

**UN Women**  
**Country Portfolio Evaluation**  
**Albania**  
**Strategic Note 2017-2021**  
**Final Evaluation Report**  
**Annexes**

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## SPOTLIGHT: DATA AND RESEARCH

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Evaluation Finding 13: The CO has established a reputation for producing and supporting the production of useful, reliable data and analysis that has been impactful across thematic areas.

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### OVERVIEW

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The UN Women Albania CO has developed a reputation for producing valuable research reports on key thematic areas and emerging issues. It has a long-standing strategic partnership with INSTAT, the national statistics office, that has resulted in improved gender statistics collection and analysis. This spotlight looks at these two elements of the CO's work and expands on Finding 13 in the Final Evaluation Report. The work on data collection and expert research presents an opportunity for the CO to develop a signature line of work.

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### INFORMATION GATHERING IN ALBANIA

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National data collection in Albania that is disaggregated and aligned to gender indicators is a work in progress, as is the collective body of knowledge about the impacts of policy and programming on the needs of women and girls.

Throughout the SN period, the CO has targeted this gap in understanding both through a cross-thematic and programmatic approach to the development of shareable knowledge products and through its longstanding partnership with INSTAT, that was enhanced in the SN period through the CO's participation in the global Women Count programme. The CO's contribution to the understanding of the experiences of women during the COVID-19 pandemic through the production of the Rapid Gender Assessment on the impact of COVID-19 in women's and men's lives and livelihoods in Albania (2020) and contributing to the Rapid Assessment on the needs of service providers conducted by the ECA RO (2020) showcased the CO's abilities.

The national challenge presented by the data gaps was noted in the mid-term review of the CO's Strategic Note:

“(…) as part of its (UN Women’s) normative work, there is the need to further strengthen national data collection and analytical capacities to fully leverage gender indicators in the context of SDGs monitoring frameworks”<sup>1</sup>

“Explore enhanced use of data and statistics in human rights reporting and linkages with SDG indicators.”<sup>2</sup>

The need for the improved availability of disaggregated data in order to conduct gender gap analyses was also noted in the GRB evaluation.<sup>3</sup> Disaggregated data is a critical tool in the development of gender-responsive policies and budgets as it allows governments to determine financial allocations and civil society to monitor the impact of those allocations on women and girls.

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## RESEARCH AND REPORTING

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During the period of the SN, UN Women in Albania produced a number of key reports, studies and assessments supporting GEEW in Albania as a part of the EAW portfolio, joint programming in the WEE thematic area, re-routed funding during the pandemic, and across other programmatic interventions, including (hyperlinks to the publications have been included):

- [\*National Study on Economic Diversification for Women Living in Albanian Rural Areas \(2017\)\*](#)
- [\*Obstacles to Women’s Participation in Elections in Albania - A National Index of Women’s Electoral Participation \(2017\)\*](#)
- [\*Standards of Representation of Political Parties In Albania \(2017\)\*](#)
- [\*Freedom of Vote and Family Voting in Albania \(2017\)\*](#)
- [\*Sexual Harassment and Other Forms of Gender-Based Violence in Urban Spaces in Albania \(2018\)\*](#)
- [\*Violence against Women and Girls from Disadvantaged Communities- An Overview of the Phenomenon of Violence against Women and Girls for Roma, LGBT and Disabilities Communities \(2018\)\*](#)
- [\*The National Survey on Violence against Women and Girls in Albania \(2019\)\*](#)
- [\*Sexual Harassment and Other Forms of Gender-Based Violence in Urban Spaces, Korca and Shkodra \(2019\)\*](#)
- [\*The impact of COVID-19 in women’s and men’s lives and livelihoods in Albania \(2020\)\*](#)
- [\*Albania Country Gender Equality Brief 2020\*](#)
- [\*Analyses of Albanian Legislation to Address Violence against Women in Elections \(2020\)\*](#)

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<sup>1</sup> UN Women Albania Country Office Report on the Midterm Review of the Strategic Note for 2017-2021 (November 2019) at 4

<sup>2</sup> Ibid, at 7

<sup>3</sup> Final Evaluation of the Promoting Gender Responsive Policies in South East Europe Programme (May 2019)

Strengths	Challenges
<ul style="list-style-type: none"> <li>• Demonstrated reliance and use by cross section of stakeholders to draft policy, justify funding requests, advocate, conduct reporting and monitoring</li> <li>• Influential in ensuring gendered responses to emerging issues such as earthquake and pandemic response by UNCT and government, mainstreaming gender in the rural agenda through the Ministry of Agriculture</li> <li>• Used by the CO to form the basis for programme development, such as the VAW study</li> <li>• Builds credibility, strengthens CO comparative advantage and demonstrates leadership in the sector</li> <li>• CO has enhanced the reporting and research capacities of CSO partners, resulting in the production of a number of useful reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Competing sources of data and research including from CSOs and other international organizations, e.g. OSCE 2019 Report on Safety and Security of Women</li> <li>• Ongoing requirement to ensure that reporting is current and updated to maintain validity, e.g. agriculture study last updated in 2017</li> <li>• Staffing, funding and expertise not secured to ensure this work can be done quickly and cross-thematically – work is tied to programme funding with heavy reliance on external consultants</li> </ul>

**DATA COLLECTION AND STATISTICAL ANALYSIS**

During the period of the SN, the CO was instrumental in supporting the following INSTAT activities, through the regional programme Women Count in alignment with work done in the EVAW portfolio:

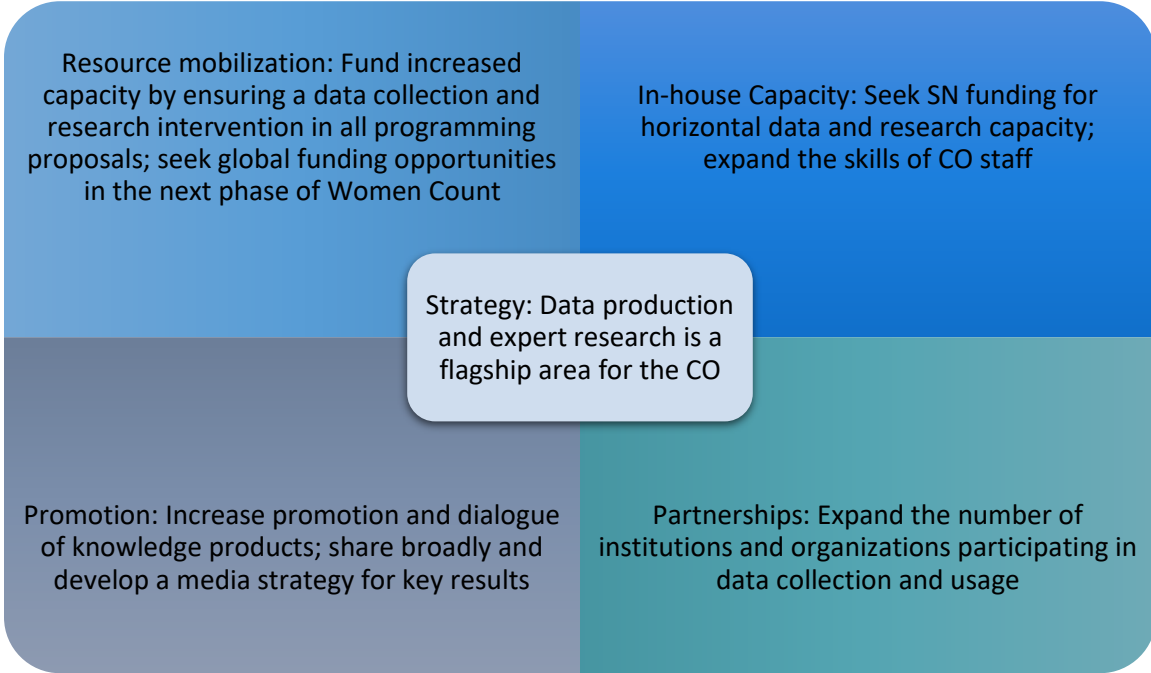
- annual publication of Women and Men in Albania,
- production of the Rapid Gender Assessment on the impact of COVID-19 in women’s and men’s lives and livelihoods in Albania (2020)
- work with other institutions such as Ombudsman to report on HR indicators by sex disaggregation,
- interactive dashboard and other presentation tools,
- published the Gender Equality Index covering 6 areas (work, money, knowledge, time, power, health) (Jan 2020)
- 3<sup>rd</sup> National Population-based Survey on Violence Against Women and Girls (2018 NPBS-VAWG)
- EU SILC Survey 2019 in 15 municipalities

Strengths	Challenges
<ul style="list-style-type: none"> <li>• Longstanding partnership with INSTAT has built trust and evolution of capacity</li> <li>• Introduction of other institutions and exchange of data between institutions has increased common reporting, maximized CO training and capacity building</li> <li>• Ongoing increase in gender indicators is improving Albania’s reporting on national SDG effort</li> <li>• Increase in the number of dashboard users</li> <li>• Independent capacity now established in INSTAT staff, e.g. capacity to conduct SILC survey</li> <li>• Identification and development of collection methods (census modules) for data collection related to Roma and Egyptian communities and people with disabilities</li> <li>• CO’s work consistently meets and exceeds expectations of Women Count programme and is a leader in the region</li> <li>• Relationship with INSTAT and technical expertise enhances CO credibility and comparative advantage</li> <li>• UN Women’s support with research and data is rated highest by CSOs at 80%</li> </ul>	<ul style="list-style-type: none"> <li>• Still significant gaps in data collection including disaggregation by gender and by intersection with other forms of marginalization</li> <li>• CO does not have a dedicated data analysis or the capacity to introduce data elements into every programme</li> <li>• CO remains heavily dependent on long-term, highly expert consultant</li> <li>• Missed opportunity in the Women Count programme to have additional funding and Pathfinder Country designation resulted in reduced programming and capacity</li> <li>• Data collection within programmes and interventions could be enhanced to support a greater understanding of the impact of programmes.</li> </ul>

## OPPORTUNITY MATRIX

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The solid foundation laid by the CO during the period of the SN is ready to be built upon. There is an opportunity for the CO to develop a strategic approach to creating a flagship area in data collection and expert research, through four pillars of resource mobilization, in-house capacity, promotion and partnerships.



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## SPOTLIGHT: JOINT PROGRAMMES IMPLEMENTATION MODALITY

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Evaluation Finding 7: The Joint Programmes implementation modality has mixed results for the CO, increasing the number of programme engagements but repeatedly under-allocating leadership roles and funding for the CO.

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### OVERVIEW

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Joint programmes are the mandated means of programming for UN agencies in Albania under the One UN/Delivering as One model. A significant part of the CO's programming falls under the joint programmes modality. While this modality opens doors for the CO to engage with a broad range of stakeholders and to infuse a broader range of topic areas with a gender lens, the modality is structured to favour larger UN agencies, to create competition among agencies and to limit the opportunities for leadership and larger funding envelopes for the CO.

While the CO has been effective in coordinating the gender mandate of the UNCT agencies, it is less successful in asserting its leadership in the fight for funding and visibility with donors and stakeholders. The responsibility for aligning opportunities and agencies rests with all UNCT agency leaders and the Resident Coordinator.

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### UN WOMEN ENGAGEMENT IN JOINT PROGRAMMES IN ALBANIA

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The UN Country Team in Albania operates with a Delivering as One status model. This concept is further entrenched in the Programme of Cooperation for Sustainable Development (PoCSD) in place in the SN period and the new UNSDCF. Joint programming funded primarily through the Multi Donor Trust Fund is the expected model of engagement between agencies in the country. For UN Women Country Office in Albania during the period of the SN, 60% of its funding came from the Multi Donor Trust Fund and its programming almost exclusively consisted of participation in joint programmes with other UN agencies in Albania or UN Women regional programmes.



UN Women participated in 10 joint programmes during the period of the SN. The table below outlines the programmes, partner agencies, funding allocation and UN Women's key contributions. The key UN Women contributions are substantial and impactful.

Joint Programmes implemented in the SN 2017-2021 period	Partner Agencies (programme lead agency in bold)	Total programme budget and UN Women's share	Key UN Women contribution to programme implementation
Support to GoA-UN Programme of Cooperation 2017-2018 Output 1.1 - WLPP (Sida)	UN Women, UNDP, UNESCO	<b>Total budget for Output:</b> \$181,053 <b>UN Women's share:</b> \$119,998	<p>UN Women strengthened the capacities of public independent and oversight institutions to enforce gender equality commitments: i) the Central Election Commission (CEC) capacitated to manage, monitor and report on gender responsive and inclusive electoral processes at national and local level. CEC prepared with UN Women technical support its first gender sensitive post-elections report; (ii) the office of Ombudsman monitored and reported on human rights and gender equality commitments), iii) the office of Commissioner for Protection against Discrimination capacitated for case management of gender-based discrimination.</p> <p>It contributed to development of women's leadership skills and organizational development of the Alliance of Women MPs for gender sensitive policies as well as supported establishment and organizational development of 7 Alliances of Women Counselors (AWCs) and National Network of AWCs;</p> <p>During the national elections in 2017, around 35,600 people were reached out of which 600 women and first-time voters, representatives from civil society, local public officials, local media engaged directly with women candidates and were informed on gender quota, equal representation and political agendas.</p> <p>UN Women supported the implementation of the Community Based Scorecards a methodology that helps local government to understand the needs and priorities of the communities they represent in general and for the minorities in particular. During 2017 in partnership with USAID, UN Women implemented the CBS in six municipalities reaching out 450 persons participating in these events (265 men and boys and 185 women and girls through public forums.</p>

			<p>An increased number of articles and reports (28) have supported the promotion of positive role of women and the importance of gender equality in the media. Positive achievements of women in leadership have been captured and promoted in the local and national online and printed media.</p> <p>In 2018, in the framework of the electoral reform ahead of the local elections in 2019, the Gender and Women in Decision-Making Working Group, composed by international land civil society organizations working on GE (chaired by OSCE) where UN Women actively participates, prepared a package of gender proposals which were presented to the Ad-hoc Committee on Electoral Reform.</p> <p>CO supported development of knowledge products on gender inequalities in public space and decision-making: <i>Obstacles to Women’s Participation in Elections in Albania - A National Index of Women’s Electoral Participation (2017)</i>, <i>Standards of Representation of Political Parties In Albania (2017)</i>, <i>Freedom of Vote and Family Voting in Albania (2017)</i>.</p>
UN Joint Programme on EAW 2019-2021	UNDP, UN Women, UNFPA	<p><b>Total budget:</b> \$3,531,215</p> <p><b>UN Women’s share:</b> \$1,050,968</p>	<p>UN Women provided technical assistance to support GoA to prepare and submit national report on BDPfA +25 process, prepare the National Strategy for Gender Equality and its Action Plan 2021 – 2030 following the evaluation report of the previous strategy, develop protocols and guidelines on functioning of public and non-public residential centers providing shelter services to victims of domestic violence and human trafficking in Albania shelters in the context of COVID-19 pandemic.</p> <p>It also contributed with inputs to several changes to the Law on Measures against Violence in Family Relations (October 2020), submitted proposals to the Parliament on amendments of the Electoral Code on GBV during elections, supported Albanian State Police to adopt a new Policy against Sexual Harassment in Workplace and develop an E-learning Module on the Policy which will be mandatory for all Police forces and supervisors at all levels and supported leading women’s rights CSOs to monitor the implementation of Objective 3 (GBV)</p>

			<p>of the National Strategy on Gender Equality (NSGE) 2016-2020 in five new municipalities for the years 2019 and 2020 by leading women's rights CSOs.</p> <p>It supported five municipalities to apply GRB n Medium Term Budget Programme and 6 municipalities to develop socio-economic plans for reintegration of women survivors of violence.</p> <p>It actively engaged in a nation-wide campaign during the 16 Days of Activism against Gender-Based Violence reaching out over 2.7 million people and relying on innovative partnerships with a range of stakeholders (government, media, private sector, religious leaders).</p>
Support to GoA-UN Programme of Cooperation 2017-2018 Output 2.5 - GBV (Sida)	UNDP, UN Women, UNFPA	<p><b>Total budget for Output:</b> \$343,965</p> <p><b>UN Women's share:</b> \$63,994</p>	<p>UN Women supported national stakeholders to improve legal framework on human rights and GE and contributed with technical assistance to: i) adoption of the Law on Legal Aid, Law on Social Housing regarding specific provisions that include women victims of domestic violence among the groups who are prioritized for social housing support, amendments of the Code on Criminal procedures, amendments of the Law on Measures against Violence in Family Relations" to align with the Istanbul Convention by expanding the circle of subjects protected from domestic violence also including intimate partners; improving the procedures for the protection of persons with disabilities from domestic violence and the services provided for victims of gender-based violence and judicial procedures related to the issuance of urgent protection orders. The amended Law addresses 7 of 19 urgent recommendations of GREVIO to Albania</p> <p>One research scoping study on safe cities for women and girls conducted in selected neighbourhoods in 3 cities, Tirana, Fier and Durrës following the methodology consulted with the Safe Cities team in HQ and providing evidence for infrastructure investments that consider women's and girls' concerns for safety.</p> <p>Essential Guidelines for multi sectoral response to GBV - SoPs have been produced for Police/Psycho-Social/Justice and Roadmap for implementation in 2018 and on. The SOPs are based on the Essential Services Package for Women and Girls subject to violence developed by UN Women, UNFPA, WHO, UNDP and UNODC.</p>

<p>Youth Project to the UN Wide Innovation Platform 2018-2019 (UN DOCO Fund)</p>	<p>UNDP, FAO, UNICEF, ILO, UNFPA</p>	<p><b>Total budget:</b> \$150,000 <b>UN Women's share:</b> \$15,000</p>	<p>UN Women conducted a study on the different dimensions of sexual harassment and other forms of gender-based violence against Albanian women and girls in urban public spaces particularly in the cities of Shkodra and Korça. The study explores how the infrastructure in these municipalities influences women and girl's security and what strategies they have at their disposal to cope with sexual violence, and what can be done to make their cities and neighbourhoods safer</p> <p>The report also contains general and specific recommendations for each municipality involved in the study take the necessary measures and actions to improve the safety in the studied areas.</p>
<p>PoCSD Output 1.6 Migration and Asylum (Norway)</p>	<p>UNHCR, UNICEF, IOM, WHO, UN Women, UNFPA</p>	<p><b>Total budget for Output 1.6:</b> \$490,000 <b>UN Women's share:</b> \$45,000</p>	<p>Throughout 2020, the capacities of Border and Migration Police (BMP) and other stakeholders in border areas were enhanced to ensure that vulnerable groups of irregular migrants who arrive in Albania have reinforced access to rights as well as social and health services. The intervention was grounded on a 2018 UN Country Team Joint Needs Assessment, which identified gaps and challenges in border procedures, with a specific focus on vulnerable individuals, their protection and referral to specialized services. Activities implemented throughout 2020 were planned based on the Needs Assessment and in coordination with other UN Agencies involved in the programme. In turn, activities on the ground fed into the normative support provided to the government and enhanced coordination among involved UN Agencies. This was achieved by UN Women in coordination with other UN Agencies (UNICEF, UNHCR, IOM, WHO and UNFPA), with funding from the Government of Norway through the SDG Acceleration Fund.</p> <p>Gaps in existing legislation regarding access to services for survivors of violence among mix migration flows were identified. UN Women contributed to this by preparing an in-depth legal analysis for the government of Albania, which has endorsed the initiative. This support to the legal and policy framework was carried out both through extensive consultation and expertise sharing with other implementing UN Agencies, as well as through operational activities on the</p>

			ground, organized jointly, where discussion with relevant local stakeholders during scoping missions and roundtables revealed a number of legal gaps.
UN Joint Programme on Social Inclusion Leave No One Behind 2017-2021(SDC)	UNDP, UNICEF, UN Women, UNFPA	<b>Total budget:</b> \$6,865,198 (this is Swiss Francs)  <b>UN Women's share:</b> \$622,354	<p>In the framework of the UN Joint Program 'Leave no one Behind" UN Women has focused interventions in raising awareness and ensuring that the municipality plans and budgets respond to the needs of vulnerable women and girls. 9 municipalities have been targeted (3 completed and 6 ongoing).</p> <p>Approximately 500 vulnerable women and young girls have benefited from training and awareness events, with a clear understanding of GRB and have defined a list of selected gender-responsive priorities in each of the areas for voicing their needs in the participatory planning and budgeting processes. Active participation of women engaged by capacity-built women by the project (multipliers) 983 women. The multiplier effect is 1:35 (one woman actively engaged more than 3 other women) The total participation of women in overall participation of citizens in public budget consultations so far is 2500 or 45% of participants. These women coming from the most vulnerable groups including youth, older women, women living in rural areas, women with disabilities, unemployed women and women single head of households.</p>
UN Joint Programme on Improving Social Protection Service Delivery 2020-2021	UNDP, UNICEF, UN Women	<b>Total budget:</b> \$1,260,000  <b>UN Women's share:</b> \$200,000	UN Women has conducted a Gender Responsive mapping of the linkages between social inclusion and vulnerabilities at local level, in the framework of the Global SDG Fund- supported UNJP on Improving Municipal Social Protection, implemented jointly with UNDP, UNICEF, and WHO. This sets the foundation for identifying and piloting social services for vulnerable women in existing municipalities through existing social care plants and in coordination with the Social Fund administered by the MoHSP
UN Joint Programme on Strategic policy options for SDG Financing 2021-2022	UNDP, UNICEF, ILO, UN Women	<b>Total budget:</b> \$855,000  <b>UN Women's share:</b> \$110,000	Program in early stages: Building upon past and ongoing joint UN efforts for improving the Social Protection system, UN Women and cooperation with UNICEF and ILO have rolled-out a new Joint Programme (JP) for strengthening the Institutional capacities to develop feasible solutions and identify fiscal space to increase SDG-related spending for women, men, girls and boys in Albania. With support under the Global SDG Fund, this programme will enable UN Women to

			review and analyze financing options for extending social protection coverage and benefits by conducting expenditures and fiscal space analysis with gender lens, as well as to meaningfully contribute to a broad National dialogue on the establishment of a gender responsive social protection floor in the country.
PoCSD Output 4.2 Green Economy (Norway)	ILO, UN Women	<b>Total budget:</b> \$365,000  <b>UN Women's share:</b> \$30,000	UN Women rolled-out an initiative for promoting women's social entrepreneurship and devising innovative and sustainable models for women owned social enterprises in the green economy. Under this Joint UN initiative ILO conducted a Research on the labour market opportunities in the green economy sector, specifically the tourism to identify root causes of prevailing constraints in the tourism sector and ways to improve employment opportunities and enterprise growth, while Un Women initiated the development of a comprehensive programme for outreach and direct assistance to women potential beneficiaries of the Social Enterprise fund. In addition, efforts to mobilize resources for promoting women's role in rural economy have materialized in a new successfully funded project which will be launched in 2021.
EU For Gender Equality	UN Women, UNFPA	<b>Total budget:</b> \$ 825,522  <b>UN Women's share:</b> \$ 688,006	New JP project signed in April 2021
		<b>Total budget for JPs involving UN Women:</b> \$14,866,953  <b>Total amount received by UN Women:</b> \$2,945,320	

	<b>19.8% of the total budget for JPs involving UN Women was allocated to UN Women</b>	
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The joint programmes as an implementation modality as a UN model of engagement inside a country is widely favored by UN and by international donors as a means of ensuring effective and efficient use of UN agency expertise and donor resources. In the Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System, Albania is noted as country in which the UN team is mature in its harmonization and joint gender programmes are designed to bring a coherence to UN in-country work.<sup>4</sup>

However, it was also noted that, in Albania “UN Women’s technical input to programme activities depended largely on the extent to which other United Nations agencies were open to their involvement.”<sup>5</sup> These challenges remain an issue for UN Women in Albania, as the joint programmes modality can have the effect of pitting UN agencies against each other in competition for limited funding and visibility, reversing the positive effects of a coordinated approach. As noted in the corporate evaluation on coordination in EAW:

“Even under a DaO approach which facilitates the coordination of GEEW efforts across agencies, as UN Women Albania’s experience has shown, the effectiveness of its coordination efforts are best served when there is no competition for funds, when the individuals engaged have a relationship of trust, and when the partnership between UN Women and implementing UN entities is based on equal power relations.”<sup>6</sup>

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## ADVANTAGES AND CHALLENGES

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### ADVANTAGES FOR THE CO IN THE JOINT PROGRAMMES MODALITY

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- The CO has been effective at finding synergies inside its programme modality, linking the work of the joint programme on EAW with the regional EAW programme, introducing its strengths in GRB into a number of joint programming efforts. This cross-thematic and programme vision makes the CO a value-add partner in programming.
- Joint programming has offered the CO access to a wider area of thematic areas of work, donors, stakeholders and beneficiaries than a more linear programming approach might allow. For example, UN Women in Albania has joined programmes on migration and asylum, rural equality and tourism and the green economy. These programmes have given UN Women exposure to areas of work and stakeholders that would not have necessarily engaged in traditional ‘gender’ programming.
- The CO team approach of consultation, collaboration and flexibility has made it a valued and effective partner in joint programmes. Partners repeatedly noted the thoughtful contribution of UN Women to the overall programme outcomes.

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<sup>4</sup> Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System, Final Synthesis report, November 2013, p28

<sup>5</sup> Ibid p30

<sup>6</sup> “Evaluation of UN Women’s contribution to UN system coordination on gender equality and the empowerment of women in Europe and Central Asia (ECA).” 2016, pp.44.

- UN Women Albania CO approach and its positive reputation has made it a valued contributor to joint programmes from a donor perspective. Donors noted that the CO frequently finds innovative responses to working with small allocations in joint programmes.

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### CHALLENGES FOR THE CO IN THE JOINT PROGRAMMES MODALITY

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- Confusion about the split in the oversight of the EAW portfolio between the UNDP and UN Women creates confusion among stakeholders and donors and reduces the CO's ability to lead joint programming in this area.
- Competition between UN agencies for funding, visibility and leadership in key thematic areas, including WEE, has ended poorly for the CO. The CO is unable to compete with larger agencies for the attention of donors and/or is unable to secure leadership of key programming areas as a result of donor priorities that favour the broader mandate of the larger UN agencies.
- The CO's relatively small office and funding envelope is a vicious cycle. The CO is unable to contribute staff time or expertise without advance funding, leaving it unable to demonstrate leadership capability or support multiple programmes. In the current SN, staff have large portfolios with multiple projects.
- The issues experienced by the CO in the Albania office are not exclusive to Albania. Rather, they are common experiences shared across the UN system, making it harder for the CO to find a unique solution. The joint programming modality frequently results in programming that keeps each agency in a silo, does not find horizontal synergy and keeps the funding in the control of the largest agency.

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### OPPORTUNITY MATRIX

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While the joint programme modality presents challenges to small UN agencies inside a One UN country, there is opportunity for the CO to leverage its good work and credibility in gender focused issues to push for a leadership role in programming that has a significant GEEW component, through four pillars of resource mobilization, in-house capacity, promotion and partnerships.

Resource mobilization: Work with partner UN agencies to develop a donor proposal model that prioritizes gender across thematic areas.

In-house Capacity: Ensure that joint programme funding allocations adequately support in-house resourcing for the programme and do not stretch existing staff beyond capability

Strategy: UN Women should play a leadership role in joint programming with a significant or cross-cutting gender focus.

Promotion: Capitalize on other flagship areas, such as research and data, ERAW and GRB to showcase the impact potential of the CO's involvement in joint programmes.

Partnerships: Work with the Resident Coordinator and agency leaders to develop a joint programming strategy that recognizes and supports CO leadership

## Annex 3: Terms of Reference

<https://gate.unwomen.org/Evaluation/Details?evaluationId=11241>



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## Annex 4: Stakeholder mapping

Table: Overview of Stakeholder Mapping

Stakeholders' Category engaged with UN Women CO	OPERATIONAL				COORDINATION	NORMATIVE
	SN IA 1-WPL	SN IA 2 WEE	SN IA 3 EVAW	SN IA 5 P&B		
	IWLP-Sida B-F, Seed Funding UNW	GREAT Norway POCSD OP 4.2	UN JP EVAW Regional EVAW Sida B-F Youth-UNDOCO Norway POCSD OP 1.6	UN JP LNB UNJP Social Protection UNJP SDG Financing Regional GRB Regional Women Count GAP-GEF		
<b>UN Agencies</b>	UNDP UNESCO	FAO ILO	UNDP UNFPA UNICEF UNHCR IOM	UNDP UNICEF UNFPA ILO	UNCT PoCSD RGGTRG OMT UN Communication Group UN-INSTAT UN-OP' Office	UNCT
<b>Central Government</b>	MHSP (Ministry of Health and Social Protection) (but not direct involvement)	Ministry of Agricult and Rural Dev, Ministry of Finances and Economy, Ministry of Tourism and Environ, MHSP	MHSP Ministry of Interior Ministry of Justice Ministry of Europe and Foreign Affairs INSTAT	MHSP, Ministry of Finances and Economy, 11 Line Ministries INSTAT Albanian School pf Public Administration	Ministry of Health and Social Protection, Prime Minister's Office, GEE in Line Ministries	Parliament, Ministry of Health and Social Protection, Ministry of Europe and Foreign Affairs, Line Ministries
<b>Local Government</b>	Tirana, Elbasan, Lushnja, etc. Alliance of Women's Councilors	Target municipalities have not yet been identified	Tirana, Durres, Korça, Elbasan region (7 municipalities), Berat, Lezha, Fier, Vlora, Saranda, Kruje, Shkodra, Tropoja, Vore, Fushe-Kruje, Kamez, Puke Kurbin, Gjirokaster, Pogradec	Tirana, Durres, Elbasan, Shkodra, Korca, Lezha, Devoll, Kamza, Puke, Rogozhine, Progradec, Lezhe, Lushnje Diber, etc	GE machinery at local level	
<b>Oversight bodies/ Independent HRs Institutions</b>	Parliament, Women MPs Alliance, Central Electoral Commission, Ombudsperson Commissioner for Protection against Discrimination		Parliament/ Sub-Parliamentary Committee on Gender Equality Women MPs Alliance Ombudsperson Commissioner for Protection against Discrimination	Parliament State Supreme Audit		Ombudsperson, Commissioner for Protection against Discrimination
<b>CSOs</b>	GADC, IDRA Youth/BYLA SHIZI Consultants	Grassroot /LAGS	GADC, AWEN, WFE, HRDC, CLCI, ADRF, Observatory of Children and Youth Rights, D&E, Roma Women's Center, Aleanca LGBT, Shelter for Abused Women and Girls, IDRA	GADC, CCFF AISI, R&E Disabilities Rights CSOs	CSAG	CSO networks led by CLCI and WPS

<b>Media</b>			Media Forum			
<b>Business</b>			Anabel, Vodafone, Intermedica, Bank SPI			
<b>Donors</b>	Sida UN Women	IADC/Italy FAO, UN Women, Norway	Sida Norway EU	ADA, Sida SDC, EU Joint SDG Fund Australian DFAT	Donors Coordination Gender Group, WG on GE in DM	Donors

## Annex 5: Evaluation matrix

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/sources
<b>Criterion: RELEVANCE</b> <b>Are we doing the right things?</b>				
1	To what extent SN 201-2021 adheres to the international normative frameworks including CEDAW, Beijing Platform for Action, UN SCR 1325 and SDG agenda?	Documental evidence of adherence to each international reference framework	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	To what extent SN adheres to national development priorities of Albania as agreed between the UN and the Government of Albania in the development cooperation framework?	Documental evidence of adherence to Vision Albania-2030	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
3	To what extent SN adheres to corporate strategic priorities of UN Women?	Documental evidence of adherence to SP 2014-2017 and SP 2018-2021	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
4	To what extent the portfolio interventions target the underlying causes of gender inequality?	Evidence of programme results addressing causes of inequality set out in CCA, CEDAW COB and SN	Document Analysis Semi structured interviews	RO, CO staff, CSOs, donors, project beneficiaries and implementing partners
5	Is the choice of partners most relevant to address the needs of the women and marginalized groups and to achieve GEWE?	Evidence of extent to which CO interventions are based on proper needs assessment of women, including marginalized groups	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

6	To what extent the interventions prioritized in the SN address the national plan to achieve SDGs?	Evidence of alignment and contribution to National Plan to achieve SDGs	Document Analysis Semi structured interviews	RO, CO staff, CSOs, donors, project beneficiaries and implementing partners
<b>Criterion: EFFICIENCY</b> <b>Are we doing things right?</b>				
1	To what extent does the management structure support efficiency of the implementation?	Adequacy of COs organizational assets, structures capabilities (in terms of financial and human resources)  Effectiveness of COs internal coordination/communication (vertical/horizontal) mechanisms	Document Analysis Semi structured interviews	RO, CO, implementing partners
2	To what degree does the CO have access to the necessary knowledge and capacities needed to deliver its portfolio?	Performance/qualification of contracted  Degree to which CO human resources align with its SN priority areas gender experts  % of respondents from UNCT who view CO as having strong expertise in GEEW (including WEE, WPS, EVAW and national planning and governance)  Evidence of any form of knowledge sharing and lessons learned within the CO and between the RO and CO	Document Analysis Semi structured interviews Survey	RO, CO, implementing partners
3	How effective is adaptive management in the CO and how well the risks have been managed to ensure results?	Evidence that the CO risk register is up to date and acted upon	Document Analysis Semi structured interviews	RO, CO, implementing partners
4	How well the resources were managed within the CO?	Annual Delivery rate (in %) Evidence of fund disbursement being appropriate to maximize utility	Document Analysis Semi structured interviews	RO, CO, implementing partners



5	Are interventions implemented within the intended timeframe and budget? Are there mechanisms in place to ensure this?	Financial Reports Evidence of what hinders the timely implementation of the budget	Document Analysis Semi structured interviews	RO, CO, implementing partners
6	To what extent is the SN implementation cost effective?	Evidence on the efficiency and transparency of the procurement system	Document Analysis Semi structured interviews	RO, CO, implementing partners
7	To what extent funding allocation is responsive to the degree of needs and expectations per thematic areas?	Proportion of annual budget distributed per thematic areas	Document Analysis Semi structured interviews	RO, CO, implementing partners
8	How well did UN Women managed to mobilize resources for the realization of the SN 2017-2021?	Evidence of achievement of resource mobilization target	Document Analysis Semi structured interviews	RO, CO, implementing partners
<b>Criterion: EFFECTIVENESS</b>				
<b>Are the things we are doing working?</b>				
1	To what extent did UN Women CO progress towards achieved its output indicators as of SN 2017-2021?	Evidence on the extent the planned outputs have been achieved on time	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	How strong is the value proposition of the SN 2017-2021?	Evidence of the equity focused value-for-money TOC	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
3	Are interventions contributing to the expected outcomes?	Extent to which interventions are aligned with TOC/intended results  Evidence on the extent to which CO portfolio contributes to GEWE in Albania	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
4	What unexpected outcomes (positive and negative) have been achieved? For whom?	Evidence of unexpected outcomes disaggregated by beneficiary/target group	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
5	What are the main enabling and hindering factors of observed outcomes?	Evidence of the challenges and how they were addressed by the CO	Document Analysis	RO, CO staff, government partners, CSOs, UNCT, donors,

			Semi structured interviews Survey	joint UN programme partners, private sector organizations
6	What are the opportunities for maximizing the value proposition of the CO?	Evidence of opportunities and how they were addressed by the CO	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
7	To what extent do interventions contribute to addressing the underlying and root causes of gender inequality?	Statistical evidence of the progress on a number of universal indicators and indexes on GEWE during 2017-2021	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
8	What contribution is UN Women making to UN coordination on GEWE?	Evidence of the extent the GEWE is mainstreamed through UN interventions % of responders acknowledging the role of UN Women CO Survey findings on the gaps in addressing GEWE	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
<b>Criterion: SUSTAINABILITY</b> <b>Will the changes last?</b>				
1	To what extent financial sustainability is achieved by CO?	Evidence of financial viability of the CO	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	To what extent governance sustainability is achieved by CO?	Evidence of the extent the governance mechanisms established with UN partners, CSOs, private sector, academia is viable to further GEWE priorities in Albania	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
3	To what extent technical sustainability is ensured through the CO portfolio?	Evidence of the usability of the technical products developed or supported by the CO (analytical reports, training materials, guidance, tools, etc.)	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
4	How have interventions supported the capacity development of targeted rights holders (to demand) and duty bearers (to fulfill) rights?	Evidence of new or strengthened policies, strategies, laws, services and budget allocations influence by CO support	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

		Evidence of rights holders articulating their priorities and needs; accessing services; and contributing to national/local planning and development		
<b>Criterion: COHERENCE</b>				
<b>How coherent is the UN Women CO Albania across all its partners?</b>				
1	Are the interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team?	Evidence on coherence between UN Women and UNCT	Document Analysis Semi structured interviews Survey	RO, CO, UNCT
2	Are the interventions achieving synergies between UN Women and national counterparts?	Evidence on coherence between UN Women and MoFA, MoLabour, Mo Social Development, Committee on Women	Document Analysis Semi structured interviews Survey	RO, CO, UNCT, government partners
3	Are the interventions achieving synergies between UN Women and CSOs?	Evidence on coherence between UN Women and CSOs	Document Analysis Semi structured interviews Survey	RO, CO, UNCT, CSOs
4	Is there a balance and coherence between programming-operational, coordination and policy-normative work optimal?	Evidence suggesting the faire focus on each domain as well as interlinkages and reinforcements across the domains	Document Analysis Semi structured interviews Survey	RO, CO
5	What is Albania CO's comparative advantage in GEWE compared with other UN entities and key partners?	Evidence of CO's comparative advantages vis-à-vis other key players	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
<b>Criterion: HUMAN RIGHTS AND GENDER EQUALITY</b>				
1	How did the broader human rights context within the region has informed the design and implementation of SN?	Evidence of human rights analysis is integrated in the design and implementation of the SN	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	To what extent participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and	Evidence of participation and inclusiveness of rights holders and duty bearers was maximized in the interventions planning,	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners

	decision-making processes during SN design and implementation?	design, implementation and decision-making processes		
3	To what extent the CO integrated disability inclusion in the SN planning and implementation?	Evidence of integration of specific disability inclusion elements.	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, UN programme partners,
4	To what extent HRBA and gender transformative approaches have incorporated into the design, monitoring and reporting of SN interventions?	Evidence of good practice and/or constraints faced by CO in applying HRBA and gender transformative approaches and measures taken to address these	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, UN programme partners, private sector organizations

## Annex 6: Interview protocols

### ***Interview Protocols***

#### **Standard information for all interviews:**

Date:

Name of Interviewee:

Position held in organization:

Organization:

Interviewers:

#### **Opening Statement**

- This interview will inform the UN Women Country Office Albania Country Portfolio evaluation. In other words, we are assessing the performance of the office and its achievements in line with its Strategic Note over the past 5 years.
- This evaluation, while of course it looks backwards over the past 5 years, is critical to shaping the strategic direction of the office for the future. It is important to us to get your perspective on the successes and strengths of the organization, as well as the challenges and potential opportunities for the future. We appreciate your time and your information to support this process.
- A number of program and project evaluations have already occurred during the past 5 years and we have studied these. We are hoping to avoid asking you the same questions that you have already answered but if we do, please forgive us. We are using the information you provide us to create a picture of the overall work and impact of the UN Women office.
- We are an independent team of evaluators, with a member of the UN Women Evaluation Team at HQ and two independent experts - one national and one international. [introduce members present]
- Any information that you provide to us will be held confidential - including our notes of this interview. We will not attribute any specific comments or information to you or your organization. We are taking notes for our own use, but we are not otherwise recording this conversation.
- For beneficiaries: You do not need to tell us any personal information or answer any of our questions if you do not wish to. If, at any time, you are uncomfortable or upset by our questions, we can take a break or simply stop the interview. We appreciate you taking part in our conversation but we believe your comfort is more important.
- Questions?

**UN WOMEN Regional Office**

### Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. Please describe your working relationship with UN WOMEN CO Albania.
3. Please describe which projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

### Relevance

4. How does the SN and the Albania CO's set of programs, activities and approaches align to the global and regional goals of UN WOMEN, including UN WOMEN's Strategic Plan and the mandate?
5. As you see it, how well does the Albania SN and approach align to the country and regional context, policy framework and human rights norms and standards? How well does the approach of UN Women CO take into account the context of EU integration of Albania?
6. Based on your experience and perspective, does the UN WOMEN Albania portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing, SDGs?
7. What role did the CO play in response to major social disruptions such as the earthquakes and now the pandemic? In the current pandemic context what is your view on UN Women Albania's approach?

### Coherence

8. How does support for the SN, both for development and implementation, work between RO and CO? What is the role of HQ?
9. Does the CO benefit from or contribute to regional synergies or partnerships with RO and other UN WOMEN offices in the region? How?
10. Does the CO play a leadership role in the region? How?
11. From a regional perspective, what priority areas of focus did not receive sufficient attention from the CO during the period of the SN? What is the reason? Should these areas be amplified in the next SN?
12. What do you think is the key comparative advantage for UN Women in Albania?

### Effectiveness

13. What do you see as major achievements of CO in the last strategic period?
14. From your perspective, what have been the main limitations of the CO to implement the mandate of UN Women during the last 5 years?
15. From your perspective, has CO made progress in addressing root causes of inequalities and reaching the most vulnerable groups in Albania? Could you please give us an example?

### Efficiency

16. What is your perception of the human resources envelope in Albania? Do you think the CO is well equipped from HR and financial perspective? What is your perception of the leadership of the CO (remind changes in leadership in the SN period)?
17. What is your view on the management of resources of the CO? Do you think resources are timely and efficiently implemented by the CO?
18. To the best of your knowledge, during the period of the SN, was the CO compliant with audit, financial and reporting obligations?
19. Are you familiar with the resource mobilization approach/strategy? What is your perception of it?
20. What are your recommendations to UN WOMEN CO Albania for the next strategic period?

### **UN WOMEN Headquarters**

### Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. Please describe your working relationship with UN WOMEN CO Albania.
3. Please describe which projects or programmes you have worked with UN WOMEN Albania directly on or taken part in activities.

### Relevance

4. How does the SN and the CO's set of programs, activities and approaches align to the global and goals of UN WOMEN, including UN WOMEN's Strategic Plan and the mandate?
5. As you see it, how well does the SN and approach align to country, regional and global policies and human rights norms and standards?
6. What role would you view the CO having in the case of major social disruptions such as the earthquakes and now the pandemic?

### Coherence

7. How does support for the SN, both for development and implementation, work between HQ and CO? How does the RO fit into the coordination and support?
8. What has been the interaction of your Division and the CO during the last five years? On what topics and for what kind of support?
9. What do you think is the key comparative advantage for UN Women in Albania?

### Effectiveness

10. Can you identify any outstanding achievement of the CO as a contribution to UN WOMEN Strategic plan implementation?
11. From your perspective, what have been the main limitations of the CO to implement the mandate of UN Women during the last 5 years?
12. To the best of your knowledge has CO made progress in addressing root causes of inequalities and reaching the most vulnerable groups in Albania? Could you please give us an example?

### Efficiency

13. What is your perception of the human resources envelope in Albania? Do you think the CO is well equipped from HR and financial perspective? What is your perception of the leadership of the CO (remind changes in leadership in the SN period)?
14. (if relevant) What is your view on the management of resources of the CO? Do you think resources are timely and efficiently implemented by the CO?
15. What are your recommendations to UN WOMEN CO Albania for the next strategic period?

### **UN Organizations in Albania**

### Background

1. Please describe your role in your organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UN WOMEN CO Albania (e.g. Implementing partner, member of UNCT, etc.).
3. Please describe which projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

### Relevance

4. What are to your view key GEEW priorities and main challenges in Albania?
5. What are the root causes of GEEW to your view?
6. Who are the key players in Albania in this field?
7. Based on your experience and perspective, to what extent is the UN WOMEN Albania portfolio aligned to the context, country policies and human rights norms at international and regional levels?
8. How well does the approach of UN Women CO take into account the context of EU integration of Albania?
9. Based on your experience and perspective, does the UN WOMEN Albania portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing, SDGs?



10. Was UN WOMEN presence in UNCT relevant to implement PoCSD and support the implementation of GEEW-related strategic goals of your organization?
11. What role does UN WOMEN play in response to major social disruptions in Albania such as the earthquakes and now the pandemic?

#### Coherence

12. UN Women has a coordination mandate on GEEW in the UN system; what is your understanding of this mandate? How is to your view UN Women implementing it in the context of Albania?
13. What is UN WOMEN's comparative advantage in the work of GEEW compared to the other UN entities in Albania?
14. What about other international organizations (inside and outside the UN)? Who are the key players on GEEW in Albania to your view?
15. If you need advice on GEEW do you consider UN Women is the key institution to get inputs from? Is it your first option?
16. Based on your experience and perspective, is UN WOMEN making partnership choices that advance GEEW and the situation of women in Albania?
17. How do you define complementarities to advance GEEW in the broad work of the UN in Albania?

#### Efficiency

18. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Albania? What are the CO's strengths and weaknesses?
19. What is your view on the management of resources of the CO?
20. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, are the planned interventions delivered on time?

#### Effectiveness

21. In your joint programmes, do the planned interventions contribute to the outcomes? Examples? Who benefitted from the planned interventions?
22. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
23. What were the enabling or hindering factors to the achievement of the outcomes?
24. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of the project?
25. To what extent do you think the joint programme is contributing to addressing underlying causes of GEEW inequalities in Albania? How?
26. How are programme beneficiaries selected? How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?

27. What are the main contributions of UN WOMEN to the overall achievements? What innovative practices did UN WOMEN contribute?
28. Have lessons learned and experiences from the joint programmes been shared?

### Sustainability

29. What are the key achievements in terms of sustainability of the results of your joint programmes? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
30. What was the contribution of UN Women to that?
31. What would be your recommendations to the UN WOMEN Albania CO for the next strategic period?

### **International Organizations in Albania (OSCE, Council of Europe, etc.)**

### Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UN WOMEN CO Albania.
3. Please describe which projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

### Relevance

4. What are to your view key GEEW priorities and main challenges in Albania? What are the root causes of GEEW to your view?
5. As you see it, how well does the SN and UN Women Albania's approach align to the country and regional context, policy framework and human rights norms and standards?
6. How well does the approach of UN Women CO take into account the context of EU integration of Albania?
7. Based on your experience and perspective, does the UN WOMEN Albania portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing, SDGs?
8. What role did the CO play in response to major social disruptions such as the earthquakes and now the pandemic? In the current pandemic context what is your view on UN Women's approach?

### Coherence

9. What are the mechanisms of coordination between UN Women and your organization? How effective are they? Are there any challenges?
10. Who do you consider as other the key players in Albania in the field of your cooperation and how satisfied you are with coordination with them?
11. What is the value added or comparative advantage of cooperation with UN Women CO Albania?

### Efficiency

12. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Albania in the field of your cooperation? What are UN WOMEN COs strengths and weaknesses?
13. Were there any challenges related to efficiency in your cooperation with UN Women?

### Effectiveness

14. In your joint programmes, do the planned interventions contribute to the outcomes? Examples? Who benefitted from the planned interventions?
15. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
16. What were the enabling or hindering factors to the achievement of the outcomes?
17. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of the project?
18. To what extent do you think this programme is contributing to addressing underlying causes of GEEW inequalities in Albania? How?
19. How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
20. What are the main contributions of UN WOMEN to the overall achievements? What innovative practices did UN WOMEN contribute?
21. Have lessons learned and experiences from the joint programmes been shared?

### Sustainability

1. What are the key achievements in terms of sustainability of the results of your joint programmes? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
2. What was the contribution of UN Women to that?
3. What would be your recommendations to the UN WOMEN Albania CO for the next strategic period?

### **Government counterparts**

#### Background

1. Please briefly describe your role in your institution, including how long you have held the role.
2. (If necessary) Please describe the relationship between your institution and UN WOMEN Albania CO (e.g. formal or informal partner, grant or technical assistance beneficiary etc.).
3. Please describe which projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

#### Relevance

4. What are to your view key GEEW priorities and main challenges in Albania? What are the root causes of GEEW?
5. As you see it, how well does the UN WOMEN CO work and approach align to the country and regional context, policy framework and human rights norms and standards? How well does the approach of UN Women CO take into account the context of EU integration of Albania?
6. Based on your experience and perspective, does the UN WOMEN Albania portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing?
7. What role does UN WOMEN play in response to major social disruptions such as the earthquakes and now the pandemic?

#### Coherence

8. Who are the key players in Albania in the field of gender equality and GEEW?
9. To what extent do the interventions of UN WOMEN Albania ensure synergy and coordination with the government and other key partners in achieving GEEW? Do they avoid duplication?
10. Based on your experience and perspective, is UN WOMEN making partnership choices that advance GEEW and the situation of women in Albania?
11. What is UN WOMEN's added value / comparative advantage in the work of GEEW compared to the other stakeholders in Albania?

#### Efficiency

12. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Albania? What are UN WOMEN CO's strengths and weaknesses?
13. What is your view on the management of resources of the CO?
14. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, are the planned interventions delivered on time?

#### Effectiveness

22. In the programmes you cooperate with UN Women in, do the planned interventions contribute to the outcomes? Can you mention some examples? Who and how benefitted from the planned interventions?
23. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
24. What were the enabling or hindering factors to the achievement of the outcomes?
25. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of your cooperation?
26. To what extent has your cooperation with UN Women contributed to addressing underlying causes of GEEW inequalities in Albania? How?
27. How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
28. What are the main contributions of UN WOMEN to the overall achievements? What innovative practices did UN WOMEN contribute?
29. Have lessons learned and experiences from your cooperation been shared?

#### Sustainability

30. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
31. What was the contribution of UN Women to that?
32. What would be your recommendations to the UN WOMEN Albania CO for the next strategic period?

#### **Donors**

#### Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UN WOMEN Albania CO (e.g. Implementing partner, member of UNCT, etc.).
3. What are the priorities/strategies of your organization in the field of GEEW in general and in Albania in particular? Please describe which projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

#### Relevance

4. What are to your view key GEEW priorities and main challenges in Albania? What are the root causes of GEEW to your view?
5. What is your knowledge of UN Women presence/ interventions in Albania?
6. Based on your experience and perspective, to what extent is the programme you cooperate on with UN WOMEN aligned to Albania's context, country policies and human rights norms at international and regional levels?
7. How well does the approach of UN Women CO take into account the context of EU integration of Albania?
8. Based on your experience and perspective, does the UN WOMEN Albania portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing, SDGs?
9. In your opinion, does UN Women contribute to targeting the underlying causes of gender inequality?
10. What role did the CO play in response to major social disruptions such as the earthquakes and now the pandemic? In the current pandemic context what is your view on UN Women's approach?

#### Coherence

11. What is UN WOMEN's added value / comparative advantage in the work of GEEW in Albania?
12. To what extent do the interventions of UN WOMEN Albania ensure synergy and coordination with the government and other key partners in achieving GEEW? Do they avoid duplication? (For the EU, specific reflection on Albania's commitments and progress in EU integrations)?
13. Who are the other key stakeholders in GEEW in Albania and how well does UN Women coordinate with them?

#### Efficiency

14. How were you able to understand the value and impact of your donation?
15. Was there a results-based management system?
16. What was the quality of UN Women's reports? Did the reporting include results and outcomes, rather than outputs?
17. Was the intervention implemented within the intended timeframe and budget?
18. To your view were resources properly and cost effectively managed?
19. To your view is UN Women overall well positioned to mobilize resources?
20. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Albania?

#### Effectiveness

21. To what extent and how have the interventions contributed to improving GEEW in Albania?
22. What would you identify as key achievements in initiatives implemented by UN Women and funded by your organization?
23. Have unexpected results (positive or negative) been achieved?
24. Do you think the intervention you supported in UN Women contributed to addressing underlying causes of gender inequalities?

### Sustainability

25. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability) under that initiative?
26. What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
27. What would be your recommendations to the UN WOMEN Albania CO for the next strategic period?

### **Civil Society Organization**

#### Background

1. Please briefly describe your role in the organization, including how long you have held the role.
2. (If necessary) Please describe the relationship between your organization and UN WOMEN CO Albania (e.g. Implementing partner, member of UNCT, etc.).
3. Please describe which projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

#### Relevance

4. What are to your view key GEEW priorities and main challenges in Albania?
5. What are the root causes of GEEW to your view?
6. Who are the key players in Albania in this field?
7. Based on your experience and perspective, to what extent is the UN WOMEN Albania portfolio aligned to Albania's context, country policies and human rights norms at international and regional levels?
8. How well does the approach of UN Women CO take into account the context of EU integration of Albania?
9. Based on your experience and perspective, does the UN WOMEN portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing?
10. What role does UN WOMEN play in response to major social disruptions, such as the earthquakes and now the pandemic?

### Coherence

11. Who are the key players in Albania in the field of gender equality and GEEW?
12. To what extent do the interventions of UN WOMEN Albania ensure synergy and coordination with the government and other key partners in achieving GEEW? Do they avoid duplication?
13. Based on your experience and perspective, is UN WOMEN making partnership choices that advance GEEW and the situation of women in Albania?
14. What is UN WOMEN's added value / comparative advantage in the work of GEEW compared to the other stakeholders in Albania?

### Efficiency

15. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Albania? What are UN WOMEN CO's strengths and weaknesses?
16. What is your view on the management of resources of the CO?
17. Were there any issues related to efficiency in your cooperation with UN Women? In your joint programmes, are the planned interventions delivered on time?

### Effectiveness

18. In the programmes you cooperate with UN Women in, do the planned interventions contribute to the outcomes? Can you mention some examples? Who and how benefitted from the planned interventions?
19. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
20. What were the enabling or hindering factors to the achievement of the outcomes?
21. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of your cooperation?
22. To what extent your cooperation with UN Women has contributed to addressing underlying causes of GEEW inequalities in Albania? How?
23. How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
24. What are the main contributions of UN WOMEN to the overall achievements? What innovative practices did UN WOMEN contribute?
25. Have lessons learned and experiences from your cooperation been shared?

### Sustainability



33. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
34. What was the contribution of UN Women to that?
35. What would be your recommendations to the UN WOMEN Albania CO for the next strategic period?

### **Consultants and other external experts**

#### Background

1. When did you begin your cooperation/engagement with UN Women CO Albania?
2. Please briefly describe, what were the tasks, assignments and projects or programmes you were engaged on?

#### Relevance

3. What are to your view key GEEW priorities and main challenges in Albania? What are the root causes of GEEW to your view?
4. Who are the key players in Albania in this field?
5. Based on your experience and perspective, to what extent is the UN WOMEN Albania portfolio aligned to Albania's context, country policies and human rights norms at international and regional levels?
6. How well does the approach of UN Women CO take into account the context of EU integration of Albania?
7. Based on your experience and perspective, does the UN WOMEN Albania portfolio support the implementation of international normative frameworks, such as CEDAW, Istanbul Convention, UN SCR 1325, Beijing?
8. What role does UN WOMEN play in response to major social disruptions, such as the earthquakes and now the pandemic?

#### Coherence

9. To what extent do the interventions of UN WOMEN Albania ensure synergy and coordination with the government, civil society, UN and other key partners in achieving GEEW? Do they avoid duplication?
10. What is UN WOMEN's added value / comparative advantage in the work of GEEW compared to the other international organizations and stakeholders in Albania?

### Efficiency

11. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Albania? What are UN WOMEN CO's strengths and weaknesses?
12. Were there any issues related to efficiency in your cooperation with UN Women?

### Effectiveness

13. In the programmes you cooperate with UN Women in, do the planned interventions contribute to the outcomes? Can you mention some examples? Who and how benefitted from the planned interventions?
14. In your joint programmes, were there any unexpected outcomes? (Positive or negative) Who benefitted or did not benefit unexpectedly?
15. What were the enabling or hindering factors to the achievement of the outcomes?
16. What opportunity for upscaling the benefits or innovative approaches? Were these discussed as a part of your cooperation?
17. To what extent did your cooperation with UN Women contribute to addressing underlying causes of GEEW inequalities in Albania? How?
18. How is the LNOB principle ensured and most marginalized groups are taken into account? What are the key benefits and changes achieved for these groups?
19. Have lessons learned and experiences from your cooperation been shared?

### Sustainability

20. What are the key achievements in terms of sustainability of the results achieved (policy, financial, institutional, capacity or other aspect of sustainability)? What level of national and local ownership for achieved results has been created (if relevant, reflect on sustainability of HR and GEEW results)?
21. What was the contribution of UN Women to that?
22. What would be your recommendations to the UN WOMEN Albania CO for the next strategic period?

## Annex 7: List of interviewees

<b>Position</b>	<b>Organization</b>	<b>Gender</b>
Data Specialist	UN Women Headquarter	F
Programme Management Specialist	UN Women Headquarter	F
Inter-Agency Coordination Specialist	UN Women Headquarter	F
Regional Director	UN Women Regional Office	F
Operations Manager	UN Women Regional Office	M
Regional Programme Manager	UN Women Regional Office	F
Regional Programme Manager	UN Women Regional Office	F
Regional Specialist Gender Statistics	UN Women Regional Office	F
Strategic Planning and Coordination Specialist	UN Women Regional Office	F
Programme Specialist	UN Women Regional Office	F
Representative	UN Women Albania Country Office	M

National Programme Officer	UN Women Albania Country Office	F
Operations Manager	UN Women Albania Country Office	F
Project Manager, UNJP on EAW	UN Women Albania Country Office	F
Planning and Budgeting programme manager	UN Women Albania Country Office	F
Technical Project Analyst	UN Women Albania Country Office	F
Communications Officer	UN Women Albania Country Office	F
Programme Associate	UN Women Albania Country Office	F
Current UN Resident Coordinator, Albania	UN Country Team	F
Former - UN Resident Coordinator	UN Country Team	M
Head of Resident Coordinator's Office	UN Country Team	F
Resident Representative	UNDP	F
Programme Specialist	UNDP	F

Programme Specialist	UNFPA	F
Project Manager	UNDP	F
National Programme Coordinator	UNDP	F
Project Officer	UNICEF	F
Counter Trafficking Project Coordinator	IOM	F
Deputy Minister	Ministry of Health and Social Protection	F
General Director of Health and Social Protection Policies	Ministry of Health and Social Protection	F
Chief of GE Sector	Ministry of Health and Social Protection	F
Specialist, GE Unit	Ministry of Health and Social Protection	F
Director, Budget Analysis and Programming Department	Ministry of Economy and Finances	M
General Secretary	Ministry of Agriculture and Rural Development	M
Diversity Specialist	Albania State Police	F

Director of Projects, General Directorate of Justice Polices, Gender Focal Point	Ministry of Justice	F
Head of Sector, Directorate for International Organisations	Ministry of Europe and Foreign Affairs	F
Second secretary	Albanian Permanent Mission in New York	M
Counsellor	Albanian Permanent Mission in Vienna	F
Director	Albanian School of Public Administration	F
Assistant Commissioner	Ombuds' Office	F
Anti-discrimination Commissioner	Office of Anti-discrimination Commissioner	F
Director	INSTAT	F
Member of Parliament, Chair of sub-committee on GE and EVAW	Parliament	F
Deputy Mayor	Municipality of Tirana	F
Domestic Violence Coordinator	Municipality of Tirana	F
Head of Social Services	Municipality of Korca	M

Executive Director	Centre for Legal Civic Initiatives	F
Executive Director	Roma Women Rights Centre	F
Executive Director	Albanian Women's Empowerment Network	F
Executive Director	Community Center Today for the Future	F
Executive Director	Women, Peace Security	F
Project Manager	Women's Forum Elbasan	F
Executive Director	Women's Forum Elbasan	F
Executive Director	Albanian Disability Rights Foundation	F
Project Coordinator	Albanian Disability Rights Foundation	F
Consultant		F
Consultant		F
Consultant		F
Consultant/Academia		F
Consultant		F
Consultant		F

Programme Officer	Embassy of Sweden	F
Programme Manager Social Inclusion and Gender Equality	EU Delegation to Albania	F
Senior Policy Officer Political Affairs	Dutch Embassy	F
Programme Officer	Italian Agency for Development Cooperation	M
National Programme Officer, SDC	Swiss Development Cooperation	F
Programme Director	Swiss Development Cooperation	M
Member	CSAG	F
Member	CSAG	F
Member	CSAG	F
Product Manager	Anabel Magazine	F
Senior Manager CSR and	Vodafone Albania	F
Public Relations Representative	Intesa Sanpaolo Bank	F
Journalist	Media Forum	M
Journalist	Media Forum	F



Journalist	Media Forum	F
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## Annex 8: List of key documents reviewed

### UN Women Documents

UN Women. Final Evaluation of UN Women’s Contribution to UN System Coordination on Gender Equality and the Empowerment of Women in Europe and Central Asia (2016).

UN Women. Albania Country Office Annual Work Plans (2017 – 2020).

UN Women. Albania Country Office Strategic Notes (2017-2020).

UN Women. Final Narrative Report of the Regional Project “Promoting Gender Responsive Policies in South Eastern Europe 2017-2019” (2019).

UN Women. Evaluation of the Regional Project “Promoting Gender Responsive Policies in South Eastern Europe 2017-2019” (2019).

UN Women. Final Narrative Report of the Regional EAW programme (Phase I) “Implementing Norms, Changing Minds 2017-2021” (2020).

UN Women. Evaluation of the Regional EAW programme (Phase I) “Implementing Norms, Changing Minds 2017-2021” (2020).

UN Women. First Narrative Report of the Regional EAW programme (Phase II) “Implementing Norms, Changing Minds 2017-2021” (2020).

UN Women. Programme Document for the Regional Project “Transformative Financing for Gender Equality in the Western Balkans 2020-2024” (2020).

UN Women. Evaluation of the Government of Albania and United Nations “Programme of Cooperation for Sustainable Development 2017-2021.”

UN Women. First Narrative Report on “UN Joint Programme on EAW 2019-2021” (2019).

UN Women. Second Narrative Report on “UN Joint Programme on EAW 2019-2021” (2019).

UN Women. Third Narrative Report on “UN Joint Programme on EAW 2019-2021” (2020).

UN Women. Final Report of UN Women Albania Outcome Evaluation on “Women’s Leadership and Political Participation” (2018).

UN Women. Programme document on “Gender Rural Equality and Tourism (GREAT) project” (2020).

UN Women. Narrative Report on Government of Norway support to the Albania SDG Acceleration Fund 2019. (2020).

UN Women. Programme document for Sida bridging fund – support to the UN Coherence Fund for Output 2.5 – GBV of the GoA-UN Programme of Cooperation (2017-2018).

UN Women. Programme document on the UN Joint Programme on Social Inclusion “Leave No One Behind” funded by SDC (2017-2021).

UN Women. Programme document on the UN Joint Programme on “Improving Social Protection Service Delivery” (2020-2021).

UN Women. Strategic Plan (2018-2021) Evaluability Assessment (2018).

UN Women. Midterm Review of the Albania Country Office Strategic Note 2017-2021. (2019).

UN Women. Audit of UN Women Country Office in Albania. (2019).

UN Women. Annual Reports 2017-2020

UN Women. Albania Country Gender Equality Brief 2020. Prepared by Monika Kocaqi, Agustela Nini-Pavli, Ani Plaku and Dolly Wittberger. (2020)

### **Country Policy Documents**

National Strategy on Development and Integration 2015-2020

National Strategy and Action Plan on Gender Equality 2016-2020

### **Other Documents and Reports**

GoA – UN Programme of Cooperation 2017-2021

UN. (Draft) Common Country Assessment Analysis 2020

Albania Voluntary National Review on Sustainable Development Goals. (2018).

National Report on Harmonization of SDGs with existing Sectoral Policies. ( 2018).

National report on the implementation of the Beijing Declaration and Platform for Action in Albania. (2019)

INSTAT. Women and Men in Albania. (2020)

CEDAW. Concluding Observations on Fourth Periodic Report of Albania. (2016).

OECD. Tackling Corona Virus (COVID 19,) Contributing to a Global Effort, The COVID Crisis in Albania. (2020).

EU-Albania Progress reports 2017-2020

EU Candidate Countries and Potential Countries’ Economic Quarterly (CCEQ), Third Quarterly. (2020),

EBRD Regional Economic Prospects, Early Estimates of Damages, Uncertain Prospects, September 2020. (2020)

Global Gender Gap Report. (2020)

UNDP. Human Development Report. (2019)

UNDP. End line Data on Social Protection Services Satisfaction Survey, (2020),

UN Women and IDRA. Rapid Gender Assessment. (2020),

World Bank. Western Balkans Regular Economic Report, An Uncertain Recovery No 18, (2020)

World Vision Albania, Impact Assessment of COVID-19 Outbreak on Wellbeing of Children and Families. (2021)

## Annex 9: Evaluability Assessment

An evaluability assessment was conducted based on a review of DRF and OEEF performance indicators according to SMART<sup>7</sup> and results-based management (RBM)<sup>8</sup> principles, a review of the availability and quality of relevant documentation and reporting (including the presence of prior evaluations), and an assessment of potential contextual limitations (such as the broader political context, restrictions due to Covid-19, etc). The evaluability assessment was also informed by consultations with key UN Women staff during scoping interviews. Taking these three main factors into consideration, the overall evaluability of the Albania country portfolio is deemed **good/adequate**. Key strengths and weaknesses from the initial evaluability assessment include:

### *Key strengths identified:*

- The availability and completeness of the DRF was strong, with all output indicators having baselines and targets.
- Project and programme documentation and secondary data is accessible and adequate; there is also a rich base of lessons learned from relevant prior evaluations to draw upon to inform the CPE.

### *Key weaknesses identified:*

- The quality of the outcomes, outputs, and indicators within the SN DRF and OEEF were varied (see table below). Indicators were rated higher than outcomes and outputs, and the OEEF had an overall stronger rating than the DRF.
- Contextual limitations: Pending elections may impact the ability to engage all relevant government stakeholders, and the Covid-19 pandemic also limits stakeholder availability, with implications for data collection.

### Quality of DRF/OEEF

Overall, the availability and completeness of the DRF was strong, with all output indicators having baselines and targets, as seen in the table below.

**Table 4: Completeness of DRF<sup>9</sup>**

DRF Year	Presence of Baselines	Presence of Targets	DRF Completeness
SN DRF 2017	100%	100%	Strong

<sup>7</sup> Specific, Measurable, Achievable, Realistic and Time-bound.

<sup>8</sup> UN Women Training Centre eLearning Campus, Results-Based Management Guidance (2017). Available from: <https://trainingcentre.unwomen.org/enrol/index.php?id=184>

<sup>9</sup> The DRF for each year was downloaded from RMS, where each output was reviewed, and associated baselines and targets were counted. The quality or relevance of the baselines and targets was not assessed, only whether they were present. The final percentage provided indicates how many outputs had baselines or targets.

<b>SN DRF 2018</b>	100%	100%	Strong
<b>SN DRF 2019</b>	100%	100%	Strong
<b>SN DRF 2021</b>	100%	100%	Strong

Source: SN AWP DRFs

The quality of the outcomes, outputs, and indicators within the SN DRF and OEEF were varied (a summary of key findings for each category can be found in the table below). Indicators were rated higher than outcomes and outputs, and the OEEF had an overall stronger rating than the DRF. From an evaluability perspective, it is also critical to recognize that challenges with DRF/OEEF drafting is a corporate issue for UN Women and is not specific to UN Women Albania. While RBM and SMART guidelines are provided, there is often conflicting messaging from the HQ level about the development and use of specific outcomes/outputs/indicators, as well as issues surrounding inability to make changes to the Strategic Note DRF or OEEF in a given period. These difficulties are understood by the evaluation team and were taken into consideration during the evaluability assessment.

Table 5: Quality of Performance indicators in DRF/OEEF<sup>10</sup>

Measure	Quality Assessment Highlights	Overall Rating
<b>DRF Outcomes</b>	<ul style="list-style-type: none"> <li>● Adequately focuses on change (behavior, institutional performance, beliefs/attitudes)</li> <li>● Scope of impact very ambitious/ high-level</li> <li>● Inconsistent application of SMART attributes</li> </ul>	Limited
<b>DRF Outputs</b>	<ul style="list-style-type: none"> <li>● Consistently uses change language</li> <li>● Frequently multi-focused or lacking specificity and clarity</li> <li>● Sometimes result outside UN Women's control</li> </ul>	Limited
<b>DRF Indicators</b>	<ul style="list-style-type: none"> <li>● Logical indication of change/clearly measures change</li> <li>● Singular focused, plain language</li> <li>● Not always clearly aligned to output or specific</li> </ul>	Adequate
<b>OEEF Outputs</b>	<ul style="list-style-type: none"> <li>● In line with most CO OEEF outputs (common usage)</li> <li>● Some lacking specificity and clarity</li> </ul>	Adequate
<b>OEEF Indicators</b>	<ul style="list-style-type: none"> <li>● Logical indication of change/clearly measures change</li> <li>● Clearly aligned to output</li> <li>● Singular focused, plain language</li> <li>● Sometimes lacking specificity and clarity</li> </ul>	Strong

Data Source: CCO SN AWP

### Quality and availability of documentation

While some documentation for recently launched programs/projects was not provided to the evaluation team, overall the quality and availability of relevant project and program documentation for the country portfolio was deemed sufficient (for a breakdown of the level of documentation, see the below table).

<sup>10</sup> The team assessed the Outcomes, Outputs, and Indicators, in accordance with the UN Women RBM guidance available at <https://trainingcentre.unwomen.org/enrol/index.php?id=184>

One key strength for evaluability is the rich base of previous evaluations that either focused on Albania or had Albania as a case study example.

Relevant evaluations included the following:

- Final Evaluation of Phase III of the Regional Programme “Promoting Gender Responsive Policies in South East Europe 2017-2019” (Albania a case study).
- Final evaluation of the programme “Ending violence against women in the Western Balkans and Turkey: Implementing norms, changing minds 2018-2021” (Albania a case study).
- Government of Albania and United Nations Programme of Cooperation for Sustainable Development 2017-2021, Evaluation report.
- Final Report of UN Women Albania Outcome Evaluation on “Women’s Leadership and Political Participation”.
- Evaluation of UN Women’s Contribution to UN System Coordination on Gender Equality and the Empowerment of Women in Europe and Central Asia, 2016 (Albania was included as a case study).
- UN Women Strategic Plan Evaluability Assessment 2018-2021 (Broad assessment of UN Women’s SP)

Table 6: Level of Documentation

Project / Area of work	DRF or Performance Monitoring Framework (PMF)	Evaluation or Review	Audit	Quarterly or Annual Report
Regional Project “Promoting Gender Responsive Policies in South Eastern Europe” (January 2017 – January 2019)	Yes-monitoring data	Yes	No	Yes
Regional Project “Transformative Financing for Gender Equality in the Western Balkans” (2021 – 2024)	Yes-framework	No (project ongoing)	No	No annual report for 2021 yet
Regional Project “Women Count” (2019 – 2021)	No	No	No	No
Regional ERAW programme (Phase I&II) “Implementing Norms, Changing Minds” (2017-2021)	Yes-monitoring data	Yes-phase I	No	Yes
UN Joint Programme on “Improving Social Protection Service Delivery” (2021-2021)	Yes	Yes	No	Yes

<b>UN Joint Programme on Strategic policy options for SDG financing (UNDP, UNICEF, ILO, Women indirect recipient under UNICEF) (July 2021-July 2022)</b>	No	No (project ongoing)	No	No annual report for 2021 yet
<b>UN Joint Programme on EVAW (2019-2021)</b>	Yes-monitoring data	No (project ongoing)	No	Yes
<b>Sida bridging fund – support to the UN Coherence Fund</b>	No	No	No	Yes
<b>Youth Project to the UN Wide Innovation Platform – UN DOCO Delivering Together Fund (2018-2019)</b>	No	No	No	No
<b>Norway support to PoCSD Output 1.6 Migration and Asylum with a focus on enhancing reception conditions at borders &amp; ensure systematic border monitoring: increase state capacities to manage mixed migration flows, with focus on un-accompanied minors, women at risk, victims/ survivors of violence (2021-2021)</b>	No	No (project ongoing)	No	Yes
<b>UN Women Albania Country Office Annual Work Plan 2017 – 2021</b>	Yes	N/A	No	Yes
<b>Strategic Note 2017</b>	Yes	N/A	No	Yes
<b>Strategic Note 2018</b>	Yes	N/A	No	Yes
<b>Strategic Note 2019</b>	Yes	N/A	No	Yes
<b>AWP/Strategic Note 2020</b>				Yes
<b>Strategic Note 2021</b>	Yes	N/A	No	No annual reporting for 2021 yet



## Annex 10: Evaluation team bios

**Isabel Suárez** is the UN Women Regional Evaluation Specialist for Europe and Central Asia and a member of the UN Women Independent Evaluation Service. She has over 18 years of experience in the field of development and international cooperation, including 14 year with UN Women in different positions and duty stations. She was appointed as the UN Women Regional Evaluation Specialist from Europe and Central Asia in January 2015. Prior to her appointment as Regional Evaluation Specialist for ECA Region, Mrs. Suarez worked as UN Women Evaluation Specialist for UN Women Independent Evaluation Office in New York (2009-2015), and as Liaison Officer in UNIFEM Argentina (2007-2009). In her home country she worked for several NGOs, including the Basque Institute for Development and International Cooperation.

During the past 12 years she has contributed to the development of the overall evaluation function in UN Women and she led the establishment of the evaluation function of the organization in ECA region. She is an active member of the United Nations Evaluation Group (UNEG) where she contributed to the development of several guidance documents and manuals and led the review of the UN SWAP Evaluation Performance Indicator.

Mrs. Suárez holds a degree in Communication and Social Science from the University of the Basque Country and advanced studies in Political Science from the same university. She also holds a Master's Degree in Development and International Cooperation and a Postgraduate Degree on Education, both from the University of the Basque Country. She has undertaken specialized development evaluation training at several universities including Carleton University (Canada) and Claremont University (USA).

**Meredith Brown** is an international human rights, access to justice and gender quality expert with over 20 years as a leader in governance, democracy and justice. She has conducted a number of strategic assessments and evaluations for UN and other agencies, with a specific lens on increasing systemic and institutional capacity to achieve effective results for the most vulnerable. She works in Canada and internationally to grow system participation and support effective capacity building for duty bearers and rights holders. She has worked extensively with UN Women and other organizations in Europe and Central Asia. Most recently she served as an international expert on for the Final Evaluation of Implementing Norms, Changing Minds, a regional EVAW programme and as team lead for the Final Evaluation of the regional Gender Responsive Budgeting Programme 2017-2019. She has recently conducted complex evaluations for UNDP in Turkey and in Tanzania and for the OSCE in Albania. She worked for many years in the Ministry of the Attorney General in Ontario, Canada including in the position of Chief Lawyer to the Deputy Attorney General with oversight of complex cases and Ministry operations and she opened the first government-led Innovation Office focused on access to justice and human rights. She holds a degree in International Relations and her Juris Doctor (law degree).

**Elida Metaj**, an Albanian native speaker with international work experience, has over 20 years of professional experience in development cooperation with a focus on assessing, monitoring and evaluating projects and programs funded by various donors (EU, UNDP, UN Women, IOM, Swiss Development Cooperation, (SDC), Austrian Development Cooperation (ADC), Sida, Regional Environmental Center for Central Eastern Europe (REC)) in the fields of social inclusion and employment, human rights, gender equality and gender responsive budgeting, civil society networking, economic development, cross-border cooperation, environmental protection, and local and regional development. In the past she has worked with UN Women CO Albania and has conducted

the Final Outcome Evaluation “Women in Leadership and Political Participation” in 2018 as well as serving as a member of the evaluation team in the Final Evaluation of the Programme “GRB Response in SEE” in 2013 and Final Evaluation of the Phase III of the Regional Programme Promoting Gender Responsive Policies in South East Europe 2017-2019 in 2019. Elida holds an MA in Public Policy, Majoring in International Environmental Policy and Program and Policy Evaluation, and holds a Certificate in Public Administration in International Management from the Monterey Institute of International Studies, California, USA.

**Genevieve Quinn** is a research assistant with UN Women’s Independent Evaluation Service (IES) based at UN Women Headquarters in New York. She has contributed to both corporate thematic and country portfolio evaluations conducted by UN Women, including the recent corporate thematic evaluation of UN Women’s support to National Action Plans on Women, Peace and Security. She holds a doctorate in Politics from Oxford University and an MSc in Social Policy from the London School of Economics and Political Science.



