Corporate Thematic Evaluation of UN Women's support to National Action Plans (NAPs) on Women, Peace and Security

Final Report Annexes

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For a detailed visual of the ToC, refer to Figure 7 in the report.

ToC Description:

The entire ToC scheme is framed through UN Women's normative, operational and coordination mandates (left side) and the efforts of UN Women and other UN agencies to align the processes with international commitments; coordinate (vertically and horizontally) their efforts around the WPS agenda; and learn and adjust their approaches based on evidence (top).

The lower part of the figure shows UN Women's applied strategies. The evaluation found similar types of strategies are applied throughout NAP development and implementation cycles. Therefore, these strategies extend throughout the result chain.

At the first stage, outputs are conditioned by a set of external factors (assumptions) such as the participation of a variety of national and international stakeholders, and the support of the stakeholders engaged in defence, security reforms, crisis management, etc. As the process unfolds in stable democracies (but also in conflict and post-conflict countries), a minimum of socio-political stability is required to reach output level results. Other international and regional commitments (EU, NATO, CEDAW, regional organizations, etc.) can positively contribute to the effectiveness of these strategies, as well as ongoing reforms for GEWE.

Results at the output level are reflected as the production of reliable input data, knowledge and research; enhanced planning and knowledge capacities on WPS for the stakeholders involved; consensus on values and approaches to NAP development and implementation among national and international stakeholders; their mobilization and continuous dialogue on the planning process; and awareness and prioritization of WPS in the wider community.

In addition to continuous minimum socio-political stability, the next important assumptions are the political will of governments to finalize the WPS NAP document and to ensure that all stakeholders are held accountable to fulfil their roles. Identification of committed champions in key sectors significantly contribute to reaching the next results level.

The three lines of lower outcomes are:

- Key national stakeholders agree to draft NAPs, which are locally contextualized, costed and able to meet emerging threats and challenges.
- Member States have capacity to implement adopted NAPs through cross-sectoral coordination.
- GE advocates and CSOs at all levels have evidence-based advocacy and operational capacities, and a watchdog function over the implementation process.

As key preconditions to move to the higher outcome level, it is expected that the NAP is adopted; its commitments are integrated into national stakeholders' mandates and plans; and that it is budgeted. It is also expected that identified champions in national stakeholder institutions remain in their positions. The building of national, regional and local ownership can further contribute to achieving the higher

outcome level. It is of utmost importance that CSOs at this stage are acknowledged by the national government, and that international stakeholders are committed to the process.

Higher level outcomes are reflected in:

- Progress against goals set in WPS NAPs.
- Establishment of a functional and sustainable cross-sectoral mechanism ensuring planning, implementation and M&E.
- Extension of NAP commitments to other relevant policies.
- Appropriate funding for NAP priorities.
- CSOs and GE advocates monitor, influence and participate in implementation of WPS commitments.
- Increased general public support for implementation of WPS commitments.

To reach societal change for women and girls, minimum socio-political stability needs to be established and stakeholders in society, including government, civil society and other sectors, need to share GEWE values and be supportive of deeper transformative changes.

At this stage, impact is reflected through two main features of UN Women's SP and NAP results as:

- Women are drivers of peace and security.
- Women and girls' safety and rights are assured and protected in conflict prevention, peacebuilding, and sustaining peace and recovery processes.

Annex 4: Evaluation Matrix

Aspect of the Review / Question	Sources of Information	Level	Key informants						
1. To what extent does UN Women's support to the development and implementation of WPS NAPs align with global, regional, and national priorities?			HQ Staff	RO and CO Staff	Internat. partners and intergovt. bodies[1]	National stake-holders[2]	End beneficiaries[3]	Experts / consultants	Donors
1.1 To what extent was UN Women's support to development and implementation of NAPs adherent to overarching normative frameworks: CEDAW (rec. 30) and Beijing Platform for Action, UN SCR 1325 and nine supporting WPS resolutions, SDG agenda (goals 5 and 16)?	UN Women Strategic Plans 2014-2017 and 2018-2021 and AWPs Country Scans and in-depth reviews WPS RAPs and NAPs, Programme and project documents, evaluation reports and databases, Literature review, Key informant interviews (UN Women management and staff, Member State representatives, other UN agencies and relevant international WPS and development partners; CSO representatives, key donors, intergovernmental bodies; key experts), Survey of UN Women CO and their key partners,	*Global Regional National*	√	√	√	√			√
1.2 To what extent is UN Women's support to NAP aligned with the UN reform? (cooperation framework, how countries report at national level – SDG 5 and 16)		*Global Regional National*	√	√					
1.3 To what extent has UN Women's support to NAPs responded to UN Women's universal mandate?		*Global*	√	√	√				√
1.4 To what extent was UN Women's support to development and implementation process of NAPs aligned to regional, and national context? {conflict context, commitments, policies and priorities on WPS}		*Regional National*		√	√	√		√	√

[1] International partners and intergovernmental bodies involve international organizations and entities, intergovernmental bodies and international civil society and non-profit organizations.

[2] National stakeholders involve governments representatives, civil society organizations and other national stakeholders if applicable (social welfare, businesses, education institutions etc.)

[3] Due to travel restrictions brought on by the Covid-19 global pandemic, the evaluation team was unable to undertake field missions and speak directly with rights holders. This limitation was discussed in the report.

Question	Sources/Methods	Level	HQ Staff	RO and CO Staff	Internat. partners and intergovt. bodies	National stake-holders	End benefic-iaries	Experts / consultants	Donors
1.5 Has UN Women supported consistency between RAPs and NAPs?	TOC review.	Regional National	√	√	√	√		√	√
1.6 What are specific/unique/added value features of UN Women's support to development and implementation of NAPs in comparison to other stakeholders involved?		Global Regional National	√	√	√	√		√	√
1.7 What should be done differently / improved? (recommendations)		Global Regional National	√	√	√	√		√	√
1.8 Given the current global pandemic crisis involving Covid-19, what will be the implications for the Women, peace and security agenda?		Global Regional National	√	√	√	√		√	√
2. To what extent does UN Women's support to the development and implementation of WPS NAPs fit within the internal UN Women's WPS Agenda and other thematic areas of work? How is this support coordinated with UN and other stakeholders in WPS to contribute to NAP development?			HQ Staff	RO and CO Staff	Internat. partners and intergovt. bodies	National stake-holders	End benefic-iaries	Experts / consultants	Donors
Internal Coherence	UN Women Strategic Plans 2014-2017 and 2018-2021and AWPs Country Scans and in-depth reviews	*Global*							
2.1 How does UN Women ensure support to NAP development and implementation is coherent with WPS agenda?		*Regional National*	√	√	√				
2.2 Which thematic areas in addition to WPS contribute to NAP development and implementation?	Programme and project documents, evaluation reports and databases,		√	√					
2.3 How is support to WPS NAPs development coordinated between thematic areas in HQs, ROs and COs?	UN Women organisational structure and alignment of responsibilities,		√	√					
External Coherence and Coordination									

Question	Data sources	Level	HQ Staff	RO and CO Staff	Internat. partners and intergovt. bodies	National stake-holders	End benefic-iaries	Experts / consultants	Donors
2.4. Who are the other key international and national players in support to NAPs development and implementation at all levels?	Key informant interviews (UN Women management and staff, Member State representatives, other UN agencies and relevant international WPS and development partners; CSO representatives, key donors, intergovernmental bodies; key experts),		√	√	√	√		√	√
2.5 What are the coordination and partnership modalities? How have these contributed to WPS NAP development? What role does UN Women play in facilitating coordination?			√	√	√	√		√	√
Knowledge Management and Coordination	Survey of UN Women CO and their key partners.								
2.6 How does UN Women ensure organisational learning from country and regional levels experience on WPS NAP development?			√	√					
2.7 How does learning on WPS NAP development inform global normative processes, standardisation, development of knowledge products?			√	√					
2.8 How is replication / scaling up of best practices and innovations in approach to WPS NAP development, or adjustment ensured?			√	√					
2.9 What should be done differently / improved? (recommendation)			√	√	√	√		√	√
3. To what extent was UN Women's support to WPS NAPs development effective in ensuring a high-impact NAP and laying the ground for implementation?			HQ Staff	RO and CO Staff	Internat. partners and intergovt. bodies	National stake-holders	End benefic-iaries	Experts / consultants	Donors
3.1 To what extent UN Women support to NAP development has contributed to the development of high impact NAPs? • To what extent is supporting strong leadership and coordination? • To what extent is supporting an inclusive design process? • To what extent is supporting costing and budgeting of the NAP?	UN Women Strategic Plans 2014-2017 and 2018-2021 and AWPs Country Scans and in-depth reviews WPS RAPs and NAPs, UN Women RMS,	*Global* *Regional* *National*	√	√	√	√		√	√

Questions	Methods	Level							
• To what extent is supporting and M&E framework? • To what extent is supporting flexibility to adapt to emerging situations?	Programme and project documents, evaluation reports and databases, Literature review, Key informant interviews (UN Women management and staff, Member State representatives, other UN agencies and relevant international WPS and development partners; CSO representatives, key donors, intergovernmental bodies; key experts), Survey of UN Women CO and their key partners, TOC review.								
Support to NAP development									
3.2 Which UN Women's intervention strategies are applied to achieve high impact WPS NAP?		*Global* *Regional* *National*	√	√	√	√		√	
3.3 What are the external factors that have enabled or hindered development of WPS NAPs?			√	√	√	√		√	√
Support to NAP implementation									
3.4 How is UN Women supporting WPS NAP implementation? Do UN Women COs and ROs build their WPS programmes around NAP priorities?		*Global* *Regional* *National*	√	√	√	√		√	√
3.5 What are the external factors that have enabled or hindered implementation of NAPs?			√	√	√	√		√	√
Overall NAP development and implementation									
3.6 Are there any unintended effects that can be linked to UN Women WPS NAP development and implementation efforts?		*Global* *Regional* *National*	√	√	√	√		√	√
3.7 What ways of working are applied in supporting WPS NAP development and implementation?			√	√	√	√		√	√
3.8 To what extent are guidelines, knowledge products, exchange and learning platforms on NAPs development and implementation used? What further guidance would be useful?			√	√	√	√		√	√

			HQ Staff	RO and CO Staff	International partners and intergovt. bodies	National stake-holders	End benefic-iaries	Experts / consultants	Donors
3.9 What should be done differently / improved? (recommendation)			√	√	√	√		√	√
4. To what extent are HR and GE addressed in UN Women's support to NAP development and implementation?			**HQ Staff**	**RO and CO Staff**	**International partners and intergovt. bodies**	**National stake-holders**	**End benefic-iaries**	**Experts / consultants**	**Donors**
4.1 To what extent did UN Women support to WPS NAP's development and implementation identify and address the underlying causes of gender inequality? (changing norms, attitudes, stereotypes, work on WEE was linked to NAP, context specific)	UN Women Strategic Plans 2014-2017 and 2018-2021 and AWPs Country Scans and in-depth reviews WPS RAPs and NAPs, Programme and project documents, evaluation reports and databases, UN Women RMS, Key informant interviews (UN Women management and staff, Member State representatives, other UN agencies and relevant international WPS and development partners; CSO representatives, key donors, intergovernmental bodies; key experts), Survey of UN Women CO and their key partners, TOC review.	*Global* *Regional* *National*	√	√	√	√		√	√
4.2. To what extent did UN Women support to WPS NAPs development integrate HR approaches? (what did they do to advance HR and what worked and what didn't?)		*Global* *Regional* *National*	√	√	√	√		√	√
4.3 To what extent are key rights holders and duty bearers are reached and involved (in terms of inclusiveness, diversity, mandates, geographic coverage, LNOB including disability, age, LGBTQIA) in WPS NAPs development and implementation?		*Regional* *National*	√	√	√	√		√	√
4.4 What should be done differently / improved? (recommendation)		*Global* *Regional* *National*	√	√	√	√		√	√
5. How well are UN Women's human and financial resources used to support the development and implementation processes of WPS NAPs at the global, regional, and country levels?			**HQ Staff**	**RO and CO Staff**	**Internat. partners and intergovt. bodies**	**National stake-holders**	**End benefic-iaries**	**Experts / consultants**	**Donors**

Question	Data sources	Scope	HQ Staff	RO and CO Staff	International partners and intergovt. bodies	National stake-holders	End benefic-iaries	Experts / consultants	Donors
5.1 To what extent UN Women's HQ, ROs and COs have the human and financial capacities to provide adequate support to WPS NAPs development and implementation (resources, number of staff, staff expertise)?	UN Women Strategic Plans 2014-2017 and 2018-2021and AWPs Country Scans and in-depth reviews WPS RAPs and NAPs,	Global Regional National	√	√	√	√		√	√
5.2 Did the level of investment in support to WPS NAP development lead to the desired results?	Internal financial management systems, Programme and project documents, evaluation reports and databases,	Global Regional National	√	√	√	√		√	√
5.3 How does UN Women select the countries to which support in WPS NAPs development and implementation will be provided?	UN Women organisational structure and alignment of responsibilities	Global Regional	√	√					
5.4 To what extent the information available through UN Women internal systems (RMS, etc) adequate to understand the entire scope of UN Women support to WPS NAP development work? If not, why?	Key informant interviews (UN Women management and staff, Member State representatives, other UN agencies and relevant international WPS and development partners; CSO representatives, key donors, intergovernmental bodies; key experts),	Global Regional National	√	√					
5.5 To what extent are partners and beneficiaries satisfied with the efficiency of UN Women support and responsiveness?	Survey of UN Women CO and their key partners, TOC review.	Global Regional National			√	√		√	√
5.6 What should be done differently / improved? (recommendation)		Global Regional National	√	√	√	√		√	√
6. To what extent has UN Women's influence supported national ownership of NAPs? How likely are they to be fully implemented?			HQ Staff	RO and CO Staff	International partners and intergovt. bodies	National stake-holders	End benefic-iaries	Experts / consultants	Donors
6.1 What did UN Women do to advance national ownership and whether it has worked?	UN Women Strategic Plans 2014-2017 and 2018-2021 and AWPs	Regional National	√	√	√	√		√	√

Question	Sources / Methods	Level							
6.2 What are the other factors supporting / hindering sustainability?	Country Scans and in-depth reviews	*Global* *Regional* *National*	√	√	√	√		√	√
6.3 What are best practices of UN Women's contribution to mobilisation of national (governments, parliaments, CSOs, local communities and others) and international stakeholders on NAPs development and implementation for advancing national ownership?	WPS RAPs and NAPs, Programme and project documents, evaluation reports and databases, Literature review, Selected partners, regional and national stakeholders' reports, Key informant interviews (UN Women management and staff, Member State representatives, other UN agencies and relevant international WPS and development partners; CSO representatives, key donors, intergovernmental bodies; key experts), Survey of UN Women CO and their key partners, TOC review.	*Global* *Regional* *National*	√	√	√	√		√	√
6.4 What should be done differently / improved? (recommendation)		*Global* *Regional* *National*	√	√	√	√		√	√

Annex 5: Data Analysis Methods

The data analysis will employ mixed methods. This combines quantitative data and analysis with qualitative data and analysis to maximise both internal and external validity (i.e. validity of findings, representative of the case, and applicable to other contexts) by overcoming some the weaknesses inherent in purely qualitative and quantitative methods.

Theories of Change Mapping

Data type:	Qualitative
Analysis type:	Qualitative
Learning Outcomes:	What are the assumptions and risks that are implicit or explicit in UN Women's interventions related to development and implementation processes of WPS NAPs? Which assumptions about how change can be supported are more valid to be used as a basis for future interventions?

The evaluation, building on the preliminary analysis conducted during the inception phase, will map the actual theories of change used by UN Women in relation to this area at the global and country levels. It will do so based on summative assessments of 'what is' and which theories are (most and least) supported by empirical evidence, and findings emerging throughout the evaluation. This mapping will include actual programming interventions and provide the basis for understanding which interventions show evidence of being most promising for scaling up or scaling back.

Contribution Analysis

Data type:	Qualitative and Quantitative
Analysis type:	Qualitative
Learning Outcomes:	How does UN Women contribute to observed changes? What observed changes can be reasonably attributed to UN Women interventions?

Contribution Analysis will be used by the evaluation to develop an overall 'performance story' for UN Women's work on WPS NAPs. The evaluation will synthesize evidence from secondary sources, portfolio analysis, and case studies to assess plausible contribution to observed changes, including exploring alternative explanations.

Contribution Analysis concentrates on assessing how changes are produced by several causes at the same time, none of which might be necessary or sufficient for leading to changes on their own. It is for this reason that analysis methods that allow changes to be quantified and attributed to an intervention are unlikely to work.

Through a detailed examination of the nature of linkages between a complex set of causes and effects, theory-based evaluations can help to identify and analyse unexpected outcomes, as well as demonstrating failures and gaps in the intervention(s). Contribution Analysis will help by answering whether the intervention resulted in any unintended effects, and if so, how and why.

This will include the following methods of validation:

1. *Triangulation*: to validate results reached by different methods, or initiate new enquiries where findings cannot be confirmed

2. *Complementarity*: to explain and understand findings obtained by one method by applying a second
3. *Feedback*: through after-action reviews (internal), field-exit presentations, meetings with Evaluation Reference Groups, comments on reports, and a validation workshop
4. *Ongoing reference to original data*: checking for validity as new analytical findings emerged
5. *Identify gaps and alternative explanations*: enabling the team to seek out additional evidence or clearly state inferences based on the theory of change.

Information data and availability

Strategic/planning documents are a critical source for understanding what activities were planned/undertaken and what key results were achieved by UN Women in support of WPS NAP work.[4] The most significant limitation of these planning documents is that there is no clear framework for reporting, which leads to inconsistencies in the completeness and quality of these documents across COs. For example, some COs report very specific NAP related activities, such as "organized X capacity building workshops on the drafting of the NAP with ministry A and B and CSO C," while others are more imprecise, reporting "supported the development of the NAP". This can be seen in both AWPs and AWP reports, with some having several paragraphs detailing key results achieved, while others provide a sentence or two. Lastly, some AWPs are specific about detailing which donors have funded which activities, while others do not specify the donor.

Donor and evaluation reports are critical documents that include some assessment of the intervention area.[5] The main limitation with these reports as a desk review source is in terms of their consistent availability for every country for the period under review. Some countries will have relevant evaluation and donor reports detailing their NAP work, while others will only have AWP reports.

There are several limitations in terms of the financial data[6] available; for example, the dashboard budget and expenditure under Outcome 4.1 is not NAP specific, and perhaps most significantly, NAP work is not always reported under Outcome 4.1. Additionally, NAP budgets mined from AWPs are budget allocations and not a reflection of actual spending, while NAP expenditures identified at the activity level through the 'Results Monitoring' function in the OneApp dashboard are not always complete. Additionally, donor report financials are often incomplete (with some financial reports missing from the DAMS system) or cover broader WPS projects and thus do not have NAP-specific costings. The limitations of this financial data availability are discussed in the report.

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[4] Key strategic/planning documents and their companion reports include: AWPs for Regional Offices and COs, AWP narrative reports and/or cover letters, AWP monitoring reports, and AWP annual reports, all of which are available through the RMS function in OneApp

[5] Key reports include: donor reports, evaluation reports, other project/programme review reports. These are also critical sources for understanding UN Women's involvement in NAP work, including activities conducted and results achieved.

[6] 15 Key sources of financial information include: budgets and expenditure on Outcome 4.1 obtained through the Dashboard in OneAPP, NAP activity budget allocations found in CO and RO AWPs, NAP activity level expenditures updated in the 'Results Monitoring' function of OneApp, and project financial reports which accompany donor reports in DAMS.

Annex 6: Human Rights and Gender Equality Stakeholder Mapping

Stakeholder mapping was conducted in alignment with UNEG guidance on Integrating Human Rights and Gender Equality in evaluation.[7] It identifies a range of stakeholders directly involved or with an interest in UN Women's support to the development and implementation process of WPS NAPs. The three primary categories of stakeholders identified were duty bearers, interest groups, and rights holders.

	Who	Role	Interest in Evaluation	Proposed Involvement
Duty bearers with authority to make decisions affecting the intervention	UN Women at HQ, regional, and country levels working in the area of or with an interest in Women, Peace, and Security. This includes: • the Executive Board • Senior management and Programme staff • Technical staff from the WPS and the Strategic Partnerships Divisions.	Leadership of UN Women's WPS work globally. Influencers of global normative frameworks for implementing UNSCR 1325 WPS commitments. Conveners and supporters of national government and civil society partners to promote gender equality through WPS commitments, including relating to NAP work. Provider of support for NAP development and implementation.	To obtain robust and objectively verified evidence of the results of UN Women's work to help member states adopt accountability frameworks for WPS commitments, specifically through the development and implementation of WPS 1325 NAPs. UN Women's contribution to those results emerging. Guidance on the opportunities for building on and improving UN Women's NAP work to date.	Evaluation participants contributing their perspectives and feedback on UN Women's NAP work through key informant interviews at global, regional and country levels, and through the staff survey. Quality assurers of evaluation products, through participation in the Internal Reference Group, ensuring that the evaluation is well tailored to UN Women's needs. Primary audience for communication of evaluation findings.
Duty bearers with authority to make	Other UN agencies and programmes at global,		To obtain robust and objectively verified evidence of the results and learning from their collaboration and	Evaluation participants and key informants contributing their perspectives and feedback on collaboration

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[7] UNEG Guidance Integrating Human Rights and Gender Equality in Evaluation, DATE, Page 60

decisions affecting the intervention	regional and country levels, including: • UNFPA • UNDP • UNICEF • UNHCR	UN Women partners at global, regional and country levels in working with government and civil society to promote gender equality, including WPS commitments.	coordination with UN Women to promote gender equality through WPS commitments. Guidance on opportunities for enhancing collaboration and coordination with UN Women to improve results for gender equality and WPS work.	and coordination with UN Women's WPS work (and specifically in regard to NAP work) at global, regional, and country levels. Quality assurers of evaluation products through participation in the External Reference Group. Target audience for communication of evaluation findings.
Duty bearers/leaders of peace processes with direct responsibility to the intervention	National governments and government ministries including: • Ministries of Women's Affairs & Gender • Ministries of Foreign Affairs • Ministries of Planning and Budgeting, Finance, or Economics. • Ministries of Security/Military Affairs.	Working directly with UN Women (primarily through technical assistance and capacity building support) to adopt accountability frameworks for WPS commitments, specifically through the development and implementation of 1325 NAPs.	Access to information about results and best practices in the development and implementation of WPS NAPs. Insight into how they might evolve their partnership with UN Women.	Evaluation participants contributing their perspectives and feedback on UN Women's role in the WPS NAP development/implementation process, and its broader support to promoting normative frameworks on gender equality and UNSCR 1325 commitments. Target audience for communication of evaluation findings.
			Access to information about results and best practices in the development and	Evaluation participants contributing their perspectives and feedback on UN Women's influencing of

Secondary duty bearers/leaders of peace processes	Local governments involved in the localization of WPS NAPs.	Working directly with UN Women on NAP localization.	implementation of WPS NAPs. Insight into how they might evolve their partnership with UN Women.	the WPS NAP development/implementation process, and its broader support to promoting normative frameworks on gender equality and UNSCR 1325 commitments.
Interest groups directly involved in the intervention	Donors supporting UN Women and its WPS NAP Work, including: • European Union • Government of Sweden & Swedish International Development Cooperation Agency • Government of Norway • Government of Finland • Government of Japan • Peacebuilding Fund	Provide non-core and targeted funding to UN Women in support of WPS NAP work.	To obtain robust and objectively verified evidence of the results of funded NAP work, UN Women's contribution to those results, and lessons emerging. Guidance on the opportunities for building on UN Women's NAP work to date.	Target audience for communication of evaluation findings.
Interest groups not directly involved in the intervention	International and national CSOs, including (where relevant) NGOs and other organisations working at subnational and local levels on WPS issues and NAP work. The particular organisations involved will be highly specific to country.	Partners in influencing international normative frameworks for gender equality, specifically regarding WPS; holding government partners to account.	Access to information about results and best practices in promoting gender equality through WPS commitments, specially relating to NAPs. Insight into how they might evolve their partnership with UN Women and with national governments.	Evaluation participants contributing their perspectives and feedback on UN Women's influencing of the WPS NAP development/implementation process, and its broader support to promoting normative frameworks for gender equality and UNSCR 1325 commitments.

| | | | | Quality assurers of evaluation products through participation in the External Reference Group.

Target audience for communication of evaluation findings. |
|---|---|---|---|---|
| Interest groups not directly involved in the intervention | Academics, media organizations, national governments, UN member states, private sector companies, women's organizations. | No direct role. | Potential general interest in Evaluation findings. | Quality assurers of evaluation products through participation in the External Reference Group.

Secondary audience for communication of evaluation findings. |
| Rights holders | Women peacebuilders, victims of GBV and GBSV in conflict situations, Refugees, women, men, and children in conflict and post-conflict countries. | UNSCR 1325 was conceived of and lobbied for as a human rights resolution to promote the rights of women and girls in conflict situations. Thus as rights holders, they are the ultimate beneficiaries of this evaluation. By better understanding the relevance, coherence, effectiveness, and efficiency of UN Women's support to 1325 NAP work, there will be opportunities to | More awareness of UNSCR 1325 and the broader WPS agenda. | Potential Evaluation participants contributing their perspectives and feedback on the ground level impact of UN Women's support to NAPs.

Secondary audience for communication of evaluation findings. |

		improve the NAP development and implementation process on a broad scale and get closer to achieving the goals of UNSCR 1325 to promote the rights of women in conflict and post-conflict countries.		

Annex 7: Membership of Internal and External Reference Groups

Internal Reference Group

Name	Title/Affiliation
Mireille Affa'a Mindzie	Policy Specialist/WPS
Rachel Dore-Weeks	WPS Regional Advisor/Arab States
Sarah Douglas	Deputy Chief/WPS and Humanitarian Section
Alia El- Yassir	Regional Director/Europe and Central Asia
Jebbeh Forster	WPS Regional Advisor/East and Southern Africa
Sarah Hendriks	Director/Policy, Programme, and Intergovernmental Division
Wenny Kusuma	Country Representative/Nepal
Erika Kvapilova	Country Representative/Georgia
Mohammad Naciri	Regional Director/Asia Pacific
Alma Perez	WPS Regional Advisor/Americas and the Caribbean
Oulimata Sarr	Regional Director, West and Central Africa
Harriet Williams Bright	Policy Specialist/WPS

External Reference Group

Name	Title/Affiliation
Mavic Cabrera Balleza	International Coordinator/Global Network of Women Peacebuilders
Pilar Domingo	Senior Research Fellow/Overseas Development Institute
Cheryl Hendricks	Executive Director/African Institute of South Africa
Miki Jacevic	Vice Chair/Inclusive Security
Cécile Mazzacurati	Youth and Peacebuilding Advisor & Head of Joint UNFPA/PBSO Secretariat on YPS/ UNFPA
Dr. Salma Nims	Secretary General, Jordan National Commission for Women/Member State of Jordan
Helen Kezie- Nwoha	Executive Director/Women's International Peace Centre
Marita Sørheim- Rensvik	Special Envoy, Women, Peace and Security/Government of Norway
Aisling Swaine	Professor of Gender and Security at the Department of Gender Studies/London School of Economics

Annex 8: List of NAP Countries Supported by UN Women

UN Women support to Adopted National Action Plans on Women, Peace and Security
2015-2019

	COUNTRY	FIRST NAP	SECOND NAP	THIRD NAP	FOURTH NAP	UN Women - supported	RMS AWP findings
1.	Afghanistan	2015-2022;				Yes (2015)	NAP work in 2015-2019 AWP's.
2.	Albania	2018-2021				Yes	NAP work in 2017-2019 AWP's.
3.	Armenia	2019-2021				Yes (2016)	No CO, no NAP activities Listed in RO AWP's. Likely HQ supported.
4.	Bangladesh	2019				Yes	NAP activities in 2018-2019 AWP's and in RO Asia Pacific AWP 2018.
5.	Bosnia and Herzegovina	2010-2013	2014-2017	2018-2022		Yes (2014)	NAP work mentioned in 2016 AWP.
6.	Bougainville	2016				Yes	NO CO, likely HQ supported.
7.	Brazil	2017-2019; 2019-2023				Yes	No CO, no NAP activities listed in RO AWP's, likely HQ supported.
8.	Burundi	2012-2016	2017-2021			Yes (2012, 2017)	NAP work in 2017-2019 AWP's.
9.	Cameroon	2018-2020				Yes (2016, 2017, 2018)	NAP work in 2016-2019 AWP's.
10.	Central African Republic	2014-2016				Yes (2014)	NAP work in 2017-2019 AWP's.
11.	Chile	2009	2015-2018; 2015-2019			Yes	NAP work in 2019 AWP.
12.	Côte d'Ivoire	2008-2012				Yes	No CO, no NAP activities listed in RO AWP's, likely HQ supported.
13.	Cyprus	2020				Yes	No CO, no NAP activities listed in

#	Country					Yes	Notes
							RO AWP's, likely HQ supported.
14.	Czech Republic	2017-2020				Yes (2016)	No CO, no NAP activities listed in RO AWP's, likely HQ supported.
15.	DRC	2010	2019-2022			Yes (2017)	NAP work in 2015-2019 AWP's.
16.	El Salvador	2017-2022				Yes (2017)	NAP activities mentioned in 2018-2019 AWP's and 2018 RO Amer/Caribbean AWP
17.	Georgia	2012-2015	2016-2017	2018-2020		Yes (2012, 2016, 2017, 2018)	NAP work in 2015-2019 AWP's.
18.	Ghana	2012-2015				Yes	No CO, no NAP activities listed in RO AWP's, likely HQ supported.
19.	Guatemala	2017				Yes (2017)	NAP work in 2015-2019 AWP's.
20.	Guinea	2006-2012	2013-2018			Yes (2014)	No CO, no NAP activities listed in RO AWP's, likely HQ supported.
21.	Indonesia	2014-2019				Yes (2014)	NAP work in 2015-2017 AWP's and RO Asia/Pacific 2017-2018 AWP's.
22.	Iraq	2014-2018				Yes (2014, 2017)	NAP work in 2016-2019 AWP's and RO Arab States 2016 AWP.
23.	Jordan	2018-2021				Yes (2016, 2017)	NAP work in 2016-2019 AWP's.
24.	Kenya	2016-2018				Yes (2016)	NAP work in 2015-2019 AWP's.
25.	Kosovo	2013-2015				Yes (2014, 2017)	NAP work mentioned in 2015-2016 AWP's.

26.	Kyrgyzstan	2013-2014	2015-2017	2018-2020		Yes (2013)	NAP work in 2015-2019 AWP's.
27.	Lebanon	2019-2022				Yes (2017, 2018, 2019)	NAP work in 2018-2019 AWP's.
28.	Liberia	2009-2013	2019-2023			Yes	NAP work in 2015, 2018-2019 AWP's.
29.	Macedonia FYR	2013-2015				Yes (2013, 2016, 2017)	No NAP activities listed in AWP's.
30.	Mali	2012-2014	2015-2018	2019-2023		Yes (2012, 2015, 2017, 2019)	NAP work in 2015-2019 AWP's.
31.	Moldova	2018-2021				Yes (2016, 2017)	NAP work in 2016, 2018-2019 AWP's.
32.	Mozambique	2018-2022				Yes	NAP work in 2018-2019 AWP's.
33.	Namibia	2019-2024				Yes	NAP work in 2016 AWP, Also mentioned in SA AWP 2018-2019.
34.	Nepal	2011-2016				Yes	NAP work in 2015-2019 AWP's.
35.	Niger	2017-2019				Yes (2016)	NAP work in 2015 & 2019 AWP's.
36.	Nigeria	2013-2017	2017-2020			Yes (2013, 2016, 2017)	NAP work in 2015-2019 AWP's.
37.	Palestine	2017-2019				Yes (2015)	NAP work in 2015-2019 AWP's.
38.	Serbia	2010-2015	2017-2020			Yes (2016)	No NAP activities listed in AWP's.
39.	Sierra Leone	2010-2014				Yes (2017)	NAP work in 2015-2019 AWP's.
40.	Solomon Islands	2017-2021				Yes	NAP work in 2017-2018 AWP's.
41.	South Africa	2019				Yes	NAP work in 2015-2019 AWP's.
42.	South Sudan	2015-2020				Yes (2015)	NAP work in 2015 AWP.

43.	Sudan	2020				Yes	NAP work in 2015-2016 and 2018-2019 AWP's.
44.	Tajikistan	2014; 2015-2017	2019-			Yes	NAP work in 2015-2016, 2018-2019 AWP's.
45.	Timor Leste	2016-2020				Yes	NAP work in 2015-2019 AWP's.
46.	Tunisia	2018-2022				Yes (2017)	NAP work in 2016-2019 AWP's.
47.	Uganda	2008-2011	2011-2015			Yes	NAP work in 2015-2019 AWP's.
48.	Ukraine	2016-2020				Yes (2016, 2017)	NAP work in 2015, 2017-2019 AWP's.

UN Women support to National Action Plans on Women, Peace and Security

2015-2019 (NAPs not yet adopted)

	COUNTRY	FIRST NAP	SECOND NAP	THIRD NAP	FOURTH NAP	UN Women - supported	RMS AWP findings
49.	Azerbaijan					Yes (2016)	No CO, no NAP activities listed in RO AWP's, likely HQ supported.
50.	Benin					Yes (2016)	No CO, no NAP activities listed in RO AWP's, likely HQ supported.
51.	Cambodia					Yes	No NAP activities mentioned in AWP's from 2015-2019
52.	Cape Verde					Yes (2016, 2018)	No NAP activities mentioned in AWP's from 2015-2019.
53.	Colombia					Yes	No CO, no NAP activities listed in

							RO AWP's, likely HQ supported.
54.	Egypt					Yes	No NAP activities mentioned in AWP's from 2015-2019.
55.	Madagascar					Yes (2019)	No CO, no NAP activities listed in RO AWP's, likely HQ supported.
56.	Papua New Guinea					Yes	No NAP activities mentioned in AWP's from 2015-2019.
57.	Somalia					Yes	NAP activities in 2018 and 2019 AWPs
58.	Sri Lanka					Yes	NAP activities in 2019 AWP
59.	Tanzania					Yes (2019)	No NAP activities mentioned in AWP's from 2015-2019.
60.	Turkey					Yes (2016)	No NAP activities mentioned in AWP's from 2015-2019.

Annex 9: Case Study Selection Criteria

A central element of the evaluation's enquiry was through a selection of desk-based and in-country case studies. It was initially planned that the evaluation should include approximately 16 desk-based country case studies; four in-depth country case studies that would include a field mission; and one headquarters-focused case study that would also include in-person interviews.

As a first step in selecting the country case studies, the Results Management System (RMS) was used to identify all countries where UN Women reported activity in support of NAPs under Outcome 4.1 of the UN Women Strategic Framework 2014–2017 "WPS commitments and accountability frameworks adopted and implemented in conflict and post-conflict situations". This applied to a total of 60 countries and formed the universe from which the case study countries were to be drawn.

Country scans were prepared of each of the 60 countries. These drew on UN Women planning and reporting documents, notably SNs, AWPs and annual reports, as well as donor reports and evaluations where available. The scans also drew on external information sources regarding both country context (levels of fragility and gender equality) and the quality of the country's NAP.

A number of scoring and non-scoring criteria were established to guide the selection of case studies from among the list of countries (see chart below).

It was decided that the evaluation should focus on those countries where UN Women has had the greatest engagement on WPS NAP support, as these are where the most useful lessons are likely to be found. In order to do this, three scoring criteria were developed that related to the levels of UN Women's investment; breadth of UN Women activities in WPS NAP support; and the extent of donor funding for UN Women's NAP activities. In addition to the three scoring criteria, five non-scoring criteria were developed that would facilitate representativeness in terms of geographical region, country context, and focus and quality of WPS NAPs.

The information in the country scans was used as the basis for scoring and marking all 60 countries according to the selection criteria. This was complemented by inception interviews with UN Women headquarters staff and Regional Advisors to identify any countries that offered particularly interesting lessons for the evaluation. In a couple of instances countries that had low scores for levels of UN Women engagement on NAPs were included as case studies because of interesting features identified through these interviews. These criteria related to added value or important lessons that could be derived from a field visit; the appetite of the CO to receive an evaluation field visit; expertise of the team; and to ensure representativeness among the types of NAP processes studied. The in-depth case study selection was also strongly guided by recommendations from regional UN Women WPS advisers regarding which countries would provide the most interesting lessons.

Based on these criteria and guidance from WPS regional advisers, the countries identified for in-depth study through field missions were Bosnia and Herzegovina, Mali, Nepal and Palestine. Given UN Women's comparatively low level of engagement on NAPs in the Latin America and the Caribbean (LAC) region it was decided that there would not be an in-depth field study in this region.

However, as planning was under way for these field missions, UN Women made the decision to cancel all non-essential travel across the organization due to the rapid international spread of Covid-19. The Evaluation Team decided that the best alternative was to undertake in-depth case studies through remote interviews. They also decided to add five more in-depth cases in recognition that the depth of information gathered in each country will be less if done virtually, and that each case will require less time from team members as no travel will be involved. The only case study which remained a field study was Bosnia and Herzegovina, as one member of the Evaluation Team was based there.

Using the same scoring criteria and recommendations from WPS regional advisers, a further five countries were therefore selected as in-depth case studies. These were Afghanistan, Guatemala, Iraq, Kyrgyzstan and Uganda. Palestine was unable to engage in a virtual case study and became a strictly desk review study. It is important to note that the addition of further in-depth case studies and the decision to conduct these remotely allowed for the inclusion of a LAC country (Guatemala), as well as two high-conflict countries (Afghanistan and Iraq) that had been identified as interesting cases, but which were not initially included for field missions due to security constraints.

Table: Countries selected as case studies

Country	Region	Score on UN Women Engagement	Type of case study
Afghanistan	AP	3	In-depth case study (remote)
Timor Leste	AP	3	Desk-based case study
Nepal	AP	3	In-depth case study (remote)
Mali	WCA	2	In-depth case study (remote)
Nigeria	WCA	3	Desk-based case study
Cameroon	WCA	3	Desk-based case study
Liberia	WCA	1 (interesting because NAP linked to gender-responsive budgeting)	Desk-based case study
DRC	ESA	2	Desk-based case study
Uganda	ESA	3	In-depth case study (remote)
Kenya	ESA	2	Desk-based case study
Bosnia and Herzegovina	ECA	0 (interesting because of NAP localization processes)	In-depth case study (field)
Ukraine	ECA	3	Desk-based case study
Kyrgyzstan	ECA	3	In-depth case study (remote)
Georgia	ECA	2	Desk-based case study
Tunisia	AS	3	Desk-based case study
Jordan	AS	3	Desk-based case study
Palestine	AS	3	Desk-based case study
Iraq	AS	2	In-depth case study (remote)
Guatemala *	LAC	2	In-depth case study (remote)
Chile *	LAC	0 (interesting because NAP has external and internal focus)	Desk-based case study

 (* While geographical balance was sought, due to limited UN Women investment and activity on NAPs in the LAC region, in the end only two LAC countries were included as case studies.)

SCORING CRITERIA	
1. UNW Budget allocated to NAP work in proportion to SP outcome 4.1	**Rationale:** Indicative of degree of UNW engagement on NAP work related to WPS/Outcome 1 **Scoring:** 1 point if NAP specific funding is equal to 30% or more of total funding for outcome 4.1
2. UNW activity level in NAP work / consistent support through intervention areas	**Rationale:** Degree to which AWP indicates activities related to NAP work, which denotes consistent work in this area **Scoring:** 1 point if 3 or more intervention areas in NAP work since 2015
3. Amount of donors funding UNW NAP work	**Rationale:** Ensure evaluation findings related to investment resources to achieve outcomes **Scoring:** 1 point if 2 or more donors funding UNW NAP work in country
GUIDING CRITERIA TO ENSURE REPRESENTATIVENESS (NON-SCORING)	
4. Geographic distribution	**Rationale:** Ensure geographical distribution and representativeness of findings **Marking:** Geographical region
5. Existence of NAP and date of NAP	**Rationale:** Evaluate UNW support in contexts where NAP processes exist / do not yet exist, and where NAPs are more/less recent. For representativeness of findings. **Marking:** Countries with a NAP labelled Y, countries without a NAP labelled N. Include year of most recent NAP
6. Quality of NAP	**Rationale:** Evaluate UNW support in contexts where NAP processes have been more/less high quality **Marking**: Countries that score at least 4/5 in two domains within the LSE database labelled Y, countries that do not labelled N.
7. Gender equality context	**Rationale:** Evaluate UNW support in contexts that are more/less challenging for advancing GE **Marking**: Gender Development Index ranking
8. Fragility context	**Rationale:** Evaluate UNW support in different types of fragile contexts, for representative findings **Marking:** Fragile states index ranking
EXTRA CRITERIA FOR IN-COUNTRY CASES ONLY	
9. Appetite of UN Women country office	**Rationale:** Country office appetite for in-country case study is pre-requisite **Marking:** Y where country office has responded positively to suggestion of mission, N where country office has not responded or expressed reservations
10. Focus of NAP	**Rationale:** To ensure representativeness in terms of focus of NAP processes **Marking:** Prevention, Participation or Protection focus from LSE index

11. Evaluation fatigue	**Rationale:** To avoid overburdening country offices **Marking:** Y if there has been no evaluation mission in last 6 months, N if there has been evaluation in last 6 months
12. Added value of field visit	**Rationale:** Added value of field visit for evaluation purposes or for country office **Marking:** Y if there is an extra value to field visit, N if there is no extra value
13. Match to country/regional expertise of team	**Rationale:** Country expertise among evaluation team will facilitate in-country evaluation activities **Marking:** Y if there is expertise within the team, N if there is not

Annex 10: Country Scoring Table

From the original 60 countries, those without a country office or without budget allocated under outcome 4.1 were excluded as not relevant for case study selection. This leaves a total of 43 countries. Using the information in the country scans, these countries have been scored in the matrix below.

Using the scoring criteria (which captures level of UNW engagement on NAP) as the primary filter: 13 countries get the highest score of 3 points, while 7 countries get the second highest score of 2 points (see lists below).

COUNTRY	SCORING CRITERIA				NON-SCORING CRITERIA					NON-SCORING CRITERIA FOR IN-DEPTH CASES				
	Criteria 1	Criteria 2	Criteria 3	Score	Criteria 4	Criteria 5	Criteria 6	Criteria 7	Criteria 8	Criteria 9	Criteria 10	Criteria 11	Criteria 12	Criteria 13
Afghanistan	1	1	1	3	AP	Y, 2015	N	0.723	9/178, high conflict		Participation	Y		N
Bangladesh	0	1	0	1	AP	N	n/a	0.895	36/178		n/a	N	N	Y
Bosnia and Herzegovina	0	0	0	0	ECA	Y, 2017	N	0.924	86/178, post conflict		Participation	Y	Y	Y
Brazil	0	0	0	0	LAC	Y, 2017	N	0.995	83/178		Participation	Y	Y	N
Burundi	0	0	1	1	ESA	Y, 2011	Y	1.003	15/ 178, politically fragile		Participation	N	N	N
Cabo Verde	0	0	0	0	WCA	N	n/a	0.984	106/178		n/a	N	N	N
Cambodia	0	0	0	0	AP	N	n/a	0.919	54/178		n/a	N	N	N
Cameroon	1	1	1	3	WCA	Y, 2017	Y	0.869	16/178, conflict affected		Prevention	N	Y	N
CAR	0	0	1	1	WCA	Y, 2014	Y	0.795	6/178, civil war		Protection	Y	Y	N
Chile	0	0	0	0	LAC	Y, 2015	N	0.962	150/178		Participation	Y	Y	N
Colombia	0	0	0	0	LAC	N	n/a	0.986	70/178		n/a	N	Y	Y

Country					Region									
DRC	0	1	1	2	ESA	Y, 2018	N	0.844	5/178, conflict affected		Prevention	Y	Y	N
Egypt	0	0	0	0	AS	N	n/a	0.878	34/178		n/a	Y	N	N
Georgia	0	1	1	2	ECA	Y, 2018	N	0.979	81/178, post conflict		Prevention	Y	Y	Y
Guatemala	0	1	1	2	LAC	Y, 2017	N	0.943	57/178, politically unstable		Participation	Y	Y	N
Indonesia	0	1	0	1	AP	Y, 2014	N	0.937	93/178		Protection	Y	Y (PVE)	N
Iraq	1	1	1	3	AS	Y, 2014	Y	0.789	13/178, conflict affected		Participation	N	Y	N
Jordan	1	1	1	3	AS	Y, 2017	Y	0.868	69/178, conflict affected		Participation	N	Y	Y
Kenya	0	1	1	2	ESA	Y, 2016	N	0.933	25/178, conflict affected		Prevention	N	Y	Y
Kosovo	0	1	0	1	ECA	Y, 2014	Y	N/A	N/A		Participation	Y	N	Y
Kyrgyzstan	1	1	1	3	ECA	Y, 2018	N	0.959	68/178		Prevention	Y	Y	Y
Lebanon	0	1	0	1	AS	N	n/a	0.891	44/178 political instability		n/a	N	N	N
Liberia	0	0	1	1	WCA	Y, 2009	N	0.899	30/178		Participation	N	Y (GRB connection)	Y
Mali	0	1	1	2	WCA	Y, 2012	Y	0.807	21/178		Participation	Y	Y	N
Myanmar	0	0	0	0	AP	N	n/a	0.953	22/178, conflict affected		n/a	N	N	N
Namibia	0	0	0	0	ESA	Y, 2019	N	1.009	107/178		n/a			
Nepal	1	1	1	3	AP	Y, 2011	N	0.909	68/178		Unavailable	Y	Y	Y
Niger	0	1	0	1	WCA	Y, 2016	N	0.298	18/178, conflict affected		Participation	N	N	N

Country													
Nigeria	1	1	1	**3**	WCA	Y, 2017	N	0.868	14/178, conflict affected		Participation	N	Y (RAP)	Y
Palestine	1	1	1	**3**	AS	Y, 2017	N	N/A	67/178, conflict affected		Participation	N	Y	Y
Papua New Guinea	0	0	0	**0**	AP	N	n/a	N/A	50/178		n/a	N	Y (city NAP)	N
Serbia	0	0	0	**0**	ECA	Y, 2017	N	0.976	102/178, post conflict		Protection	N	N	Y
Sierra Leone	0	0	0	**0**	WCA	Y, 2010	Y	0.882	39/178, political instability		Prevention	N	N	Y
Solomon Islands	0	1	0	**1**	AP	Y, 2017	N	N/A	55/178		Prevention	N	N	N
South Africa	1	1	1	**3**	ESA	N	n/a	0.984	88/178		n/a	Y	Y (outward looking)	Y
South Sudan	0	1	0	**1**	ESA	Y, 2015	N	0.839	3/178, high conflict		Participation	N	Y	N
Sudan	0	1	1	**2**	ESA	N	n/a	0.836	8/178, conflict affected		n/a	Y	Y	N
Tajikistan	1	0	1	**2**	ECA	Y, 2014	N	0.799	65/178		Prevention	N	N	N
Tanzania	0	0	0	**0**	ESA	N	n/a	0.936	60/178		n/a	N	N	N
Timor-Leste	1	1	1	**3**	AP	Y, 2016	Y	0.899	41/178, political instability		Participation	N	Y (upcoming evaluation)	N
Tunisia	1	1	1	**3**	AS	Y	Unavailable	0.899	95/178		Unavailable	Y	Y	Y
Uganda	1	1	1	**3**	ESA	Y, 2011	N	0.863	20/178, high conflict		Prevention; Protection	N	Y	N
Ukraine	1	1	1	**3**	ECA	Y, 2016	Y	0.995	91/178		Participation	N	Y	Y

Countries that score 3

COUNTRY	REGION
Afghanistan	AP
Timor Leste	AP
Nepal	AP
Nigeria	WCA
Cameroon	WCA
South Africa	ESA
Uganda	ESA
Ukraine	ECA
Kyrgyzstan	ECA
Tunisia	AS
Jordan	AS
Palestine	AS
Iraq	AS

Countries that score 2

COUNTRY	REGION
DRC	ESA
Sudan	ESA
Georgia	ECA
Tajikistan	ECA
Guatemala	LAC
Colombia (no NAP)	LAC
Mali	WCA

Annex 11- Country Scan Template

Country scans were conducted for 60 countries identified from a list provided by HQ as having received support from UN Women for WPS NAP work during the timeframe 2015-2019.

Information collected for each country included the country context (political, economic, gender equality), key partnerships in NAP work, donor funding/budget allocation on NAP work, NAP activities conducted by intervention area, available documents for desk review, and high impact NAP ratings (LSE) and a preliminary assessment of UN Women's potential contribution to these ratings.

These country scans critically helped to inform the case selection process for the in-depth desk review of 20 countries, as NAP budget allocations, the number of donors contributing to NAP work, and the number of NAP activities conducted by intervention area were the three main scoring criteria for case selection.

The following is the country scan template used during the inception phase, the findings of which helped to narrow down the list of countries selected for in depth desk review to 20.

1. COUNTRY	
Typology	**Region**
Income level	**Conflicts and Fragility**
Overall aid received	**Aid to gender equality (annual commitments)**
Major donors (2016-2017)	

2. Country Context – *see Excel sheet of country WPS spending, SNs*	
Political, economic & gender context	
Gender equality ranking	**Active UN entities**
WPS Context	

3. UN Women Presence	
Is there a UN Women office?	**Duration of UN Women's presence**
UN Women's work on WPS	
UN Women staff	

4. Key Partnerships- *AWP Excel grid, Stakeholder maps*	
Key partners in NAP work	**Key UN and international partners**
UN Women's role in country partnerships	**Beneficiaries**

5. Funding- *RMS, AWP Excel grid (NAP specific)*	
Funding on Outcome 4.1	**NAP-specific funding allocated in AWPs**
Donor funding	
National funding contributions	

6. Available Documents	
AWPs referencing NAP	**SN Narratives/Cover letters referencing NAP**
Evaluation Reports	**Donor reports**
Programme documents	**Results documents**
Evaluation/Donor Report key findings related to NAPs	

7. NAP work	
Published NAPs	**SN Outcomes**
NAP activities *(AWP Excel grid, donor reports, evaluation summaries)*	

8. Evidence of Meeting NAP High Impact Criteria from Global Study
Strong leadership and effective coordination
Is there clear government commitment from a high level line ministry that has both political influence and a good relationship with women's groups? *Is there a task force or steering committee to manage and coordinate the different stakeholders involved?* *Are there opportunities for cross learning/best practice exchange with other countries?* ***LSE Rating: None on this criteria***   ***Preliminary assessment of UN Women's role:***
Inclusive design process *(LSE Database)*
Are civil society organizations, academic institutions, donor partner governments, women and men, and local communities and populations directly affected by conflict included in the NAP development, implementation, and monitoring process?

LSE Rating: (level of civil society involvement in planning):
Preliminary assessment of UN Women's role:

Costing and allocated budgets for implementation *(LSE Database)*
Has a comprehensive and realistic costing of NAPs been carried out from the planning stage, and specific funding earmarked for their implementation?
LSE Rating: (level of budget allocation):
Preliminary assessment of UN Women's role:

Monitoring and evaluation *(LSE Database)*
Has a monitoring and evaluation system for the NAP been established at the planning stage? *Has a comprehensive context analysis been undertaken to serve as a baseline for future monitoring and evaluation?*
LSE Rating: (level of M&E specification):
Preliminary assessment of UN Women's role:

Flexibility to adapt to emerging situations
Are there any processes for assessing the continued relevance of the NAP and whether it requires adjustments? *Has the NAP been adapted in any way to respond to emerging situations?*
N/A

Annex 12- Portfolio Desk Review Template

This template, which comprises the full list of questions for the evaluation, was used as the framework for the in-depth desk review of 20 countries identified through the case selection process. As part of desk review, documentation on UN Women's role in the WPS NAPs process for each of the twenty countries was collected from UN Women internal systems (RMS, DAMS, Eval Gate) and from documents provided by NAP focal points in each CO for the purpose of analysis. Relevant documentation included existing evaluations, donor reports, AWP annual and monitoring reports, knowledge products, guidebooks, and program documents.

Applying qualitative methods including contribution analysis, the documentation was reviewed and analyzed for the purpose of answering the evaluation questions in the template. A rating system (see below) was developed to assess the quality of desk review materials for answering each of the evaluation questions. These desk reviews not only contributed to the final analysis and evaluation findings (through a process of triangulating the findings from the desk review, surveys, and interviews with stakeholders), but also critically helped to identify the gaps in desk review materials which needed to be addressed during the survey/interview phase of data collection.

The rating system consists of:

Strong- A rating of strong indicates there were either clear findings from an existing evaluation or evidence from at least two sources sufficient to answer the question being posed. In the instance that the evidence is solely from UN Women reporting documentation, the evidence is more factual than subjective.

Medium- A rating of medium indicates there was some evidence to answer the question being posed, but that it was either not explicit/detailed enough or robust (robustness= evidence backed up by more than one source, one of which is not UN Women reporting if the evidence is more subjective than factual) to fully or adequately answer the question. A rating of medium is also given if there are discrepancies in reporting between sources (such as between UN Women reporting and an external evaluation).

Weak- A rating of weak indicates that there was little or no evidence available to sufficiently answer the question being posed.

Annex 13- Contribution Analysis Table

Contribution of UN Women to major results

Changes reported	Likely other contributors	Links to UN Women	Strength of Evidence	Plausible contribution	GE/HR implications
Contribution of UNW to major results reported under Coordination and Effectiveness					
Bringing together multiple actors, convening spaces with women's groups and security institutions	Government Agencies, other UN agencies, donors	UN Women main convenor in WPS NAP spaces	Virtual Case Studies (S) Desk Reviews (S) Survey (S)	High	Women's groups voices are heard and recognized, and able to express needs to those in power (security forces or others). Empowering experience for women participating in the process. Security Forces and other gov entities are sensitized to women's issues related to WPS.
Consensus built over WPS issues among duty bearers and right holders	Other UN agencies, international organisations, donors with participation of national stakeholders	Diplomatic activity, mediation, use of international mechanisms (e.g. CEDAW)	Virtual case studies (Afghanistan, BiH, Nepal, Guatemala, Uganda)	High	WPS agenda, sometimes including disputed issues of transitional justice and CRSV pushed forward.

Changes reported	Likely other contributors	Links to UN Women	Strength of Evidence	Plausible contribution	GE/HR implications
More capacity related to WPS NAPs during NAP development processes in key national actors	CSOs related to WPS; UN agencies; INGOs;	UN Women main provider of capacity building interventions	Virtual Case studies (S) Desk Reviews (S) Survey (S)	High	Increased GE/HR knowledge/gender lens in gov officials, sensitization to GE/HE.
More specific technical capacity in costing NAPs and development of indicators	CSOs, Government	UN Women main provider of technical capacity	Virtual case studies (S) Desk Reviews (S) Survey (M)	Medium	Process Tracing analysis needed to understand implications
More municipalities benefit from WPS NAP knowledge and implement programmes for CRSV and others	Government agencies, CSOs, UN agencies	UN Women funds implementing partners to work on localisation processes	Virtual Case studies (S) Desk Reviews (M)	Medium	Empowerment of CSRV survivors; economic empowerment initiatives implemented
Increased awareness and advocacy of CRSV reparations and transitional justice processes	CSOs, other UN agencies, international organizations, national institutions	UN Women supports awareness raising	Virtual Case studies (M) Desk Reviews (L)	Medium to low	Women victims of CRSV claim their rights under international and national normative frameworks
Increased knowledge and awareness on WPS NAPs at global and national level	CSOs, bilateral development partners, regional security organizations	UN Women promotes and funds synthesis of best practices, guidance and knowledge products	Virtual case studies (S) Desk reviews (S) Surveys (M)	High	Increased inclusivity in national processes related to WPS NAPs Increased ability of national stakeholders to respond with a gender lens to WPS / gender equality challenges

Changes reported	Likely other contributors	Links to UN Women	Strength of Evidence	Plausible contribution	GE/HR implications
Affirmative measures and campaigns for women to join peacekeeping missions, military and security services and pursue career; and enrol in military and police academies	Governments, ministries of interior and defence, armed services, other UN and IOs	UN Women promotes and contextualise UNSCR 1325, sharing of best practices	Virtual case study (BiH)\n\nDesk Review (M)	Low	Increased number of women in peacekeeping missions, military and security services and enrolling police and military academies
Contribution of UNW to major results reported under Relevance					
NAPs aligned to SDGs & CEDAW	Other UN agencies, donors, national civil society	UN Women main provider of knowledge and guidance on SDG, CEDAW relevance for NAPs	Virtual Case Studies (S) Desk Reviews (S) Survey (S)	High	The rights of women and girls (as contained in normative frameworks) are advanced through NAP implementation
NAP processes well coordinated	Govt	UNW leads in coordinating UN and donor support for NAPs. Plays a central role in helping government establish national coordination mechanisms	Virtual case studies (M) Desk reviews (S) Survey (S)	High	Strong coordination lays groundwork for NAP implementation to improve lives of women and girls
NAPs well aligned to country specific context and challenges	Govt, national CSOs, other UN agencies, donors	UNW provides guidance and support to NAP process that responds to specific country	Virtual case studies (S) Desk reviews (M) Survey (S)	Medium	NAP is relevant to the actual experiences and needs of women and girls. NAP implementation helps

Changes reported	Likely other contributors	Links to UN Women	Strength of Evidence	Plausible contribution	GE/HR implications
		context and challenges			to address these experiences and needs
Contribution of UNW to major results reported under Sustainability					
NAP is designed by multiple stakeholders in an inclusive process, NAP reflects the perspectives of these multiple stakeholders and is owned by them	Govt, CSOs, other UN agencies	UNW acts as a neutral, inclusive and non-political partner to bring multiple stakeholders together	Virtual Case studies (S) Desk Review (S) Survey (S)	High	NAP process provides space for voice of women and marginalised groups to be heard. NAP reflects the perspectives and needs wide range of stakeholders, including marginalised group. Ownership by duty bearers means implementation more likely
WPS agenda is perceived as relevant to wider national policy goals and NAP is integrated into wider plans and strategies.	Govt, other UN agencies, CSOs	UN Women advocates for and raises awareness about the relevance of WPS to wider policy goals (esp P&S). In some cases UNW engages with wider set of ministries/govt actors to advocate	Virtual Case studies (M)	Low	Other policy areas advance WPS goals.

Changes reported	Likely other contributors	Links to UN Women	Strength of Evidence	Plausible contribution	GE/HR implications
		for NAP integration into broader plans.			

Annex 14: Demographic Information of Evaluation Respondents

Afghanistan virtual mission

Role/Title	Organization	Gender
Director	ACBAR: Agency Coordinating Body for Afghan Relief and Development (NGO)	F
Commissioner	Independent Administrative Reform and Civil Service Commission (IARCSC)	F
Executive Director	Afghan Women's Educational Center (NGO)	F
Staff member	Afghanistan Public Policy Research Organization (NGO)	M
Former Country Representative	UN Women	M
Programme Specialist	UN Women	F
Deputy Representative	UN Women	F
Research Fellow	ODI: Overseas Development Institute (Think Tank)	F
Director	Afghan Women's Network (CSO)	F
Coordination Officer	Ministry of Finance	F
Representative	Ministry of Women's Affairs	F

Bosnia and Herzegovina virtual mission

Role/Title	Organization	Gender
President	Foundation Lara (NGO)	F
Director	Department for International Cooperation and European Integration	F
Director	Žena BiH (CSO)	F
Representative	Organization for Security and Cooperation in Europe (OSCE)	F
Chair of Committee for Gender Equality	Municipal Council of Istočna Ilidža	F
Representative	Agency for Gender Equality	F
Parliamentarian, formerly with CSO	Association "Buducnost" (CSO)	F
Director	Gender Centre Republic of Srpska (Govt)	F
Senior Associate for Coordination, Training and Cooperation	Gender Centre Republic of Srpska (Govt)	F

Programme / Project and Cooperation Officer	Gender Centre Republic of Srpska (Govt)	F
General Inspector	Ministry of Defence/Armed Forces	M
Researcher	Women's International League for Peace and Freedom (WILPF)	F
Chief of Unit for Institutional Cooperation	Ministry of European Integration and International Cooperation, Republic of Srpska (Govt)	F
Programme Coordinator	Gender Centre of the Federation of BiH (Govt)	F
President	Network of Women Police Officers of BiH	F
President	Maja Kravica (CSO)	F
Representative	Association of Women Sehara Gorazde (CSO)	F
President	Nas Glas (CSO)	F
Project Manager	International Organization for Migration (IOM)	F

Guatemala virtual mission

Role/Title	Organization	Gender
Representative	SEGEPLAN (Secretariat of Planning and Programming of the Presidency)	F
Representative	SEPREM (The Presidential Secretariat for Women)	F
Country Representative	UN Women	F
Representative	MINEX (Ministry of Foreign Affairs)	F
Representative	PDH (Office of the Human Rights Ombudsman)	F
Representative	National Women's Forum (CSO)	F
Director	CONAVIGUA: National Coordination of Widows of Guatemala (CSO)	F
Representative	PNC (National Civil Police)	F
Representative	Organismo Judicial (Judicial Branch)	F
WPS Programme Coordinator	UN Women	F
WPS Projects Coordinator	UN Women	F
Representative	COPREDEH (Presidential Coordinating Commission for Executive Policy on HR)	F
Representative	CODISRA (Commission Against Discrimination and Racism)	F

HQ virtual mission

Role/Title	Organization	Gender
WPS Deputy Chief	UN Women	F
WPS Specialist	UN Women	F
Country Rep, Georgia	UN Women	F
Special Envoy, WPS	Government of Norway	F
Representative	Swedish International Development Cooperation Agency (SIDA)	F
Representative	Swedish International Development Cooperation Agency (SIDA)	F
WPS Regional Advisor (AS)	UN Women	F
Senior Research Fellow	Overseas Development Institute (ODI)	F
WPS Policy Specialist	UN Women	F
Manager, SPF II	UN Women	M
Independent NAP consultant/expert	Unaffiliated	M
CEO	Global Network of Women Peacebuilders	F
WPS Regional Advisor (ESA)	UN Women	F
Regional Director (ECA)	UN Women	F
Executive Director	Women's International Peace Centre (NGO)	F
Gender Advisor	DPPA	F
Representative	Women's Peace and Humanitarian Fund (WPHF)	F
Gender Advisor	OSCE	F
Chief of Gender Unit	DPO	F
Professor of International Relations	The University of Sydney	F
Chief, WPS Section	UN Women	F
GRB Specialist	UN Women	F
WPS Regional Advisor (LAC)	UN Women	F
Youth, Peace and Security Advisor	UNFPA	F
Regional Director (AP)	UN Women	M
WPS Specialist	UN Women	F
Secretary General	Jordanian National Commission for Women	F
Representative	Global Affairs Canada/WPS Focal Points Network	F
Representative	Global Affairs Canada/WPS Focal Points Network	F

Role/Title	Organization	Gender
Representative	Women's International League for Peace and Freedom (WILPF)	F

Iraq virtual mission

Role/Title	Organization	Gender
Director	SAWA for Development and Aid (NGO)	M
Director	Baghdad Women's Association (CSO)	F
Director	1325 Network (CSO)	M
Academic/ Member of INAP M&E Committee	Ministry of Higher Education	M
Director, High Council of Women's Affairs	Kurdistan Regional Government (KRG)	M
National Consultant	KRG/UN Women	F
Representative of 1325 Task Force	Federal Government of Iraq	M
Country Representative	UN Women	F
National Consultant	Fed Govt of Iraq/UN Women	F
Programme Specialist	UN Women	F
Gender Specialist	UNDP	F
National Project Officer	UN Women	F
Gender Advisor	UNAMI (Peacekeeping Mission)	F
Coordinator	1325 Alliance (CSO)	F

Kyrgyzstan virtual mission

Role/Title	Organization	Gender
Country Representative	UN Women	F
Project Coordinator	UN Women	F
Field Specialist	UN Women	F
Field Specialist	UN Women	F
Project Assistant	UN Women	F
M&E Specialist	UN Women	F
Director	Center for the Study of Democratic Processes (NGO)	F
Advisor to the Minister	Ministry of the Interior	F
WPS expert	Women's Support Centre (CSO)	F
Council member	Initiative of Women, Public Business Association	F
Independent gender expert in NAP working group	Unaffiliated	F
Gender mainstreaming specialist	UNDP	F

Gender expert, Intersectoral working group	Unaffiliated	F
Representative of Gender Unit	Government	F
Representative	UNODC	F
Head of Programmes	UN Women	F
Gender Focal Point	OSCE	M
Programme Officer, Development Aid Cooperation Unit ECA	UN Women	F

Mali virtual mission

Role/Title	Organization	Gender
Gender Advisor	MINUSMA (Peacekeeping mission)	F
Representative	Ministry of Gender	F
WPS Policy Specialist	UN Women	F
WPS Policy Specialist	UN Women	M
WPS Programme Coordinator	UN Women	F
WPS Advisor	UN Women	F
President	REPSFECO Mali (WPS network)	F
Programme Manager, PS Unit	Swedish International Development Cooperation Agency (SIDA)	F

Nepal virtual mission

Role/Title	Organization	Gender
SIWPSAN project field officer	UN Women	F
Representative	CSO	F
Representative	Interparty Women's Alliance (Nepali Congress)	F
Representative	Saathi (NGO)	F
Secretary	Transitional Justice Commission (formerly at the Ministry of Peace and Reconstruction)	F
Senior Advisor	Norwegian Embassy	F
Former Manager - Design, Monitoring, Evaluation and Accountability	Search for Common Ground (NGO)	F
Operations Manager	UN Women	F
WPS Programme Officer	UN Women	F
Country Representative	UN Women	F
Deputy Representative	UN Women	F
Head of Cooperation	Embassy of Finland	F

Counsellor	Embassy of Finland	F
Programme Analyst, Gender Statistics and EVAW	UN Women	F
WPS Representative	UN Women	F
HR and Transitional Justice Officer	UN Resident Coordinators Office	F
Consultant	Saathi (NGO)	F
Representative	Story Kitchen (NGO)	F
Social Inclusion Officer	UNDP	F
Representative	Alliance of Women Victims of Conflict (CSO)	F
Representative	UNODC	F
Joint Secretary	Disaster and Conflict Management Division, Ministry of Home Affairs	F
Regional Project Coordinator	United Nations Regional Centre for Peace and Disarmament (UNRCPD)	F

Uganda virtual mission

Role/Title	Organization	Gender
Communications Advisor	Government Ministry	F
Representative	Interreligious Council of Uganda	F
Deputy	Kitgum DLG (local government)	F
Professor of Peace Studies	Makere University	M
Commissioner	Ministry of Gender	F
Representative	Refugee Law Project (Makere University)	F
Senior Advisor	Embassy of Norway	F
Country Representative	UN Women	M
Programme Officer	Uganda Women's Network (UWONET)	F
Gender Officer	Electoral Commission	F
Programme Analyst	UNFPA	F
Executive Director	Teso Women Peace Activists (CSO)	F
Representative	Ministry of Defense	M
WPS Programme Specialist	UN Women	F
Community Development Officer	Bushenyi DLG (local government)	F
Deputy Representative	UN Women	F
Representative	Uganda Joint Christian Council	M
Executive Director	Coalition for Action on 1325 (CSO)	F

Annex 15: Interview Protocols

The following protocol was used to interview UN Women staff at the Country Office level. This protocol was adapted for each of the stakeholder groups interviewed, including UN partners, global level external partners, partner governments and CSOs at the country level, UN Women staff at HQ, and donors.

Protocol: UNW Country Office staff

Thank you for making the time to talk with us. We really appreciate your input into this evaluation.

This evaluation focuses on UNW's support to the development and implementation of NAPs on Women, Peace and Security at global, regional and country level. It involves data collection on UNW's global level support for NAPs, desk reviews of UNW's support to NAPs in 20 countries,
and eight country field studies to be conducted remotely. These countries are BiH, Mali, Nepal, Afghanistan, Guatemala, Uganda, Kyrgyzstan and Iraq.

The evaluation is being carried out by UNW's Independent Evaluation Service. Its primary users are intended to be UNW leadership and staff, although it may also be useful for other external actors working on WPS.

This interview is intended to gather information on the work that UNW is doing to support the NAP in country. It will take around 45 minutes of your time. The interview is confidential and you will not be named or quoted.

Background

- What are the main programmes and initiatives through which you support the NAP?

- What have been the central features of your support for the NAP?

- How easy or challenging is the country context for advancing a NAP?

Relevance

Relevance to country context

- How has your support for the NAP taken account of the specific national and regional context?

- Is there a RAP? If so, has UNW helped promote consistency between the RAP and NAP?

- How is UNW's support to the NAP different to the support that other actors provide? What do you think is UNW's added value in this area?

- How could your support for the NAP be made more relevant to the country or regional context?

Relevance to global frameworks

- Does your work on NAPs take into account the global normative framework? (For example, the SDGs, CEDAW, Beijing Platform for Action).

- Is your work on NAPs aligned with UN reform? (For example, does NAP support feature as contributing to SDG 5 and 16 in the country cooperation framework or in reporting processes?)

- How could your country level support for the NAP take better account of the global normative context or UN reform?

Relevance of Covid-19 crisis

- Is your office adapting the current WPS/NAP support to the current COVID-19 crisis? Please provide a brief description (e.g. engagement on issues of protection and SGBV in the context of lockdowns, engagement on gender implications of police and military mobilisation for COVID 19 response etc). Explain constraints.

Coherence and coordination

Internal coherence and coordination

- How does your support for the NAP fit within the wider WPS thematic area?

- Does work under other thematic areas contribute to NAP development or implementation? If so, how?

- How is work to support the NAP coordinated across different thematic areas and between CO, RO and HQ level? How could this coordination be improved?

External coherence and coordination

- Which are the main actors supporting NAP development and implementation in country?

- How do these actors coordinate their support to the NAP? And what role does UNW play in facilitating this coordination?

- How could coordination among actors supporting the NAP be improved?

Knowledge management for coordination

- How do you capture and share learning from your work on the NAP?

- What could be done to strengthen lesson learning and sharing on NAP work within UNW?

Effectiveness

The 2015 Global Study on implementation of UNSCR 1325 identified 5 common elements that contribute to an effective NAP. As part of this evaluation we are examining the extent to which UNW supports these elements.

NAP development

- Have you supported strong leadership and coordination for the NAP? What intervention strategies have you used to do this?

- Have you supported inclusivity within NAP development processes? What intervention strategies have you used to do this?

- Have you supported costing and budgeting of the NAP? What intervention strategies have you used to do this?

- Have you supported the development of M&E frameworks for the NAP? What intervention strategies have you used to do this?

- Is the NAP supported by your CO flexible enough to respond to emerging challenges/concerns such as Covid-19?

- How could your support to NAP development have been improved?

- What do you think are the main factors that have enabled or hindered development of the NAP?

NAP implementation

- Are you supporting implementation of the NAP? If so, how?

- Is your wider WPS programming in country guided by or aligned to NAP priorities?

- How could your support to NAP implementation be strengthened?

- What do you think are the main factors that facilitate or obstruct implementation of the NAP?

General effectiveness

- What have you found to be the most effective intervention strategies and ways of working to advance the NAP?

- Have you found internal knowledge products and learning platforms on NAPs helpful? What further knowledge or guidance would be useful?

- Have there been any unintended effects from your work on NAPs?

Human rights and Gender equality

- Does your work on the NAP seek to address the underlying causes of gender inequality? In what ways?

- Does your work on the NAP work integrate human rights approaches and promote inclusion of all groups? In what ways?

- How could the focus on causes of gender inequality or on human rights be strengthened within your work on the NAP?

Organizational efficiency

- Does the CO have sufficient human and financial resources to support NAP development and implementation? If not, what is lacking?

- Have your investments in supporting the NAP led to the desired results? Which investments have proved most / least useful?

- How could the use of human or financial resources to support the NAP be improved?
- Is the information available through UNW internal systems such as RMS adequate to understand the scope of UNW support to NAPs? If not, why and how could this be improved?

- What do you think are the main internal factors that enable or hinder UNW in providing effective support to the NAP?

Sustainability

- What have you done to promote national ownership of the NAP?

- What have you done to promote conditions for sustainable implementation of the NAP?

- How could your support for NAP ownership and sustainability be improved?

- What are the main factors that enable or hinder national ownership and sustainability?

Annex 16: Surveys

As part of data collection, three separate surveys were administered: one to UN Women country office staff, one to partner governments and civil society representatives at the country level, and one to International organizations. For confidentiality and data protection purposes, all open-ended survey responses containing identifiable information have been removed from the following PDFs.

UN Women CO staff survey

Survey UNW CO
staff.pdf

Partner government/CSO survey

Survey govts&
CSOs.pdf

International orgs survey

Survey for IOs.pdf

Annex 17: Portfolio Review: Organizational Effectiveness and Efficiency Trends and Findings

Portfolio Review: Organizational Effectiveness and Efficiency Trends and Findings

1. Support for WPS NAP Development

    1.1 UN Women supported NAPs adopted and finalized* since 2015

Since 2015, 44 WPS NAPs[8] have been adopted or finalized by member states with support from UN Women, 26 of which were first generation NAPs.

Graph: Adopted and Finalized WPS NAPs supported by UN Women (2015-September 2020)
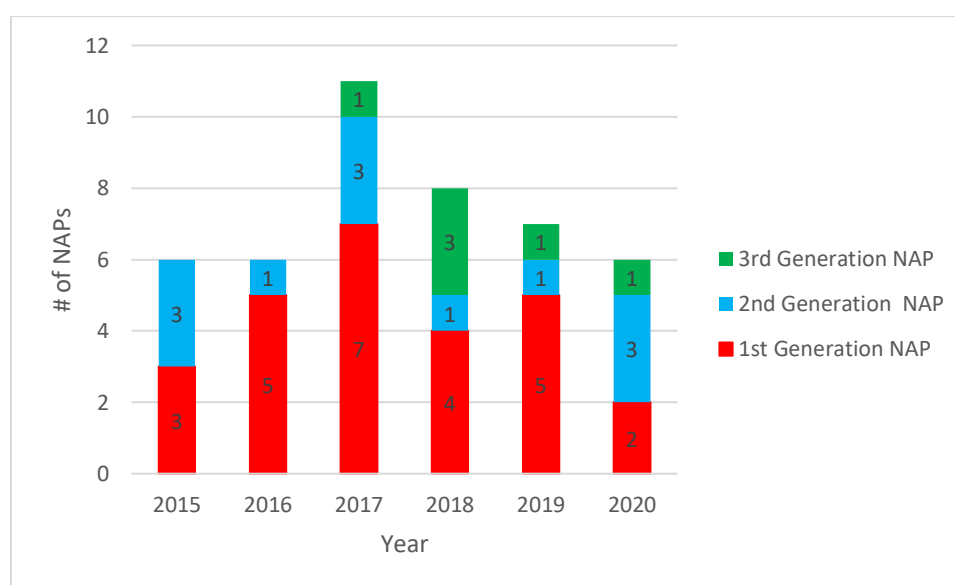
* Finalized NAPs are NAPs which are completed and are awaiting final government approval/ratification.

    1.2 NAPs in Development

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[8] 2015- Afghanistan, Chile (2nd), Kyrgyzstan (2nd), Mali (2nd), Palestine, South Sudan.
2016- Bougainville, Georgia (2nd), Kenya, Niger, Timor-Leste, Ukraine.
2017- Bosnia and Herzegovina (3rd), Brazil, Cameroon, Czech Republic, El Salvador, Guatemala, Jordan, Nigeria (2nd), Palestine (2nd), Serbia (2nd), Solomon Islands.
2018- Albania, DRC (3rd), Georgia (3rd), Kyrgyzstan (3rd), Moldova, Mozambique, Rwanda (2nd), Tunisia.
2019- Armenia, Bangladesh, Lebanon, Liberia (2nd), Mali (3rd), Namibia, South Africa.
2020- Cyprus (finalized), Iraq (2nd-finalized), Kenya (2nd), Nepal (2nd-finalized), Sudan, Uganda (3rd-finalized).

As of September 2020, there are 15 WPS NAPs supported by UN Women in various stages of development.[9]

Graph: WPS NAPs in development

WPS NAPs in Development (as of Sept 2020)

- 1st generation NAP   ■ 2nd generation NAP
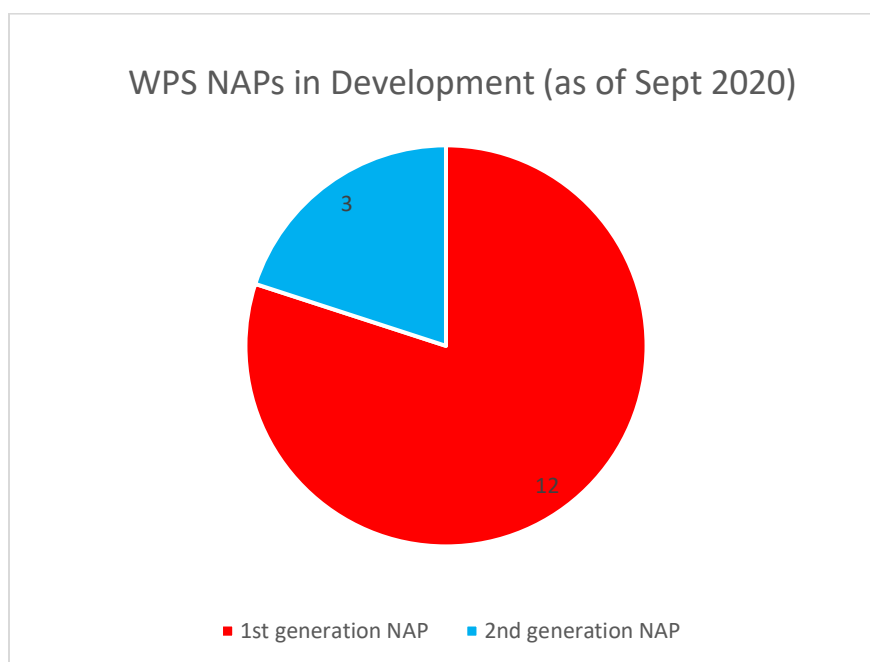
2. Financial support for WPS NAP development and/or implementation

2.1 Countries with AWP NAP activities and expenditures

Through a portfolio review of WPS/NAP related documents including a list of NAP supported countries provided by HQ, 60 countries were identified as having received support from UN Women for the development and/or implementation of WPS NAPs from 2015-2019. From this list, 38 countries[10] had NAP related activities in their Annual Work Plans (AWPs) for at least one year over this period, as well as the East and Southern Africa, Arab States, Asia Pacific, and Europe and Central Asia Regional Offices, and the WPS section at HQ level.

Table: Countries with AWP NAP activities and expenditures

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[9] NAPs in development: Azerbaijan, Benin, Cabo Verde, Cambodia, Colombia, Egypt, Madagascar, Papua New Guinea, Sierra Leone (2nd), Somalia, Sri Lanka, Tajikistan (2nd), Tanzania, Turkey, Ukraine (2nd).
[10] From this list of 60, the remaining countries either had no NAP activities in AWPs from 2015-2019 or are countries where UN Women does not have a country office (CO) or program presence (PP). For these countries, we can reasonably assume that some type of technical support was provided from the HQ level.

Year	Number of countries with NAP activities and budgets in their AWPs	Number of countries reporting NAP activity expenditures[11]
2015[12]	17, 2 ROs	N/A
2016	22, 2 ROs, HQ	19, 2 ROs
2017	22, 3 ROs, HQ	19, 3 ROs, HQ
2018	29, 2 ROs, HQ	24, 1 RO, HQ
2019	29, 1 RO, HQ	26, 1 RO, HQ

2.2 NAP budgets vs. expenditures

Through the process of extracting the NAP activity budgets from AWPs and using the 'Results monitoring' function in the UN Women Dashboard to identify expenditures for these NAP related AWP activities (for 38 country offices, 4 regional offices, and HQ) the below totals were identified.[13] These totals reflect NAP related activities and do not include staff salaries/project management costs. The year with both the highest NAP budget and expenditures was 2018, with an 80% delivery rate.

Table: NAP budgets versus expenditures (2015-2019)

Year	NAP budgets by year	NAP expenditures by year	% Delivered
2015	$2,141,259	N/A	N/A
2016	$2,688,057	$1,995,988	74%
2017	$3,626,077	$2,627,184	72%
2018	$6,343,181	$5,103,796	80%
2019	$5,155,685	$4,700,964	91%
Totals	$19,954,259 (**2015-2019**)	$14,455,252 (**2016-2019**)	N/A*

*This delivery percentage would not be accurate as missing 2015 expenditures

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[11] There are two limitations of the NAP expenditure reporting that must be addressed. First, no expenditures are available for the year 2015, and second, it was brought to the attention of the evaluation team that there are sometimes gaps in the 'results monitoring' AWP reporting available through the UN Women Dashboard https://dashboard-oneapp.unwomen.org/Dashboard/Index/ResultsMonitoring_AWP. However, while these expenditures may not be complete, they are the most accurate available given current UN Women reporting systems.

[12] For some countries, there were no AWPs available in RMS for the year 2015.

[13] Atlas ID's for NAP related projects were requested from NAP focal points at the country level, and when provided and where possible, were matched with the AWP activities in the 'results monitoring' Dashboard (activities typically have an Atlas ID associated with them). Not all countries provided Atlas IDs, so all countries with NAP activities in AWPs from 2015-2019 were checked individually in the Dashboard.

Graph: NAP budgets versus expenditures* (2015-2019)

NAP budgets vs expenditures (2015-2019)
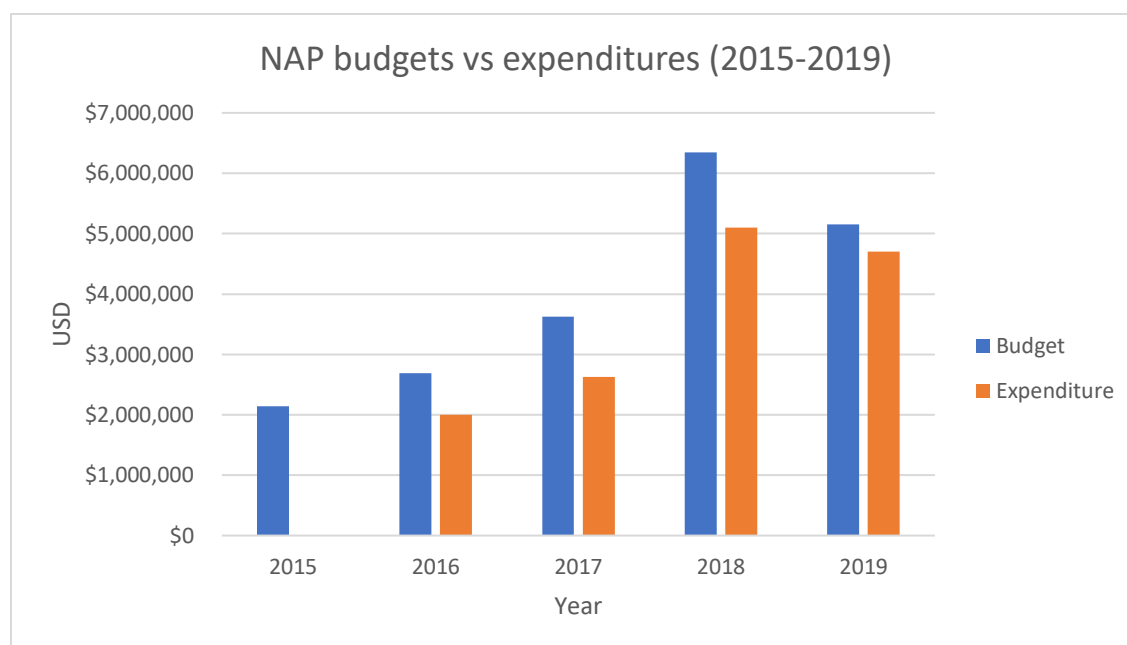
*expenditures for 2015 are not available in the Dashboard

2.3 Largest/smallest budgets and expenditures by country

Of the 38 countries with available budgets and/or expenditures, the country with both the largest NAP activity budget and reported expenditures over the period 2015-2019 was Jordan; El Salvador had the smallest budget and Tajikistan reported the lowest expenditures.[14]

Table: Largest and smallest NAP budgets and expenditures (2015-2019)

Year	Total NAP budget	Largest	Smallest	Total NAP expenditure	Largest	Smallest
2015	$2,141,259	$342,800 (Nigeria)	$14,500 (AP RO)	N/A	-	-
2016	$2,688,057	$493,000 (Afghanistan)	$3,000 (Moldova)	$1,995,988	$409,876 (Jordan)	$4,413 (Tajikistan)
2017	$3,626,077	$610,348 (Jordan)	($5,000 (ESA RO)	$2,627,184	$327,939 (Timor-Leste)	$1,804 (Sierra Leone)

[14] Countries that reported no expenditures during the period 2015-2019 were not included in these totals.

2018	$6,343,181	$1,519,647 (Jordan)	$10,00 (Mozambique)	$5,103,796	$1,026,191 (Jordan)	$5,000 (Sierra Leone)
2019	$5,155,685	$551,593 (HQ)	$10,000 (Cameroon)	$4,700,964	$630,156 (Mali)	$21,435 (Afghanistan)
Total 2015-2019	$19,954,259	$2,638,843 (Jordan)	$9,443 (El Salvador)	$14,455,252	$1,968,515 (Jordan)	$4,413 (Tajikistan)

2.4 Regional budgets vs. expenditures

NAP budgets and expenditures were further disaggregated by region (these totals included ROs). Because 2015 expenditures are not available, including the 2015 budgets would skew the percentage delivered findings. For comparative consistency, only budgets and expenditures from 2016-2019 appear in the following table and graphs. Using these numbers, the Arab States region had both the highest budget allocated for NAP work and the highest reported expenditures, and was the region with the highest percentage of their budget delivered. East and Southern Africa reported higher NAP expenditures than their budgets.

Table: NAP budgets and expenditures by Region and HQ

Region	Budgets	Expenditures	% Delivered
Arab States	$4,548,884	$4,309,329	95%
West and Central Africa	$4,257,535	$3,444,846	81%
Asia Pacific	$3,681,254	$2,531,836	69%
Europe and Central Asia	$2,105,692	$1,264,590	60%
HQ	$1,681,186	$1,141,882	68%
East and Southern Africa	$1,148,864	$1,599,207	139%
Americas and the Caribbean	$389,585	$136,272	35%
Totals	$17,813,000	$14,455,252	81%

Graph: NAP budget vs. expenditures by Region and HQ (2016-2019)

NAP budget vs. expenditures by Region and HQ (2016-2019)

Graph: NAP expenditures by Region/Year

NAP expenditures by Region/HQ and Year (2016-2019)

Graph: NAP expenditures by Region/Year

NAP expenditures by Region/HQ and Year (2016-2019)

	West and Central Africa	Arab States	Asia Pacific	Europe and Central Asia	HQ	East and Southern Africa	Americas and the Caribbean
2019	$1,678,751	$1,136,434	$470,859	$273,050	$426,299	$637,706	$49,997
2018	$1,478,760	$1,390,418	$674,371	$705,896	$471,794	$343,493	$39,064
2017	$73,128	$879,969	$1,084,326	$146,673	$243,789	$179,956	$19,343
2016	$214,207	$902,508	$302,280	$138,971	$0	$438,022	$0

Regions

2.5 Core versus Non-core

The majority of both budgets and expenditures for NAP work comes from Non-core (NC) funding; very little is allocated or spent from Core.

Table: Core versus Non-core funding

Year	Core budget	Non-core budget	Core expenditure[15]	Non-core expenditure
2015	$455,446	$1,685,813	N/A	N/A
2016	$157,400	$2,530,657	$96,930	$1,899,058
2017	$118,551	$3,522,526	$30,924	$2,596,260
2018	$347,272	$6,005,909	$52,255	$5,051,541
2019	$146,017	$5,009,668	$75,603	$4,625,361
Totals	$1,224,686 (2015-2019)	$18,729,573 (2015-2019)	$255,712 (2016-2019)	$14,199,540 (2016-2019)

[15] Because the Dashboard function does not differentiate types of expenditures when individual activities have different streams of funding (for example if an activity has both C and NC budgets allocated), the only way to definitively determine what type of expenditure is Core is for those activities where only Core funds were budgeted. As a result, the core expenditures are probably higher than these amounts.

Graph: Core vs. Non-core budgets (2015-2019)
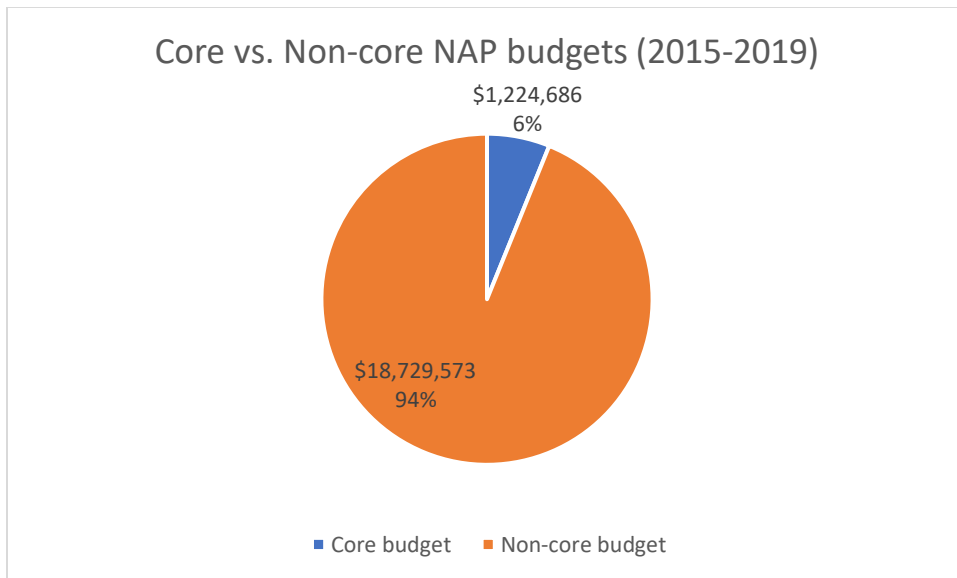
Graph: Core vs. Non-core expenditures (2016-2019)

Graph: Core vs. Non-core expenditures by Region
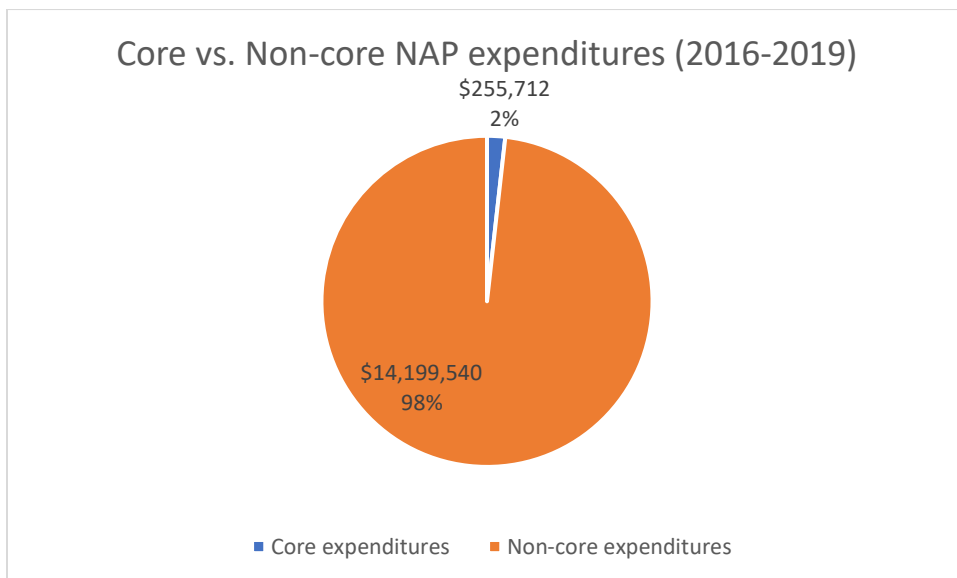
Core and Non-core expenditures by Region (2016-2019)
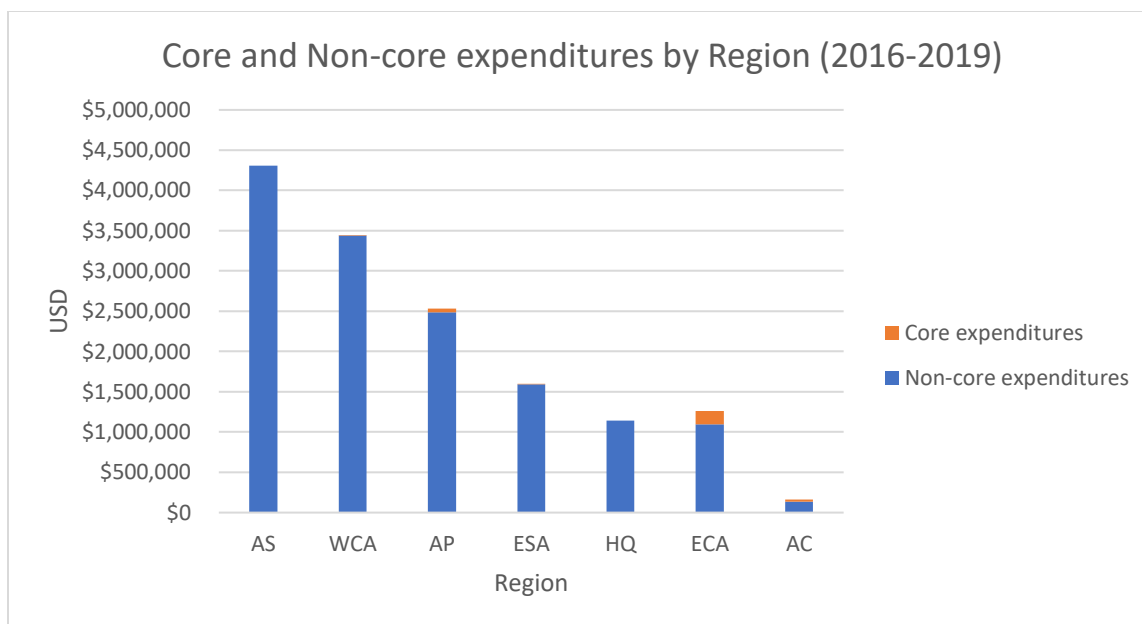
2.6 Donor funding

Based on a portfolio review of available financial documents related to Global WPS/NAP programming and donor funding contributions extracted from AWPs,[16] the top five donors supporting WPS NAP work over the period 2015-2019 can be found in the graph below.

Graph: Top Five Donors to WPS NAP Work (2015-2019)

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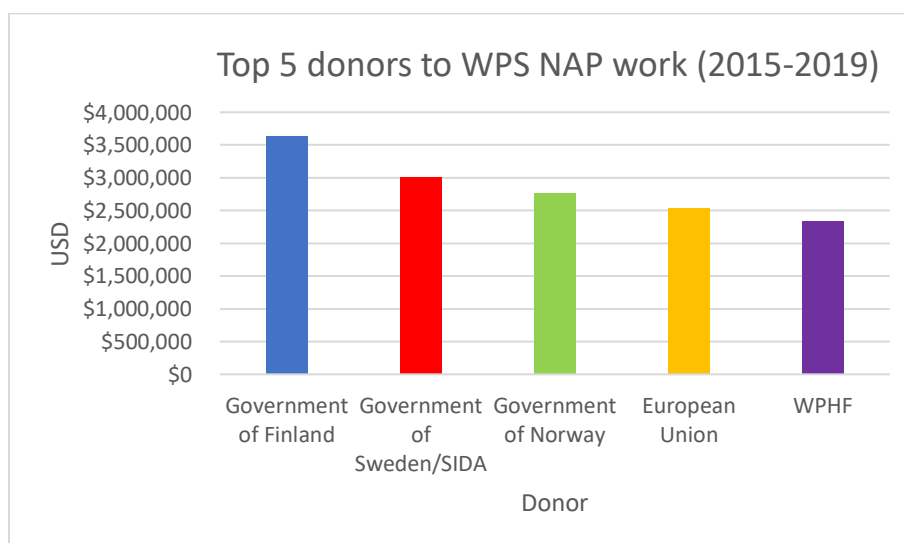
[16] This donor information was gleaned from available financial documents obtained from DAMS, and in instances where NAP funding could not be identified from a broader WPS project, from self-reporting provided by the WPS team at HQ. Additionally, donor funds for specific NAP activities at the country level were extracted from AWPs where information was available- if CO's did not attribute funding for NAP activities to a particular donor in their AWP, it has not been recorded in these totals.

2.7 Donor support by region[17]

The following table lists the top three donors in each region using the available financial information:

Table: Top 3 donors to WPS NAP work by region

Region	Top donor	Second highest	Third highest
West and Central Africa	European Union ($1,608,134)	Peacebuilding Fund ($895,008)	Sweden ($683,500)
East and Southern Africa	Norway ($784,396)	Finland ($431,600)	Iceland ($95,000)
Asia Pacific	Finland ($1,067,700)	Japan ($782,086)	Norway ($507,248)
Arab States	WPHF ($2,335,025)	Finland ($2,140,705)	European Union ($583,938)
Europe and Central Asia	Sweden ($1,239,743)	Norway ($1,228,133)	European Union ($312,032)
Americas and the Caribbean	Peacebuilding Fund ($200,000)	Sweden ($30,000)	-

Graph: Top 3 donors by Region

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[17] The breakdowns in this section were identified from donor funds that were country specific and thus could be organized into regions. The funding for global programs with no clear country delineation (such as the NAP localization toolkit funded through the Global Facility and the SPF funding) are not included in these totals.

Top 3 WPS NAP Donors by Region (2015-2019)
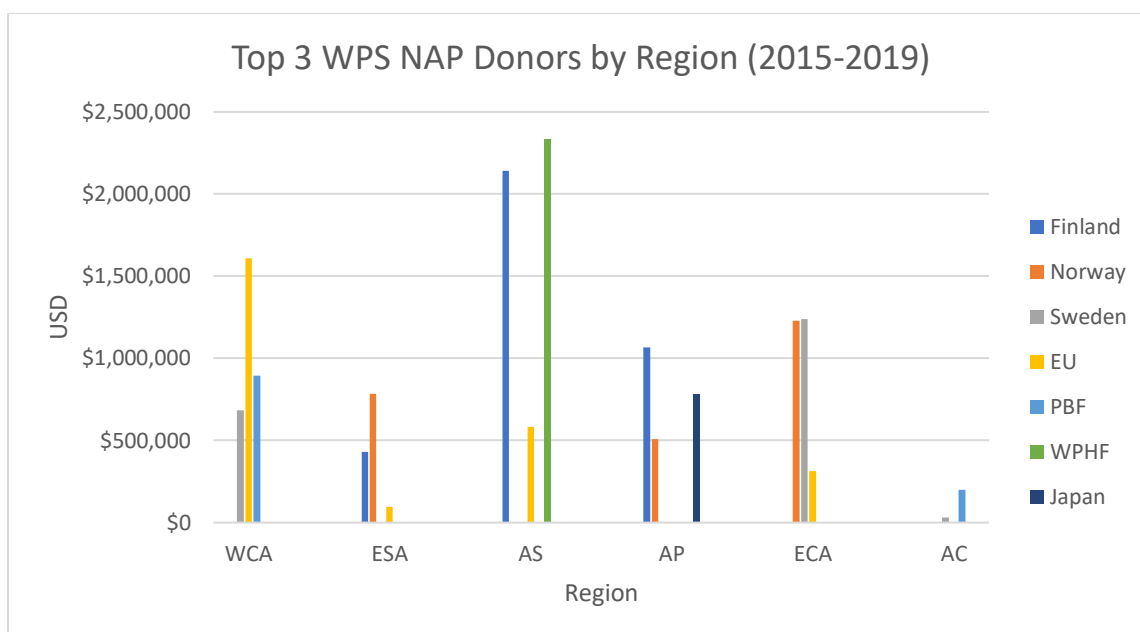
2.8 Top 5 donors and Region

The following table lists the top three regions funded by each of the top 5 donors[18] using the available financial information:

Donor	Top funded region	Second highest	Third highest
Finland	Arab States ($2,140,705)	Asia Pacific ($1,067,700)	East and Southern Africa ($431,600)
Sweden (not including SPF)	Europe and Central Asia ($1,239,743)	West and Central Africa ($683,500)	East and Southern Africa ($33,000)
Norway	Europe and Central Asia ($1,228,133)	East and Southern Africa ($784,396)	Asia Pacific ($507,248)
European Union	West and Central Africa ($1,608,134)	Arab States ($583,938)	Europe and Central Asia ($312,032)
WPHF	Arab States ($2,335,025.12)	-	-

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[18] As above, global programs like SPF are not included in these totals.

2.9 Top funded countries by donor[19]

The following table lists the top three countries funded by each of the top 5 donors using the available financial information:

Donor	Top funded country	Second highest	Third highest
Finland	Jordan ($1,305,005)	Nepal ($685,150)	Tunisia ($565,700)
Sweden (not including SPF)	Ukraine ($1,239,743)	Mali ($585,000)	Liberia ($98,500)
Norway	Ukraine ($1,093,992)	Afghanistan ($492,748)	Nigeria ($250,000)
European Union	Nigeria ($1,608,134)	Palestine ($583,938)	Ukraine ($204,552)
WPHF	Iraq ($2,335,025)	-	-

3. WPS NAP support by Intervention Area at country level (not including HQ and RO's)
A portfolio review of UN Women's support to WPS NAP development and implementation identified the following as the main intervention areas at the CO level.[20] Because it was not possible to identify expenditures at the activity level, the totals below reflect the budgets for each intervention area found in country office AWPs.

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[19] These totals were primarily taken from CO AWPs that listed donors with each activity and budget; there is a likelihood that some countries who did not list donors in their AWPs would otherwise fall on this list.
[20] Regional office and HQ WPS NAP activities were not included in these totals because they were predominantly broadly defined activities which would fall under the scope of technical support, and including them would obscure the relevance of the other intervention areas.

Intervention Area	2015	2016	2017	2018	2019	Total
Technical assistance	$1,803,124	$952,529	$1,365,666	$1,566,360	$1,399,204	$7,086,833
Capacity building	$219,860	$417,778	$825,348	$1,904,184	$852,535	$4,219,705
Advocacy	$220,000	$188,000	$171,000	$655,582	$600,811	$1,835,393
Localization	$10,000	$80,000	$285,129	$160,000	$618,379	$1,153,508
Policy support (strategies, plans, laws development)	$146,900	$55,000	$482,173	$324,959	$114,000	$1,123,032
Coordination and support to dialogue	$255,500	$206,407	$66,020	$140,795	$196,460	$865,182
Research/knowledge generation/publications	$0	$0	$23,423	$0	$117,000	$140,423

Graph: NAP budgets by Intervention area
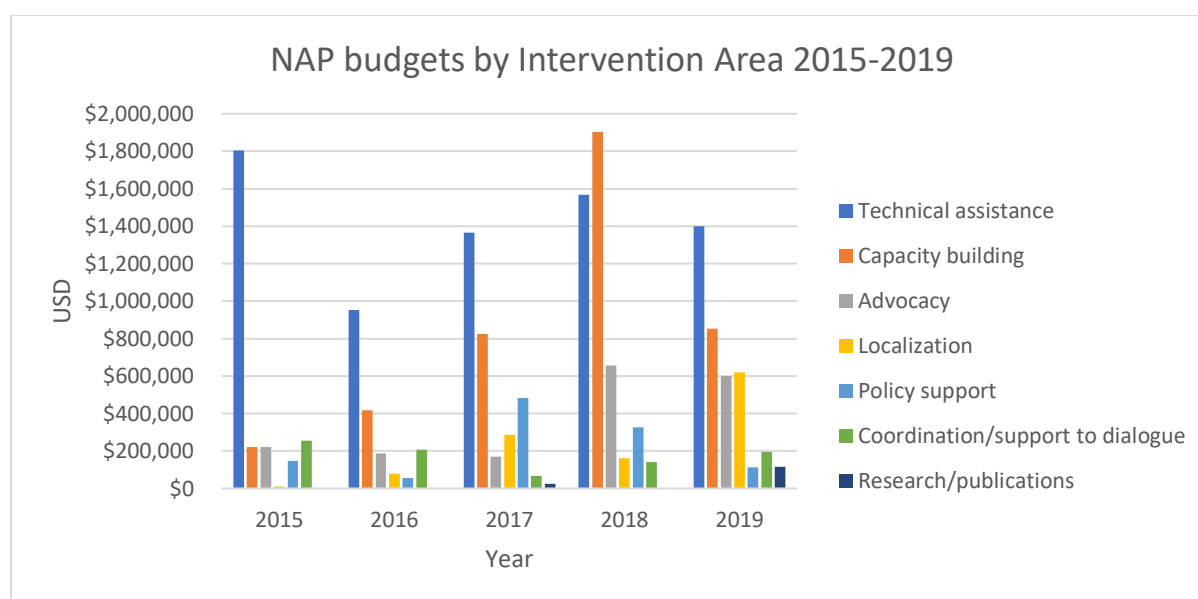
3.1 Intervention area rankings

Through the survey, UN Women CO staff were asked to rank the intervention areas based on the level of investment for each in their country from 2015-2019, while partner Govts/CSOs and International Organizations were asked to identify the main intervention areas that UN Women provided support for in their country. A comparison of rankings can be found in the below table. There is consensus between the level of investment provided for the top intervention areas and their recognition among stakeholders- Technical assistance, capacity building, and advocacy had the highest level of investment from UN Women and were the top three cited by partner Govts/CSOs and IO's as key areas of support provided by UN Women.

Table: Intervention area rankings (AWP budget vs Survey)

Intervention area	Ranking by AWP budget (1 highest)	Survey UNW Staff ranking by level of investment (1 highest)	Survey partner Govts/CSOs ranking (1 most cited intervention)	Survey IO's ranking by (1 most cited intervention)
Technical assistance	1	1	1	2
Capacity building	2	2	2	1
Advocacy	3	3	3	3
Localization	4	9	8	T 6
Policy support (strategies, plans, laws development)	5	5	4	5
Coordination and support to dialogue	6	4	5	T 4
Research & knowledge generation ($ combined with media and publications in AWP budget totals)	7	6	7	T 4
Media activities and publications (combined with research & knowledge generation in AWP budget totals	7	8	6	5
Use of embedded personnel	- (not mentioned in AWPs)	7	9	T 6

3.2 Effectiveness of Intervention Areas

As part of the survey, UN Women staff were asked to rate the effectiveness of the different intervention areas. The areas rated as highly effective were technical assistance (with a majority), capacity building, advocacy, policy support, and coordination and support to dialogue (with a majority).

Graph: Effectiveness of Support by Intervention Area (UN Women Staff)

Effectiveness of Support by Intervention Area (UN Women Staff)
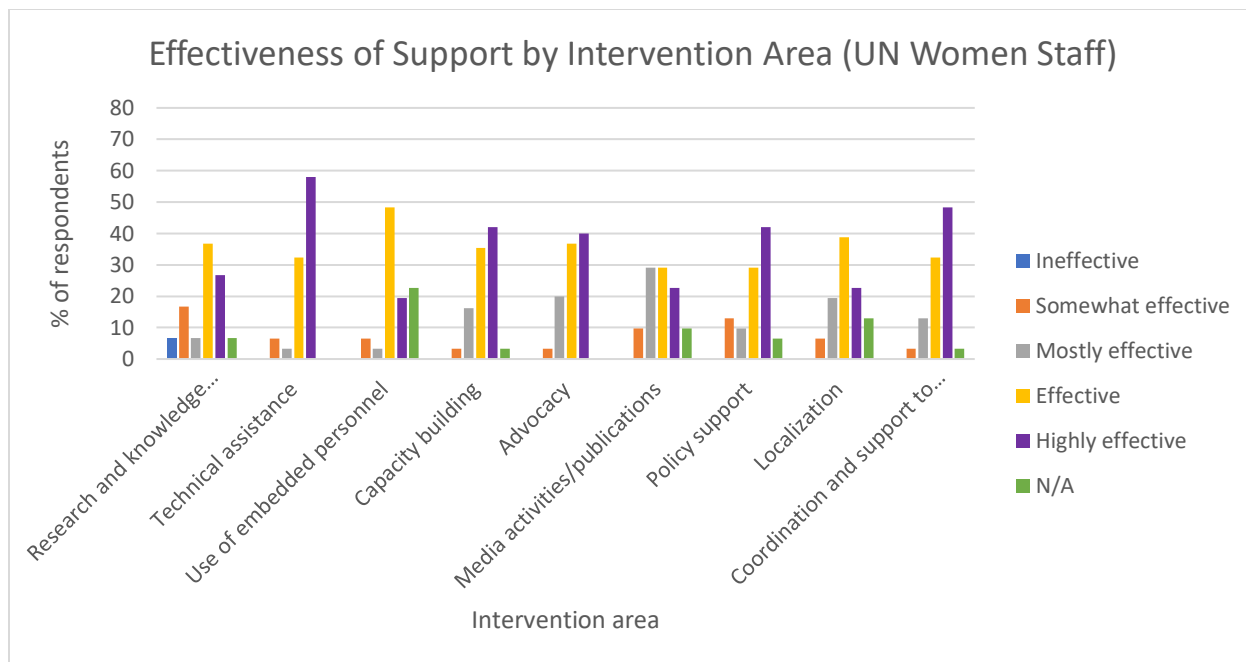
Partner Govts/CSOs and International Organizations were also asked about the effectiveness of the different intervention areas, but the question was slightly modified and the response options were different than for UN Women staff, so the results cannot be directly compared.

Partner Govts/CSOs rated the level of support as 'very good' across intervention areas (capacity building with a majority), although none were singled out as 'excellent'.

Graph: Level of Support by Intervention Area (Partner Govt/CSOs)

Level of Support by Intervention Area (Partner Govts and CSOs)
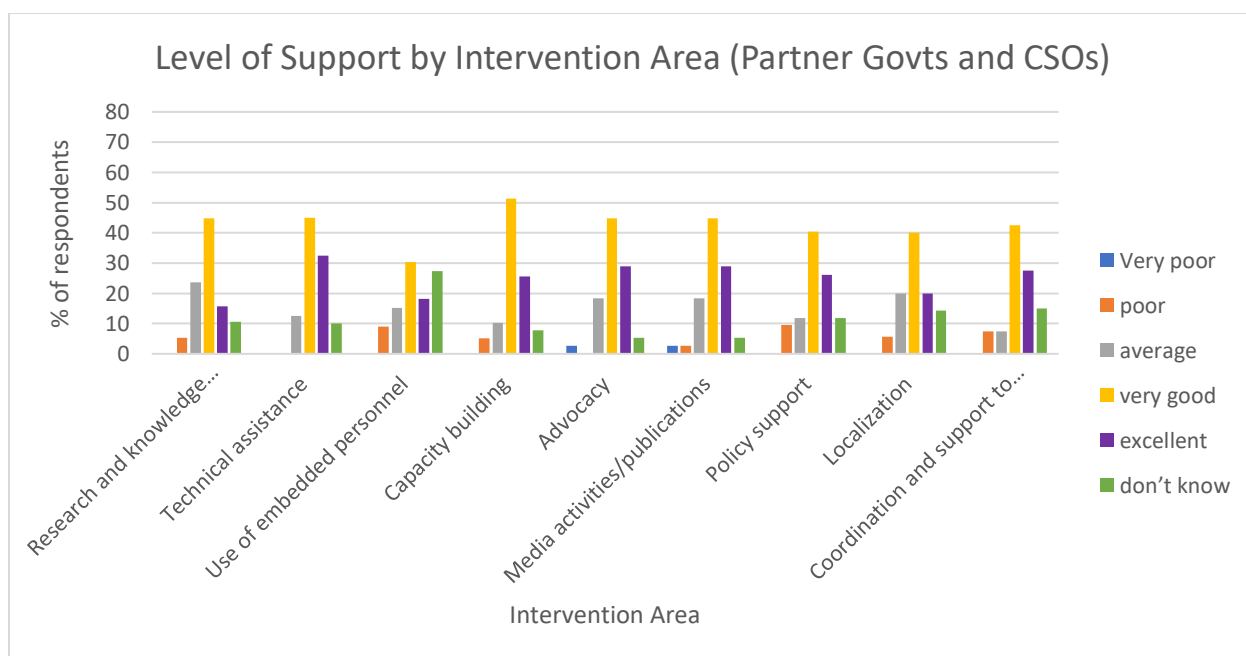
International Organizations rated the level of support as 'very good' for most interventions (technical assistance with a majority), but were unclear about UN Women's support for localization and coordination/support to dialogue, as 'don't know' was the top response for these intervention areas.

Graph: Level of Support by Intervention Area (IO's)
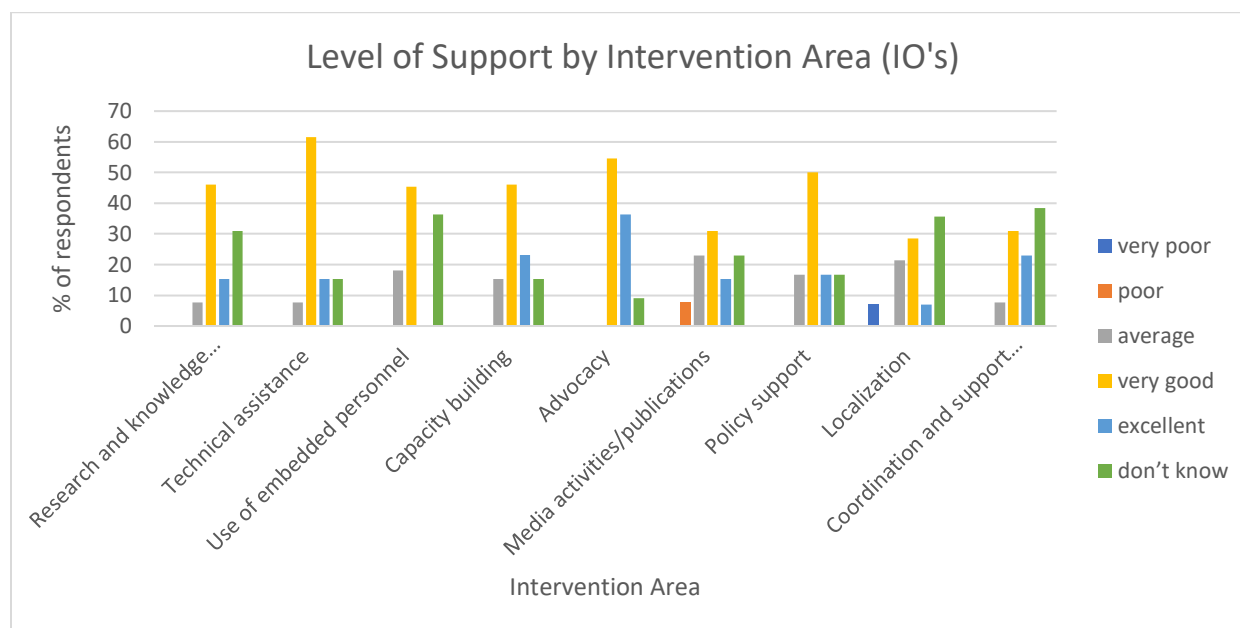
The following table compares all of the data collected related to intervention areas, demonstrating that there is consensus that technical assistance, capacity building, and advocacy are the top three intervention areas that UN Women has adopted in support of WPS NAPS, and that UN Women's support for these intervention areas is rated as highly effective by UN Women staff and very good by partner Govts/CSOs and International Organizations.

Table: Intervention areas and survey responses

Intervention area	Ranking by AWP budget	Survey UNW Staff ranking (1 highest level of investment)	Survey partner Govts/CSOs ranking (1 most cited)	Survey IO's ranking (1 most cited)	Survey UNW Staff (greatest % responding)	Survey partner Govts/CSOs (greatest % responding)	Survey IO's (greatest % responding)
Technical assistance	1	1	1	2	58% highly effective	45% very good	62% very good
Capacity building	2	2	2	1	42% highly effective	51% very good	46% very good
Advocacy	3	3	3	3	40% highly effective	45% very good	55% very good
Localization	4	9	8	T 6	39% effective	40% very good	36% don't know
Policy support (strategies,	5	5	4	5	42% highly effective	41% very good	50% very good

plans, laws development)							
Coordination and support to dialogue	6	4	5	T 4	48% highly effective	43% very good	38% don't know
Research & knowledge generation ($ combined with media and publications in AWP budget totals)	7	6	7	T 4	37% effective	45% very good	46% very good
Media activities and publications (combined with research & knowledge generation in AWP budget totals	7	8	6	5	T-29% mostly effective/effective	37% very good	31% very good
Use of embedded personnel	(not mentioned in AWPs)	7	9	T 6	48% effective	30% very good	45% very good

4. WPS NAP support: Overall budget comparison (NAP vs. 4.1 outcome vs. WPS 2015-2019)

The following table presents UN Women's total NAP activity budget (not including staff salaries/project management costs) from 2015-2019 compared to the total outcome 4.1 budget and the total WPS budget over this period.[21] Overall, the budget for NAP activities comprises about 17% of the outcome 4.1 budget and 6% of the WPS budget.

Total NAP budget (38 countries, 4 RO's, HQ) 2015-2019	Total 4.1 outcome budget (2015-2019)	Total WPS budget (2015-2019)	NAP % of total 4.1	NAP % of total WPS
$19.9 million	$114.29 million	$314.7 million	17.4%	6.3%

Graph: WPS budget 2015-2019

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[21] The total 4.1 outcome and WPS budgets do include staff salaries and project management costs, so this must be taken into consideration when comparing these totals.

WPS agenda budget 2015-2019

$19,900,000
6%

$104,390,000
33%

$190,410,000
61%

■ NAP   ■ Other outcome 4.1   ■ Other
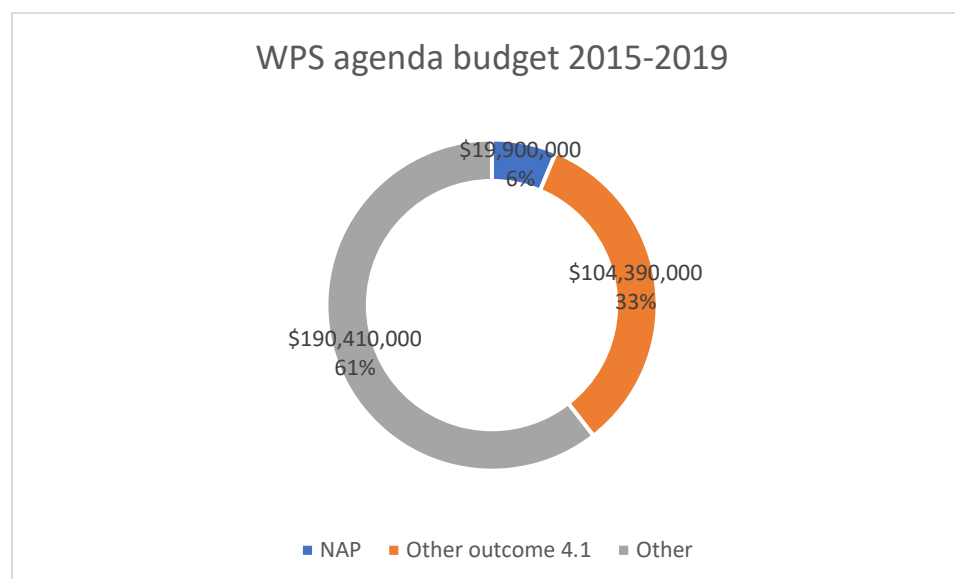
4.1 NAP/WPS/CO budget for 20 Desk Review Countries (2015-2019)

The following table compares NAP budgets, WPS budgets, and CO budgets for the 20 countries chosen for in depth review from 2015-2019. The countries where NAP work comprised at least a third of their WPS budget were Afghanistan, Nepal, Tunisia, and Ukraine.[22] Overall, WPS NAP budgets comprise a very small percentage of a CO's overall budget.

Country	NAP budget*	WPS budget	CO budget	NAP % of WPS	WPS % of CO	NAP % of CO
Afghanistan	$1.5m	$3.75m	$62.95m	40%	6%	2.3%
Bosnia and Herzegovina	$80,000	$868.8k	$8.66m	9%	10%	0.92%
Cameroon	$188,000	$6m	$16.33m	3.1%	37%	1.1%
Chile	$30,000	$0	$4.79m	-	-	-
DRC	$697,392	$9.16m	$24.84m	7.6%	37%	2.8%
Georgia	$255,200	$1.67m	$15.89m	15.2%	10.5%	1.6%
Guatemala	$393,142	$2.97m	$13.66m	13.2%	22%	2.9%
Iraq	$557,756	$10.22m	$24.19m	5.4%	42.2%	2.3%
Jordan	$2.6m	$23.09m	$35.74m	11.2%	64.6%	7.2%

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[22] Keeping in mind that NAP budgets did not include things like staffing costs and travel, which would be included in overall WPS budget.

Kenya	$383,600	$8.11m	$35.71m	4.7%	22.7%	1%
Kyrgyzstan	$220,843	$2.14m	$9.34m	10.3%	22.9%	2.4%
Liberia	$244,500	$4.79m	$27.92m	5%	17.1%	0.87%
Nepal	$1.1m	$3.07m	$18.59m	<mark>36%</mark>	16.5%	5.9%
Nigeria	$1.7m	$12.49m	$29.79m	13.6%	42%	5.7%
Mali	$1.8m	$14.1m	$39.85m	13%	35%	4.5%
Palestine	$272,985	$3.04m	$27.85m	8.9%	10.9%	0.98%
Timor-Leste	$835,874	$3.25m	$10.39m	25.7%	31.2%	8%
Tunisia	$542,700	$1.37m	$4.55m	<mark>39.6%</mark>	30.1%	11.9%
Uganda	$390,784	$3.41m	$38.13m	11.5%	8.9%	1%
Ukraine	$1.1m	$2.65m	$10.4m	<mark>41.5%</mark>	25.4%	10.6%

*Budgets in millions rounded to match format for WPS/CO budgets in Dashboard

5. HR and $ Efficiency (Survey results)

5.1 UN Women staff working on WPS NAPs

40 percent of survey respondents reported that their CO had more than 1 full time staff member working on WPS and NAPs specifically. Of those who responded 'other,' responses indicated that staff members were involved in other portfolios simultaneously, or that the staffing in support to NAP work varied over time.

Graph: Types of UN Women staff working on WPS NAPs

Types of UN Women staff working on WPS NAPs

(Bar chart, y-axis "%" from 0 to 45)

Category	%
More than 1 full time staff	40
1 full time staff	~37
Other	~27
1 or more consultant	~23
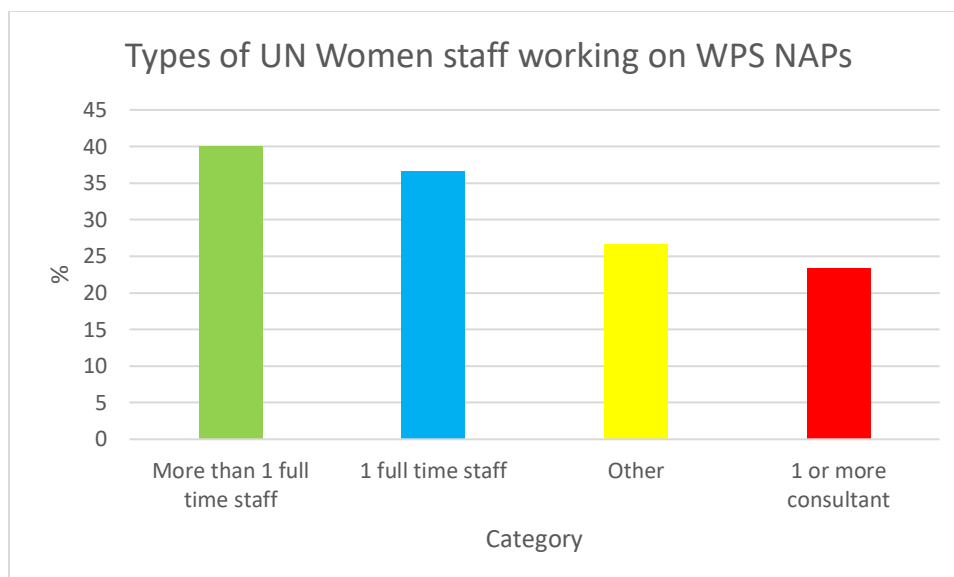
5.2 Human Resources for NAP development/implementation

Overall, UN Women CO staff reported that human resources were more adequate for NAP development than for NAP implementation. 46 percent of UN Women CO staff surveyed reported that UN Women's human resources were 'very' adequate to successfully support NAP development, compared to only 27 percent who reported they were 'very' adequate to support NAP implementation. Instead, the largest percentage of respondents (43 percent) reported that human resources were only 'moderately' adequate to support NAP implementation (compared to 36 percent who responded 'moderately' when asked about NAP development).

Graph: HR for NAP development and implementation

Are Human Resources adequate to successfully support NAP development and implementation?

(Grouped bar chart, y-axis "%" from 0 to 50, legend: NAP Development (blue), NAP Implementation (orange))

Response	NAP Development	NAP Implementation
Extremely	0	~7
Very	~47	~27
Moderately	~37	~43
Slightly	~7	~13
Not at all	10	10
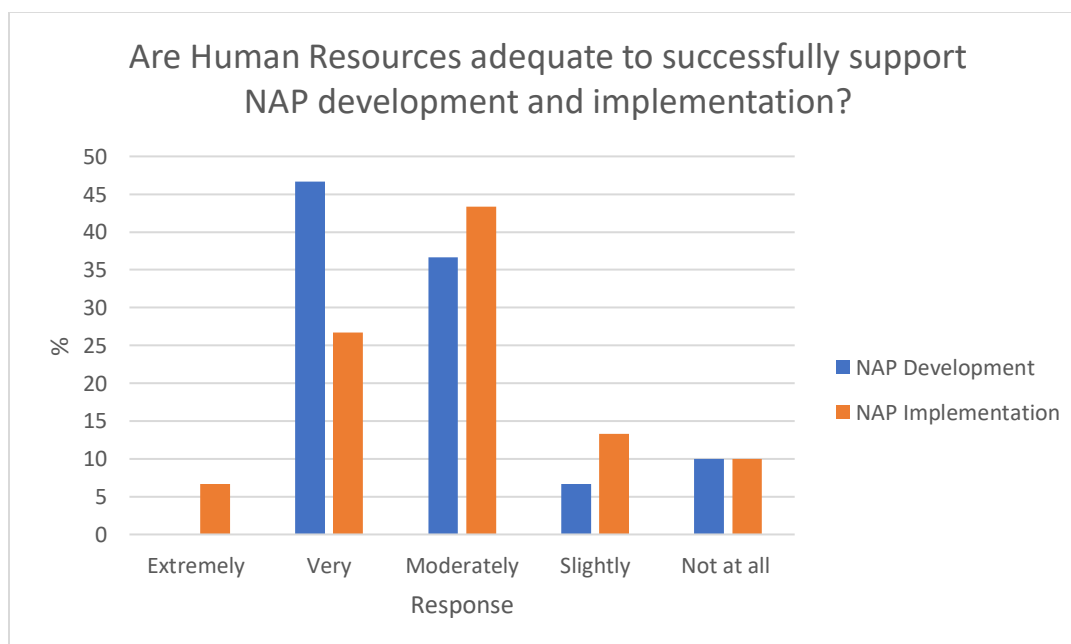
5.3 Financial Resources for NAP development/implementation

In terms of the adequacy of financial resources for NAP development and implementation, survey results were mixed. There was a tie (36 percent for each) between UN Women staff reporting that financial resources for NAP development were 'moderately' and 'not at all' adequate, while 43 percent reported that resources for NAP implementation were 'moderately' adequate (with 40 percent responding 'not at all'). Overall, these results appear to suggest a general dissatisfaction with financial resources provided to the development and implementation of NAPs.

Graph: $ for NAP development and implementation
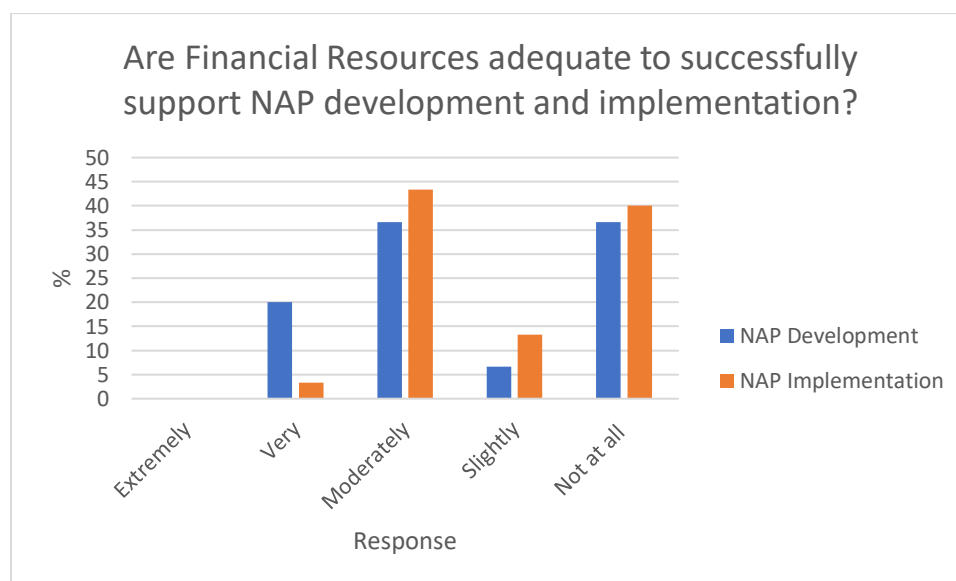
5.4 Level of investment and desired results

However, despite mixed responses indicating a degree of dissatisfaction with the financial resources provided for NAP development and implementation, the greatest percentage of UN Women staff (46 percent) responded 'very' when asked if, in terms of NAP development, the level of investment has led to the desired results. This suggests that while UN Women staff believe they need more resources for this work, they are satisfied with the results achieved given the available resources.

Graph: Level of investment/desired results for NAP development

NAP development: Does the level of investment lead to the desired results?

Pie chart values: 10%, 47%, 24%, 3%, 13%, 3%

Legend: ■ Extremely ■ Very ■ Moderately ■ Slightly ■ Not at all ■ Do not know
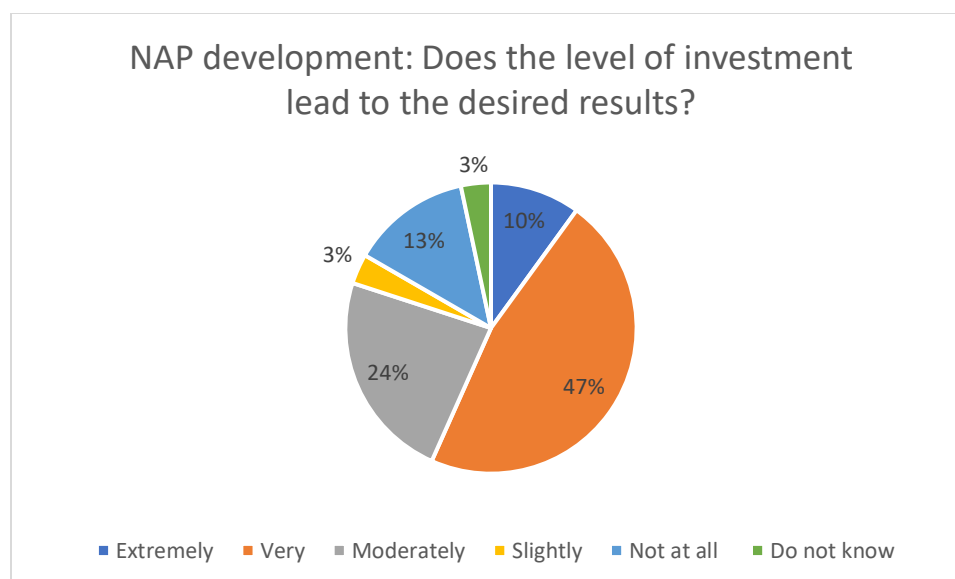
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[23] Afghanistan, Bangladesh, Bosnia and Herzegovina, Brazil, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chile, Colombia, Cote d'Ivoire, DRC, Egypt, El Salvador,
Georgia, Guatemala, Indonesia, Iraq, Jordan, Kenya, Kosovo, Kyrgyzstan, Lebanon, Liberia, Macedonia,
Mali, Moldova, Mozambique, Myanmar, Namibia, Nepal, Niger, Nigeria, Palestine, Papua New Guinea,
Serbia, Sierra Leone, Solomon Islands, South Africa, South Sudan, Sudan, Tajikistan, Tanzania, Timor Leste, Tunisia,
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