRA LEONE pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without SIERRA LEONE support?
	What local accountability and oversight systems have been established to enhance local knowledge development and support sustainability of results?
	What are the major factors that have influenced (or can influence) the achievement or non-achievement of SIERRA LEONE programme sustainability (link to the Country Office organisational theory of change, if available)?

### Human Rights and Gender Equality

	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?
	What contribution is UN Women making to implementing global norms and standards for women's empowerment and gender equality ?

# H. ANNEX 8: PHOTOS - THEORY OF CHANGE WORKSHOP SESSION











# I. ANNEX 9: DATA COLLECTION INSTRUMENTS

## A: KEY INFORMANT INTERVIEWS

### A.1 UN Women Country Representative

Criteria	No:	Evaluation Questions	Sub-Questions
Relevance			
	1.	Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	1.1 Is UNW-SLE Strategic Note addressing the underlying causes of gender inequality?
	2.	Is the portfolio aligned with national policies? To what extent has UNW-SLE strategic choices met the priority concerns of Sierra Leone's development policymakers, key national stakeholders and right holders?	2.1 How has UNW-SLE country programme aligned itself with the national priorities set by government of Sierra Leone in relation to gender equality and the empowerment of women?
Effectiveness			
	1.	What are the main enabling and hindering factors to achieving planned outcomes?	1.1 What factors could have contributed to the achievement (non-achievement) of planned outcomes?  1.2 What factors have facilitated (or hindered) UNW-SLE's operations to enable her to achieve planned outcomes?
	2.	What changes might UNW-SLE undertake to enhance its impact in the future?	2.1 Given the current and future direction of the country (transition process of UNMIL and the political transition to the new Government), how can UNW-SLE enhance the impact of her work?
	3.	What contribution is UN Women making to UN coordination on GEEW? Which roles is UNW-SLE playing in this field? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming and UNDAF?	3.1 What contribution is UN Women making to UN coordination on GEEW? 3.2 What mechanisms exists for information sharing and learning within the UN system?
Efficiency			
	1.	What are the strategic directions UNW-SLE should undertake, in line with transition process of UNMIL and the political transition to the new Government, to successfully achieve sets targets and responsibilities?	1.1 Given the current and future direction of the country, how can UNW-SLE enhance the impact of her work?  1.2 Given the current and future direction of the country, how can UNW-SLE enhance the impact of her work on women and marginalised groups?
	2.	To what extent is the governance structure and functioning enabling UNW-SLE to deliver efficiently on results?	2.1 How is the UNW-SLE's organisational structure supporting it to achieve desired results?
	3.	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	3.1 How does UNW-SLE seek to balance and coherence between programming, coordination and normative roles?

	4.	What is UNW-SLE comparative advantage compared with other UN entities and key partners?	4.1 What is UNW-SLE comparative advantage compared with other UN entities and key partners?
	5.	To what extent (and how regularly) are the UNW-SLE programmes and initiatives subjected to cost effectiveness measures?	How do you ensure that you implement your programmes cost effectively?  What measures do you undertake to ensure that interventions are both efficient and effective?  How effective have these measures been?
	6.	To what extent does the UNW-SLE management structure support efficiency for implementation particularly since the implementation of the new regional architecture?	6.1 How effective is the governance structure of UNW-SLE to enable her to achieve desired results?
	7.	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	7.1 What is UNW-SLE comparative advantage compared with other UN entities and key partners?

#### Sustainability

1.	To what extent does UNW-SLE pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-SLE support?	1.1 What sustainability initiatives has UNW-SLE put in place? 1.2 What resources has been put in place to enhance gender equality and women empowerment? 1.3 What new policies have been developed/reviewed to enhance gender equality and women empowerment? 1.4 What capacities have been built in government and civil society to enhance gender equality and women empowerment? 1.5 What has UNW-SLE done to ensure that the benefits that women and marginalized groups have received last much longer?
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#### Human Rights and Gender Equality

1.	Has the portfolio been implemented according to human rights and development effectiveness principles; participation/empowerment, inclusion/non-inclusion, national accountability, transparency	1.1 Which stakeholders (in terms of power and decision making does UN Women work with?
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A.4 Government Ministries (MGCSP, Ministry of Internal Affairs, Ministry of Justice, ...)

Criteria	No:	Evaluation Questions	Sub-Questions
Relevance	1.	Has UNW-SLE adapted its strategic focus (including work areas prioritised and weight given to each area) operations and results framework to the changing environment (national or regional).	To what extent has UNW-SLE portfolio adapted to the national and regional environment?

	2.	Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	2.1 To what extent do you think that UNW-SLE interventions address the underlying causes of gender equality and the situation of women and marginalised groups?
	3.	Is the portfolio aligned with national policies? To what extent has UNW-SLE strategic choices met the priority concerns of Sierra Leone's development policymakers, key national stakeholders and right holders?	3.1 To what extent is UNW-SLE's portfolio well aligned with national policies and priorities?

#### Effectiveness

	1.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	1.1 To what extent has UNW-SLE achieved desired outcomes in relation to gender equality and empowerment?
	2.	What changes might UNW-SLE undertake to enhance its impact in the future?	2.1 What changes might UNW-SLE undertake to enhance its impact in the future?

#### Efficiency

	1.	What are the strategic directions UNW-SLE should undertake, in line with transition process of UNMIL and the political transition to the new Government, to successfully achieve sets targets and responsibilities?	1.1 Given the current and future direction of the country, how can UNW-SLE enhance the impact of her work?
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#### Sustainability

	1.	To what extent does UNW-SLE pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-SLE support?	<p>1.1 What resources has been put in place to enhance gender equality and women empowerment?</p> <p>1.2 What new policies have been developed/reviewed to enhance gender equality and women empowerment?</p> <p>1.3 What capacities have been built in government and civil society to enhance gender equality and women empowerment?</p>
	2.	Is there national ownership and are there national champions for different parts of the portfolio?	2.1 To what extent has the work of UNW-SLE towards enhancing gender equality and women empowerment been bought and supported by government departments and agencies at various levels? <i>(Probe for existence of gender equality and women empowerment champions and their contribution)</i>

## A.5 Private sector (Orange or Coca Cola)

Criteria	No:	Evaluation Questions	Sub-Questions
Relevance	1.	Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	1.1 To what extent do you think that UNW-SLE interventions address the underlying causes of gender equality and the situation of women and marginalised groups?
	2.	Is the portfolio aligned with national policies? To what extent has UNW-SLE strategic choices met the priority concerns of Sierra Leone's development policymakers, key national stakeholders and right holders?	2.1 To what extent is UNW-SLE's portfolio well aligned with national policies and priorities concerning extractive industries?
Effectiveness	1.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	1.1 To what extent has UNW-SLE achieved desired outcomes in relation to gender equality and empowerment? ( <i>Probe for social, economic, political &amp; leadership empowerment</i> )
	2.	What changes might UNW-SLE undertake to enhance its impact in the future?	2.1 What changes might UNW-SLE undertake to enhance its impact in the future?  2.2 What do you see as the role of the private sector in the empowerment of women?
	3.	What has been the biggest contribution of UNW-SLE regarding gender equality and empowerment?	3.1 What has changed because of UN Women role?

## A.7 UN Gender Thematic Group

Criteria	No:	Evaluation Questions	Sub-Questions
Relevance	1.	Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	1.1 Is UNW-SLE Strategic Note addressing the underlying causes of gender inequality?
Effectiveness			
	1.	What contribution is UN Women making to UN coordination on GEEW? Which roles is UNW-SLE playing in this field? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming and UNDAF?	What contribution is UN Women making to UN coordination on GEEW? What mechanisms exist for information sharing and learning within the UN system?
	2.	What has been the biggest contribution of UNW-SLE regarding gender equality and empowerment?	2.1 What has changed because of UN Women role?
Efficiency			
	1.	To what extent is the governance structure and functioning enabling UNW-SLE to deliver efficiently on results?	1.1 How effective is the governance structure of UNW-SLE to enable her to achieve desired results?
	2.	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	2.1 To what extent has UNW-SLE been able to balance between programming, coordination and normative work?
	3.	What is UNW-SLE comparative advantage compared with other UN entities and key partners?	3.1 What is UNW-SLE comparative advantage compared with other UN entities and key partners?
	4.	What are the strategic directions UNW-SLE should undertake, in line with transition process of UNMIL and the political transition to the new Government, to successfully achieve set targets and responsibilities?	4.1 Given the current and future direction of the country, how can UNW-SLE enhance the impact of her work?
	5.	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	5.1 What synergies exist between the work of the UN country and UNW-SLE portfolio?

## A.8 UN Women Sierra Leone Programme Staff

Criteria	No:	Evaluation Questions	Sub-Questions
R e l e - vance	1.	Has UNW-SLE adapted its strategic focus (including work areas prioritised and weight given to each area) operations and results framework to the changing environment (national or regional)	1.1 What changes have happened nationally and regionally regarding gender equality and women empowerment? 1.2 How has UNW- LBR adapted to these changes?
	2.	Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	2.1 What are the underlying causes of Gender inequality in Sierra Leone? 2.2 How has UNW -LBR tried to address these underlying causes of gender inequality?
	3.	Is the portfolio aligned with national policies? To what extent has UNW-SLE strategic choices met the priority concerns of Sierra Leone's development policymakers, key national stakeholders and right holders?	3.1 What are the national priorities set by government of Sierra Leone in relation to gender equality and the empowerment of women? 3.2 How has UNW-SLE country programme aligned itself with these priorities?
	4.	What are the factors determining UNW-SLE's programme choices and scale-ups, and to what extent are these evidence- and resource-informed?	4.1 What factors influence programme decisions?
E f f e c - tiveness	1.	To what extent have planned outputs been achieved on time? Which activities are yielding desired results, which are not and what are the reasons for differences in performance?	<i>Complete the given table which list all the planned outputs against actual achievements.</i>
	2.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	5.1 What has UNW-SLE achieved regarding gender equality and women empowerment? 5.2 What other changes (positive and negative) have been evident in Sierra Leone regarding gender equality and women empowerment
	3	What are the main enabling and hindering factors to achieving planned outcomes?	3.1 What factors could have contributed to the achievement (non-achievement) of planned outcomes?
	4.	What changes might UNW-SLE undertake to enhance its impact in the future?	4.1 Given the current and future direction of the country (transition process of UNMIL and the political transition to the new Government), how can UNW-SLE enhance the impact of her work?

	5.	To what extent (and how regularly) are the UNW-SLE programmes and initiatives subjected to cost effectiveness measurement?	5.1 How do you ensure that you implement your programmes cost effectively? 5.2 What are the working hours for staff (program, operations)?
	6.	To what extent are the processes and quality of data collection and use of data for programmatic and management decisions appropriate?	6.1 To what extent do UNW-SLE data quality management processes help to generate reliable data for programmatic and management decisions?
Sustainability			
	1.	To what extent does UNW-SLE pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-SLE support?	1.1 What resources has been put in place to enhance gender equality and women empowerment? 1.2 What new policies have been developed/reviewed to enhance gender equality and women empowerment?
	2.	What local accountability and oversight systems have been established to enhance local knowledge development and support sustainability of results?	1.1 What capacities have been built in government and civil society to enhance gender equality and women empowerment?



## A.9 UN Women Sierra Leone Operations Manager & Finance Manager

	No:	Evaluation Questions	Sub-Questions
Relevance			
	1.	Has UNW-SLE adapted its strategic focus (including work areas prioritised and weight given to each area) operations and results framework to the changing environment (national or regional)	1.1 How has UNW-SLE adapted its operations in-line with the changing national and regional environment?
Effectiveness			
	2.	What are the main enabling and hindering factors to achieving planned outcomes?	2.1 What factors have facilitated (or hindered) UNW-SLE's operations to enable her to achieve planned outcomes?
	3.	What changes might UNW-SLE undertake to enhance its impact in the future?	3.1 What changes might UNW-SLE undertake to enhance its impact in the future?
	4.	To what extent (and how regularly) are the UNW-SLE programmes and initiatives subjected to cost effectiveness measurement?	4.1 What measures do you undertake to ensure that interventions are both efficient and effective? 4.2 How effective have these measures been?
Efficiency			
	1.	How do financial forecasts compare to actual expenditure? If costs are off track, how robust are the remedial actions?	1.1 What processes are used to plan for and anticipate implementation costs? 1.2 How do you ensure that implementation is done within approved costs? 1.3 What actions are taken if costs exceed budgets?
Sustainability			
	1.	What local accountability and oversight systems have been established to enhance local knowledge development and support sustainability of results?	1.1 What accountability measures have been put in place to ensure sustainability of results?

## A.10 NGO'S

Criteria	No:	Evaluation Questions	Sub-Questions
R e l e - vance	1.	Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	1.1 To what extent do you think that UNW-SLE interventions address the underlying causes of gender equality and the situation of women and marginalised groups?
	2.	Is the portfolio aligned with national policies? To what extent has UNW-SLE strategic choices met the priority concerns of Sierra Leone's development policymakers, key national stakeholders and right holders?	2.1 To what extent is UNW-SLE's portfolio well aligned with national policies and priorities?
E f f e c - tiveness	1.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	1.1 To what extent has UNW-SLE achieved desired outcomes in relation to gender equality and empowerment? <i>(Probe for social, economic, political &amp; leadership empowerment)</i>
	2.	What changes might UNW-SLE undertake to enhance its impact in the future?	2.1 What changes might UNW-SLE undertake to enhance its impact in the future?
Efficien- cy	1.	What are the strategic directions UNW-SLE should undertake, in line with transition process of UNMIL and the political transition to the new Government, to successfully achieve sets targets and responsibilities?	1.1 Given the current and future direction of the country, how can UNW-SLE enhance the impact of her work on women and marginalised groups?
Sustai- nability	1.	To what extent does UNW-SLE pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-SLE support?	1.1 What resources has been put in place to enhance gender equality and women empowerment? 1.2 What new policies have been developed/reviewed to enhance gender equality and women empowerment? 1.3 What capacities have been built in civil society to enhance gender equality and women empowerment?
	2.	Is there national ownership and are there national champions for different parts of the portfolio?	2.1 To what extent has the work of UNW-SLE towards enhancing gender equality and women empowerment been bought and supported by stakeholders at various levels? <i>(Probe for existence of gender equality and women empowerment champions and their contribution)</i>

## B: FOCUS GROUPS

B.1 Target Group: Community Members (Women Land Task Force Members, Opinion Leaders, Peace Hut Members, etc.)

Criteria	No:	Evaluation Questions	Sub-Questions
Relevance	1.	Does the strategy allow UNW-SLE to address underlying causes of gender inequality, the situation of women and marginalised groups both in terms of the strategic work areas prioritised and the weight given to each area?	What are the underlying causes of gender inequality in your communities?  To what extent has the work with UNW-SLE helped to deal this underlying causes?
Effectiveness	2.	Are interventions contributing to the expected outcomes? What unexpected outcomes (positive and negative) have been achieved?	2.1 How has the work of UNW-SLE changed the lives of women in your communities? ( <i>Probe for social, economic, political &amp; leadership empowerment</i> ).
	3.	What changes might UNW-SLE undertake to enhance its impact in the future?	3.1 What changes might UNW-SLE undertake to enhance its impact in the future in terms of improving the welfare of women and marginalized groups?
Sustainability	1.	To what extent does UNW-SLE pay sufficient attention to strengthening the enabling environment for sustainability, including sufficient capacity-building activities so that national stakeholders can continue their activities without UNW-SLE support?	1.1 What has UNW-SLE done to ensure that the benefits that women and marginalized groups have received last much longer?

### C: Significant stories of change

What was the situation before UN Women intervention?

What was the intervention? (e.g. income generation, land ownership, leadership)

What is the outcome? (ie. how has your life changed after the intervention of UN Women?)

## J.ANNEX 10 – SURVEY RESPONSES

### UNW-SLE CPE SURVEY RESPONSES

#### Q1 EFFECTIVENESS - Yielding results are interventions contributing to the expected outcomes (NORMATIVE & OPERATIONAL)? What unexpected outcomes (positive and negative) have been achieved?

##### Contributions

1. Yes, they are: Some of these to highlight; 1. A Gender-friendly Constitution 2. Re-election of Female Paramount Chiefs in more than 15 years; 3. Surge in the number of men signing-up to be HeForShe champions; and 3. Declaration of community women in a pledge to end FGM in Yoni village-North of Sierra Leone
2. Ensuring that women have an equal representation in parliament / politics, ending sexual and gender-based violence and women's economic empowerment
3. Policy revision
4. The interventions under the Normative priority area are contributing to both intended and unintended outcomes. For example, under the WPP, Sierra Leone has undertaken constitutional review to see which constitutional laws need updating. UN Women's interventions in this area saw women from all walks of life (grass-roots/educated/non literate/ elite/poor/single/married/ young and old/with/without disability/across all political parties) converge and in a historic way from all 14 districts speak with one voice giving the message that they wanted a gender responsive constitution --one in which women's rights are entrenched. The many "Voices -One Message" saw Gender Equality as a Principle entrenched in the **draft new constitution**. This motivated and reenergized and strengthened the Sierra Leone women's movement. This solidarity and new spirit and vision of women's movement was applied to the fight in ending Ebola epidemic; in the general elections. The establishment of the Women's Shadow Parliament of Sierra Leone by women who contested for parliamentary and civic seats is one of the most inspiring unintended/unexpected results and one which is demonstrating that women can bring a different type of leadership/vision to governance.
5. The development of a gender strategy
6. The Constitutional Review Report is engendered , we awaitng the new Government to develop the white paper which will have gender mainstreamed in the Revised 1991 Constitution
7. Active role in the implementation of the strategy
8. Working within AWP/DRFs

##### Unexpected Outcomes (positive or negative)

1. INCREASED DEMAND  
the request that come from communities and some agencies for UN Women to support Girl-Child Education on the premise that UN Women is regarded as major player in the development of the Girl-child as a consequence of its support to end child marriage, teenage pregnancy, supply of sanitary kits to schools and Female Genital Mutilation
2. few women's participation in politics, early marriage and
  1. enabling women to fend for themselves (the water company established and managed by women in Kono District)
3. The establishment of the Women's Shadow Parliament SL and the Rural Women's Network were unintended/unexpected results and remain a point of reference in the WPP programming.
4. Positive:HEFORSHE Engagement with male Paramount Chiefs has resulted in them nominating three female paramount chiefs to vie for Parliamentary seats, eventually two of the female chiefs were votted as members of Parliament in the recently concluded elections.

## 5. Positive: Contribution to Emergency response

**Q2 EFFECTIVENESS - Yielding results: To what extent is the portfolio changing the dynamics of power in relationships between women and men?**

<ul style="list-style-type: none"> <li>1. 52</li> <li>2. 40</li> <li>3. 51</li> <li>4. 32</li> <li>5. 76</li> <li>6. 5</li> <li>7. 28</li> <li>8. 36</li> </ul>	Quite interesting. <b>MAKE A GRAPH</b>
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**Q3 EFFECTIVENESS - Coordination: What contribution is UN Women making to UN coordination on Gender Equality and Women Empowerment? Which roles is UN Women playing in this field? To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?**

### WHAT CONTRIBUTION TO UN COORDINATION ON GEWE

1. UN Women is the chair and lead agency of the Gender Thematic Team (GTT)-a role which gives UN Women leadership in coordinating a "One UN" platform in supporting the Government on GEWE
2. Engage in joint programming with FAO, WFP and Unicef as they too are engaged in programmes that deal with women and children to create a synergy
3. Technical and financial support
4. UN Women is the UNCT UNDAF lead for Pillar 8 (GEWE). This Pillar brings in 8 UN agencies (UNDP/UNICEF/UNFPA/UNCDF/IOM/UNWOMEN/FAO/WFP) as well as the government Gender Machinery; UNW is the chair and secretariat for the UNCT- GTT; UN Women is the Chair of the UN Communications Group (UNCG) for the past 4 years and is the UNCT lead for the UN-SWAP and is the UNCT lead for ending FGM and Ending Child marriage. UN Women is a member of the UN H6 Partners (UNAIDS/UNICEF/UNFPA/World Bank/UN Women and has mainstreamed gender into the H6 Programme. UN Women is the Co-chair with Irish Aid of the Development Partners Gender Working Group. The Development Partners Gender Working Group brings together 14 Development Partners (Irish AID/AfDB/WB/EU/DFiD/USAID/GIZ + 7 UN Agencies. In these UNCT+ Development Partners leadership role, UN Women has contributed to policy development and positively influenced policy.
5. Engagement of CSOs and Women's Group
6. UN Women is now providing technical and financial support to for data collection and analysis to the government for its 7th CEDAW Report
7. Facilitated co ordinations on various joint programmes and policy elaboration
8. Lead on gender programmes

### WHAT COORDINATION ROLES

1. Routine Chair of the GTT meeting where best practices and updates are shared 1. Support to sister agencies on Gender-mainstreaming of programmes and policies 3. Joint Programming and Programmes on GEWE
2. Project Coordination, co-chairing of Steering committee
3. In addition to the leadership/coordination roles UN Women was the lead UNCT agency that developed the UN Gender Responsive Strategy for Ebola. UN Women received a Pres-

idential Award for its role in Ending Ebola in Sierra Leone. The only other UN agencies receiving the same award was UNICEF. UN Women is the UNCT lead for ending FGM and child marriage. It has joint programmes on SGBV with UNICEF/UNFPA/UNDP as well as on ending child marriage with the same agencies. It has successfully mainstreamed gender into UNDAF 2014-2018 and the SL CCA for UNDAF 2020-2023.

4. connecting UN agencies on Gender specific matters
5. UN Women take the lead in the Gender Theme Group and Co Chairs the Gender Development Partners Group
6. As secretariat of GTG, Co Chair of Development partners Gender Working Group
7. Coordinate Gender Technical Team at UNCT level

#### GEWE MAINSTREAMING IN JOINT PROGRAMMES DATE

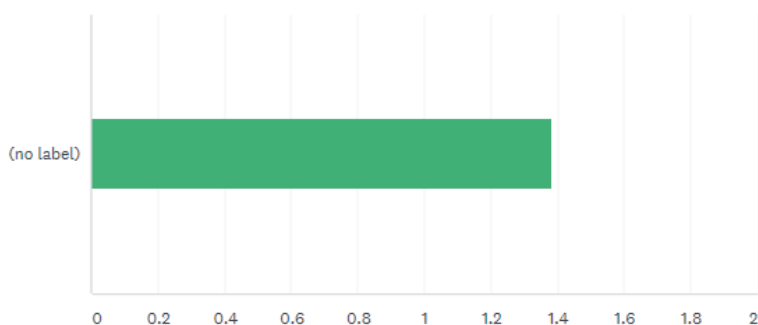
1. Joint implementation of GEWE has already been on course with WFP, UNDP, UNFPA, UNESCO and Unicef
2. implementation of the PBF project
3. UN Women has joint programmes on SGBV/ECM/FGM (UNICEF/UNDP/UNFPA) and women's land rights with FAO as well as under the H6 Partners Group on improving maternal health/newborn/neonatal/adolescent health and on ending HIV.
4. yes
5. EWE is mainstreamed into the joint PBF Programme (UNDP, UNESCO and UN Women) , the Ebola Survivors Recovery Project (UNDP and UN W0men) and the Constitutional Review Project (UNDP and UN Women)
6. Mainstream gender in all UNCY strategies including UNCT intervention in the Ebola, Flood and Landslide humanitarian interventions
7. Gender sounds cross-cutting but remains UN Women's mandate. It stands out as a pillar and surface throughout the framework

#### **Q4 EFFECTIVENESS - Coordination: What is UN Women's comparative advantage compared with other UN entities and key partners?**

1. UN Women comparative is the unique mandate-The only UN institution charged with the responsibility to lead of the Normative and Coordination tasks in the UN system 2. Another is the flexibility of UN Women in reaching communities and non-state actors without rigid bureaucracies
2. It has the UN Mandate to work/ engage in programmes that deal with gender equality and Women Empowerment
3. Lead recipient organization in the PBF project
4. By mandate, UNW has a Triple mandate which in itself gives it a comparative advantage. It is specialized in GEWE and therefore has requisite capacity to provide specific and specialized expertise on gender. Because GEWE is its speciality, it devotes all its resources on GEWE-methodologies. It uniquely combines its Triple mandate (Normative/Coordination/Operations) to provide rationalized/coherent and logically sequenced programmes. UN Women works directly with CSOs. This gives it latitude to have CSOs monitor and hold governments accountable for the rights of women and girls. exert pressure where it is unable to do so directly. Working directly with women-led CSOs has strengthened women's movement in SL thereby advancing the cause of GEWE. This is another of its comparative advantage.
5. Clear Mandates
6. UN Women has professional staff with technical capacity to mainstream gender into projects and programmes to ensure that women, men, boys and girls benefit from development initiatives.
7. The triple mandate of UN Women, Technical expertise and it's connection with the grass root population
8. The UN Women mandate and grassroot presence

## Q5 EFFECTIVENESS - Results Based Management: How appropriate are planning, monitoring, and reporting systems & procedures?

Answered: 8 Skipped: 0



	VERY APPROPRIATE	FAIRLY APPROPRIATE	INAPPROPRIATE	TOTAL	WEIGHTED AVERAGE
(no label)	62.50% 5	37.50% 3	0.00% 0	8	1.38

Comments (0)

## Q6 SUSTAINABILITY: Is there national ownership and are there strong (institutional or CSO-based) supporters for different parts of the portfolio?

- As part of its overall strategy, UN Women always involve the line Ministry and key departments and Agencies in the development of its work plan and programme implementation. In that way the work is taken-up and owned by the Government and the people. One example to note is the current development planning initiative where line Ministries of Social Welfare Gender and Children's Affairs and Ministry of Finance are currently leading on a UN Women initiative-Gender Responsive Budgeting in increasing Women's access to income and development resources
- Yes there is, the national plan of Sierra Leone.
- yes
- Yes there is strong national ownership especially in areas where the government has signed and domesticated international and regional standards/norms such as CEDAW/BPFA/Maputo Protocol. UN Women is currently providing technical and financial support to the GoSL for the preparation of its 7th CEDAW Report and the 2nd SDG Report. UN Women was part of the concise support to GoSL for SDGs localization and alignment with the GoSL National Development Plan. Under its new regime of government, the GoSL has retained a Cluster on Women and Children (Cluster 8) and is in the process of validating its Draft GEWE Policy through community engagement. This reflects commitment to achieving GEWE.
- Yes
- The Ministry of Social Welfare Gender and Children's Affairs is a strong partner and is consulted during programme development and implementation, In terms of sustainability they are present in all district and can ensure sustainability of projects even after UN Women has left
- yes
- Yes

### STRONG SUPPORTERS

- CSOs (at local and national level), Women's groups and traditional authorities are very much supportive of UN Women work
- Yes. The Ministry of Gender, Ministry of Planning etc
- yes
- National Gender Machinery, CSOs/Traditional Leaders/Attorney General's Office/MSWGCA, UNCT/RCO

5. Yes
6. The country office has strong relationship with Women's groups including Women's Forum, MAWOPNET, Sierra Leone Market Women's Association etc.
7. yes
8. Yes

**Q7 SUSTAINABILITY : Can you cite examples illustrating UNW-SLE's contribution towards enduring results in GEWE?**

1. Some examples to cite will be: The inclusion and knowledge and skills transfer initiative (through a UN Women-sponsored Consultant) in setting-up and operations of the Kono Women Water Company, Livelihoods Project in Kenema and Kailahun of Female Survivors of EVD.
2. UN Women's support of the Women's Shadow Parliament
3. support to the regional consultation process for the finalization of the GEWE
4. The entrenchment of Equality as a Principle of State in the SL draft constitution. This clause will inform all the Chapters of the new constitution. The unanimous domestication CEDAW and the unanimous adoption of the of the Maputo Protocol; the national validation of the GEWE Policy and the adoption and localization of the SDGs and its alignment with the national Development Plan.
5. The Constitutional Review Process in 2017
6. During ebola UN Women developed a UNCT gender mainstreaming strategy as well as undertaking a Multi sector Impact Assessment Study on Gender and EVD. This study produced data disaggregation by gender that provided the evidence on the negative impact of EVD on women and
7. Gender mainstreaming of the National Constitutional review process, Policy development and implementation for gender equality
8. Implementation of programmes on Women Political Participation, Peace and Security

**Q8 EFFICIENCY In what way does the UN Women SLE management (or governance) structure support efficient delivery on results?**

1. The Management has a very unique pattern of distribution of task among staff and a the same time advises on point of convergence for collective efforts and delivery. Additionally, Staff in different Programme units are required to give account on their tasks from the Action Points where progress is tracked
2. Recruitment of staff with the required expertise and community ownership of programmes
3. supervisory field visits, review of reports
4. UN Women has a filled all approved posts for the CO. This has made it an efficient institution in all aspects (management/administratively and programmatically. Its management structure and practice is not bureaucratic but flexible and thus enhanced efficiency. It has an effective financial/operations/executive/Administrative systems in place and which function effectively as well as having qualified and motivated staff. The CO has filled all approved posts and has invested in conteneous staff development. As a result, every year UN Women CO SL follows the organization's rules and procedures has achieved enviable programme and financial delivery of 95% every year. It also is backed-up by a committed/experts at the regional office level
5. Quality leadership
6. Management structure ensures efficient delivery on result through monitoring of projects in the field and ensuring that financial and narrative reports are submitted on a timely basis.
7. Providing leadership
8. By designing and implementation of effective programmes

**Q9 EFFICIENCY Please cite examples illustrating synergies achieved (1) within the UN Women portfolio and (2) between the work of UN Women and the UN coordination on GEWE?**

**SYNERGIES BETWEEN RESULT AREAS WITHIN THE UN WOMEN PORTFOLIO**

1. A few of the synergies to highlight are: 1. The alignment of funds from WEE to support women that are affected by crisis-Peace and Security/Humanitarian Action
2. Women's economic empowerment and women's participation in politics



3. Since the launching of its FPIs in 2016, UN Women's programming focus has been integrated/comprehensive drawing synergy from each DRF. One example is in the WPP in which the women's movement has been strengthened and which have increased women's solidarity across all divide and given women additional platforms for voice and agency. As a result of strong lobby and advocacy by women's organizations, women have got a GEWE Policy being enacted. This has also resulted in the establishment of the Rural Women's Network which brings on board rural women's voice and presence on rights movement for women and girls.
4. Women's Economic Empowerment- The Diamond Spring water project
5. For women's increased participation in leadership they must be economically empowered. So the country office supported women in Agribusiness to participate in leadership training in Nairobi and to replicate the programme in Sierra Leone
6. UNCT intervention in response to Ebola outbreak; UN support in the national constitutional review process;
7. Well coordinated programmes-Each development area has its impact, indicators and outcome

#### SYNERGIES BETWEEN THE WORK OF UN WOMEN AND THE UN COORDINATION ON GEWE?

1. UN Women provided sex-disaggregated data as statistical evidence to UN and Government that was referenced in the Ebola response. 2. During the Constitutional review process, UN Women was the lead UN agency that facilitated the platform for women's participation in the process, while UNDP took leadership of the entire drafting 3. UN Women also created the synergy in UN work in the emergency response during the mudslides in 2017 with a Gender Alert
2. Ending early child marriage, teenage pregnancy, women's economic empowerment,
3. support to the MSWGCA
4. Culturally, politically and socially sensitive and issues such as FGM, child marriage,, sexual abuse of women and girls are now being publicly discussed by women and men equally. As a result, UNCT was forced to evolve a common position and messages on FGM, child marriage.
5. The Peace Building Project
6. As a result of cordination on GEWE, UN Women supported an international Consultant to mainstream Gender into the Agenda for Prosperity (PRSP 3). The Consultant worked alongside a national Consultant which resulted to a gender mainstreamed PRSP as well as a stand alone gender pillar for GEWE
7. the UNDAF process including the result based reporting; the work of the Gender Technical Team that supports the work of UNCT
8. Gender Technical Team (GTT)

#### **Q10 RELEVANCE**Is the portfolio and its implementation aligned with national policies?

1. The Portfolio of UN Women though it is typically moderate has however been very supportive in matching-up with Government policies. Some key ones to mention are Government's major porgrammes like the Constitutional Review, the Ebola Recovery strategy, Ending Teenage Pregnancy, e.t.c, ,
2. Yes it does. UN Women's portfolio aligns with the national pillar on ending child marriage and violence against women.
3. YES
4. Absolutely. The UN Women SL Country portfolio is wholly aligned to the Government Development Plan 2014-2018 and 2020-2023. Pillar-8 (GEWE) of UNDAF is aligned by GoSL Pillar-8.
5. Yes
6. The programme was aligned to the PRSP 3 or the Agenda for Prosperity with specific reference to Pillar 8 on GEWE. it is aligned to the Sierra Leone National Action Plan on 1325 and 1820 UNSCR
7. Yes

8. Yes

**Q11 RELEVANCE How did UNW-SLE adapt its operations and results framework to the changing environment (national or regional)?**

1. It does adapt to changing environment as the priorities of the Government changes and or as the National and regional situations evolves. One instance is the way UN Women has stepped-up to support Government Emergency and recovery programme, even when it is not anticipated
2. Ensuring that the Annual workplan is done alongside the UNDAF and the Country's national plan
3. Ensuring that projects documents are built on the CCA of SLE
4. Through its Strategic Note and AWP's which are co-signed by respective Line Ministries as well as through the UNDAF.
5. Community engagement and programme ownership by women groups, CSOs, CBOs
6. The Country office was quick to adapt to the environment during ebola epidemic when program implementation moved from development to humanitarian action. to respond to the crisis.
7. During the two emergencies-EVD outbreak and Mudslide, UN Women realigned its programme and strategy to the national intervention
8. National

**UNW-SIERRA LEONE PRE-PLANNING EXERCISE**

**Q1 Engagement with UN Women Tell me about your involvement with UNW. In what ways are you engaged with UNW? What is a highlight, or success you had based on your involvement with UNW? What did this achievement lead to?**

**IN WHAT WAYS ARE YOU ENGAGED WITH UNW?**

1. As UN sister agency ,we develop workplans in regards to women empowerment work especially prevention and response to GBV.
2. I am engaged with UNW as part of the UN GTT of which UNW serves as Chair and host the secretariate
3. I have worked with UN Women as part of the UN work in Sierra Leone. This includes in the community of practice against GBV and work on the reduction of adolescent pregnancy and child marriage. Additionally, I worked with UN women in the response to the landslide /flooding in 2017 and the after action review.
4. Gender, policy dialogue,
5. programme planning, coordination and support to the ministry for the design and implementation of programmes, plans, policies and gender responsive legislations
6. We as an organization has been working on different projects around women and girls especially for the past three years from working at a national level and as an organization.  
1. Work as a team in a girls summit in Kenema in Ending Child marriage, working on in a regional a conference on ending child marriage, working as a forum member on FGM media campaign, Celebrating International Women's Day in Kono, celebrating 19 Days Activism in Western Rural Area in Freetown, Engaging 20 girls all over the country to attend a mentor-ship visit by the Canadian Marine with its Ambassador

**WHAT IS A HIGHLIGHT, OR SUCCESS YOU HAD BASED ON YOUR INVOLVEMENT WITH UNW?**

1. National advocacy work especially with Members of Parliament on ending violence against women and children.
2. Experience sharing, technical support based on agencies' comparative advantage and joint programming like the Constitutional Review Process and the PBF joint programming for the increased Political Participation of Women as Peace-building Ambassadors and joint activities for the 16 days of activism
3. Within the COP against GBV, we were able to jointly plan and implement activities for the

16 days of activism against GBV

4. better involvement with other international partners
5. country assessment report of Beijing +20, support to advocacy events like IWD, CSW, 16 Days of Activism, strengthened partnership and collaboration, final evaluation of the NAP on UNSCR 1325 and 1820, technical and financial support to government initiatives and programmes among others.
6. all of this activities were successful in terms of implementation with the timely funding provided. However, at the end of each activity we do carry out evaluations and received mostly having positive feedback from the participants as well as partners. Most of our girls are aware of the work of UN Women and they are really proud to be a part of and always looking forward to participating fully in their activities.

#### WHAT DID THIS ACHIEVEMENT LEAD TO?

1. A national action plan on ending violence against children and women endorsed by parliament of Sierra Leone in 2016
2. Ensured the inclusion of women's voices in the Constitutional review process and women presenting a strong position statement on a need for a gender sensitive constitution to the Constitutional Review Commission dubbed "One voice, many messages, from the women of Sierra Leone to the full CRC" Collaboration has also contributed to effectiveness and efficiency
3. increased awareness raised in Sierra Leone about GBV
4. Enhanced capacity for the development of policy and plans, strengthened collaboration and partnership, financial and technical support for the crafting of SiLNAP II, GEWE Policy, preparation of the 7th Periodic CEDAW Report, development of the National Gender Strategic Plan among others. All these documents are expected to be completed before the end of 2018.
5. Our girls can now lead and speak-out about all forms of abuse and expressed themselves about what they want in life and how they can get there. We have teen girls that are currently working on their own small scale farming in terms of knowledge/skills gain from different activities supported by UN Women

#### **Q2 Values: What do you most value about your work with UNW-SLE?**

1. They have higher connections with government officials and can push agenda for women forward under difficult circumstances.
2. Dedication and cooperation from the program team
3. I most value the collaborative approach to working on Gender issues.
4. coordination efforts with other donors
5. Partnership and coordination
6. The support in terms of implementation and technical support

#### **Q3 Appreciation: What have you appreciated most about UNW-SLE initiatives?**

1. Collaborations for development of joint programmes proposals and influence election of women into Parliament.
2. Considering the vulnerability of majority of Sierra Leonean women to various forms of gender related violence, the dedication and single focus on gender equality and women's empowerment of UNW initiatives is worthy of commendation
3. I have most appreciated the efforts to ensure gender is mainstreamed throughout the UN's work in Sierra Leone
4. FGM
5. Technical and financial support to implement government programmes
6. The approach and methodology used to involve women and girls from all backgrounds regardless of what and who you are.

#### **Q4 Appreciation: What have you not appreciated about these initiatives?**

1. Governance and women empowerment has not achieved much, given the fact that limited women made it through the general elections. It seems less was done to reach out to more rural women except for a few urban elite women who had some level of influence but less reach
2. The one UN spirit has not been strengthened enough
3. not applicable
4. lack of results
5. Limited financial capacity to support programmes
6. Sometimes they are slow to make a decision but I can understand from a big entity professional working terms of reference

#### **Q5 Wishes: If you had 3 wishes or requests that would help UN Women support or work with you better in 2019-2021 (as part of its upcoming strategy), what would these three wishes be**

1. Continue with advocacy work on women representation in governance  
Focus more on empowerment of women, especially economic  
Focus on social mobilisation of women and other stakeholders for prevention and response to violence against women and children. Support the MSWGCA at national level with advocacy but also service delivery for women.
2. UN agencies should be seen working as one entity and so the clamor for visibility over the other will defeat the one UN spirit. Need to look at the broader UN picture  
UNW to continue its flexibility when dealing with women's groups/CSOs. Rigid conditions for collaboration will dampen the spirit of CSOs eager to implement programs with UNW especially so as the capacities of these CSOs need strengthening for sustainability and championing of their own advocacy issues  
Maintain a transparent working relationship with all partners built on mutual respect regardless of hierarchy
3. Increased work on emergency preparedness and jointly planning for the response to vulnerable populations.  
More work on the development of policies to improve upon gender issues and women in governance in Sierra Leone  
More emphasis on jointly preventing and responding to GBV
4. better policy dialogue  
better coordination on urgent issues e.g FGM  
implementation of projects by UNW
5. Strengthened partnership and coordination  
Alignment of their upcoming strategy with the PRS IV, National Gender Strategic Plan and SiLNAP II  
Financial, Technical and Logistical support to the National Machinery for Women for the implementation of policies, plans and legislations
6. Working on the economic empowerment of Adolescents girls at all levels  
Agriculture/Agribusiness for adolescents girls to diversify careers  
Working on ending FGM which is a gross violation of human right and child abuse for

women and girls

**Q6 Partnership and Networking: What new or deepened connections with others (individuals, community organizations, government, philanthropic) have you made as a result of these efforts? What did these connections lead to?**

**WHAT NEW OR DEEPENED CONNECTIONS?**

1. Engaging higher levels of government like parliament and line ministries like MSWG-CA, MEST and Local Government
2. Collaboration and capacity strengthening of the Ministry of Social Welfare, Gender and Children's Affairs have been deepened with renewed energy. Equally so is the collaboration and working relationship with the female parliamentary caucus
3. Deepened connection with the COP against GBV
4. connections with other development partners
5. Working with Women living in Rural communities, Women's Groups and other government line ministries since gender is cross cutting
6. During our activities we met with other organization both national and International i.e. Canadian High Commission, Care International, Woman Chief in Malawi that freed girls from child marriage and return them to school, linked with some local organizations in the provinces and cities around Sierra Leone.

**WHAT DID THEY LEAD TO?**

1. Improved inter-sectorality in terms of highlighting the problems of women and children and especially trying to address it holistically by all sectors.
2. These connections have led to national commitment for a legal framework towards gender equality and women's empowerment the development and finalization of the twin gender policy documents. Alliance has been formed with Parliament for gender sensitive debates and passage of gender sensitive bills
3. better coordinated efforts on preventing and responding to GBV
4. possible joint activities in the future
5. Increased participation and ownership of programmes and policies.
6. We had never received a special call for proposal from the Canadian High Commission from through our last activity with UN Women we are now in their data base to be called potential partner, also having an invitation from the women chief in Malawi to have exchange visit for our girls and her girls

## **K. ANNEX 11 – ETHICS, GENDER AND HUMAN RIGHTS**

The standards for ensuring the protection and respect of participants and their confidentiality were applied throughout the process of this evaluation as prescribed by the CPE Guide. Participants were informed of their rights, the purpose of the evaluation and the use of shared information. All semi-structured interviews and discussions were conducted with the consent of the participants. The independence of the evaluators (including a representative from the UN Women Independent Evaluation Office) was clearly explained and the participants received confidentiality assurance from the beginning of the interview before obtaining their oral consent.

Group discussions were arranged to include participants with equal power relations. An offer of one-to-one discussions was made so that participants in group discussions could also raise any issues in private if they wished to.

The evaluation applied a gender-responsive approach by using critical systems heuristics and human rights role analysis to examine the structures of political and social control that create gender inequality. Data was collected is analysed in the following ways:

1. Determining the claims of rights holders and obligations of duty bearers; Assessing the extent to which the intervention was guided by the relevant international

(national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives;

2. Comparing with existing information on the situation of human rights and gender equality in the community, country, etc;
3. Identifying trends, common responses and differences between groups of stakeholders;
4. Integrating into the analysis the context, relationships, power dynamics;
5. Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion;
6. Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes;
7. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.);
8. Identifying the context behind the numbers and people; and
9. Comparing the results obtained with the original plan.

Furthermore, the evaluation assessed the extent to which sustainability was built into the Strategic Note through the empowerment and capacity building of women and groups of rights holders and duty bearers

Participatory approaches during field-visit initial briefings and field exit presentations supported the real-time validation of emerging findings by evaluation management and national reference groups.



# L.ANNEX 12 – CONTRIBUTION ANALYSIS

## Changes reported

**WPE** - The most recent elections showed a slight increase in the percentage of women represented in parliament: the percentage of women in parliament went from 12.4 percent to 12.9 percent and 18.6% women were appointed in the Cabinet.

At the Local Council level, females represented 28.5 percent as Mayors of City Councils; 4.7 percent as Chairpersons of Local Councils and 18.7 percent as Local Councilors. Within this period under review, 2 female paramount chiefs (a political institution that is very patriarchal in operations and male dominant) were elected as paramount chief members of parliament

**WEE** - The Kono Women Water Company was created by the Sierra Leone Market Women Association with significant technical and financial support of UN Women. In a context where women provide more than 60% of agriculture work force, the successful establishment of a women-led business had the potential to act as the catalyst for enhancing women's economic, social and political empowerment. The facility has a four-building structure, one for the Water a Quick Production, Water Pumps, the Administration Block, and Packaging and Distribution room. The Water Company's main product was branded "Diamond Spring Water". The company is now in its third year of operations with good returns on the investment.

## UN Women Contribution

UNW contributed significant expertise in the drafting process of two major accountability frameworks that promote women's full participation in peace and security the National Action Plan on UNSCR 1325 II and the development of the draft Gender Equality and Women's Empowerment policy. Elections were relatively peaceful while the voter turnout was high : UN Women had early engagement with security forces and delivered training jointly with UNESCO and UNDP.

UN Women provided mentorship and coordination that later led to the launch of the *Diamond Spring Water Company* in Kono District. The women were now ready to fully own management of the business and put into practice their training on how to produce and disseminate clean water. A generator plant was provided to the Kono market women water company by UN Women as the town is out of power most of the time.

## Other contributions

UN Women collaborated with UNDP and UNESCO were key partners in a joint initiative for Women's Participation in political Processes and in conflict prevention processes. women political participation in the context of peace and security. to improve

This initiative was a result of the fruitful collaboration between **UN Women**, a **private sector partner** (WATCO/SAWYER) on one hand; and the **Market Women** and **Local authorities** on the other. Local authorities provided the company infrastructure and access to the water source.

## Share of UN Women Contribution

**High**, with strong partnership with UNESCO and UNDP

**High**, with strong partnership with Civil Society and Local Government

## Sources

Joint Programme progress reports; UNW Sierra Leone annual reports ; interviews with programme beneficiaries and UN staff

Site visit to project sites (Kone and Freetown); UN Women Sierra Leone quarterly reports



## Changes reported

**EVAW** - In 2017, 1,435 women and girls were raped, according to Rainbo Centre. More than half of the victims were between 11-15-years and 24 % of the victims ranged from 16 to 20 years. In 2018, Rainbo Centre reported a significantly higher number: 2,900 sexual assault cases were recorded in total. Interviewed participants suggested that the increase in the number of reported sexual assault cases stems in part from the fact that rape is no longer swept under the carpet. This enables women to come forward and report those cases without fearing reprisals. With UN WOMEN advocacy awareness raising and sensitization campaigns against Gender Based Violence, the current social and cultural environment is such that the issue of GBV is a national concern.

## UN Women Contribution

UN Women championed advocacy through major initiatives such as - the launch of the First lady's *Hands Off Our Girls campaign which ignited government commitment, public awareness and political will in eliminating GBV* - the national policy dialogue meeting, an event which was tailored within the 16 Days of Activism that attracted eminent stakeholders (government, donor, civil society, NGOs, Women groups) to sit in one room and discuss issues around ending gender-based violence and rape specifically. - UN Women created a platform to showcase audio voice recordings of survivals of rape to tell their stories. Special attention was dedicated to the type of support that could be provided by service providers. This conversationV.

## Other contributions

Several Advocacy activities would not be possible without the mobilization of **the UN Family** through the UN Gender Technical team, as coordinated by UN Women. The **Ministry of Gender** and CSOs were key supporters of the events.

## Share of UN Women Contribution

**High**, with the UNCT, the **Ministry of Gender** and key partners.

## Sources

Joint Programme progress reports; UN Women Sierra Leone annual reports; interviews with programme beneficiaries and UN staff

## Changes reported

**PSH** - Emergency responses to natural disasters and disease outbreaks used to be gender blind. With UN Women advocacy, The Office of National Security, which is responsible for humanitarian response, the National EVD Response Center, and all other major stakeholders in the emergency response have started prioritizing gender and women by considering gender as a key parameter in humanitarian action. This legacy drew more attention to UN Women as a key player for evidence-based national accountability to Gender in Humanitarian Action. The NERC was keen to collect gender-focused evidence in order to inform high level policy discussions during the Flash flood disaster in Freetown.

## UN Women Contribution

UN Women participated in every Emergency Response meetings and took every opportunity to argue that special attention must be given to gender because (1) in situations of disease outbreaks and natural disasters, norms and customs are such that women are caretakers for ill family members (2) when thousands are left homeless, women are front-line responders and at the same time more exposed to sexual and gender-based violence. Furthermore, UN Women produced a comprehensive national Multi-Sector Impact Assessment of EVD examining the gender dimensions of EVD in 14 districts with gender disaggregated data.

## Other contributions

UNMEER, NERC, MSWG-CA, OXFAM, Statistics Sierra Leone contributed variously to the initial concept and/or conduct of the study

## Share of UN Women Contribution

**High** in advocacy at UN inter-agency and leading partners' efforts.

## Sources

Interview with UN Women staff and stakeholders, UNW-SLE meeting minutes, ...

## M. ANNEX 13 – UN WOMEN STAFF AS PER CONTRACTUAL TYPE

No.	Designation	Contract Type	Staff Type
<b>EXECUTIVE UNIT</b>			
1	Country Representative	FTA	International
2	Executive Associate	SC	National
<b>PROGRAMME UNIT</b>			
3	Programme Specialist	FTA	National
4	Programme Specialist	FTA	National
5	Partnership and coordination Specialist	SSA	National
6	Programme Analyst	SC	National
7	Programme and Advocacy Officer	SSA	National
<b>OPERATIONS UNIT</b>			
8	Finance Associate	FTA	National
9	Procurement Associate	FTA	National
10	Admin Associate	SC	National
<b>TRANSPORT Section (within Operations Unit)</b>			
11	Vehicle Manager 1 (Driver 1)	FTA	National
12	Vehicle Manager 2 (Driver 2)	SSA	National
13	Vehicle Manager 3 (Driver 3)	SSA	National
14	Vehicle Manager 4 (Driver 4)	SSA	National

UN Women Sierra Leone  
2014 – 2019

