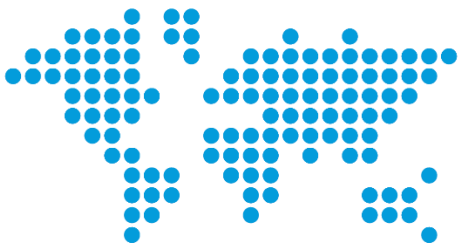# FINAL REPORT ANNEXES

Corporate Evaluation of UN Women's Policy Advocacy Work

INDEPENDENT EVALUATION AND AUDIT SERVICES (IEAS)
Independent Evaluation Service (IES)
UN WOMEN

New York, January 2022

Table of Contents

List of Acronyms

Acronym	Definition
ACRO	Americas and the Caribbean Regional Office
APRO	Asia and the Pacific Regional Office
ASRO	Arab States Regional Office
BPfA	Beijing Platform for Action
CO	Country Office
COVID-19	Coronavirus Disease 2019
CPE	Country Portfolio Evaluation
CSO	Civil Society Organization
CSW	Commission on the Status of Women
DRR	Disaster Risk Reduction
ECARO	Europe and Central Asia Regional Office
ECLAC	United Nations Commission for Latin America and the Caribbean
ESA	East and Southern Africa Regional Office
ERG	External Reference Group
ESA	Eastern and Southern Africa
EVAW	Ending Violence Against Women
GEWE	Gender Equality and Women's Empowerment
IEAS	Independent Evaluation and Audit Services
IES	Independent Evaluation Service
ILO	International Labour Organization
IRRF	Integrated Resource and Results Framework
KII	Key Informant Interview
LAC	Latin America and the Caribbean
LNOB	Leave No One Behind
MCO	Multi-Country Office
NGO	Non-Governmental Organization
P&G	Peace and Governance
PPID	Programme and Intergovernmental Division
RMS	Results Management System
RO	Regional Office
SDG	Sustainable Development Goal
SP	Strategic Plan
ToC	Theory of Change
UN	United Nations
UN DESA	United Nations Department of Economic and Social Affairs
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WCARO	West and Central Africa Regional Office
WEE	Women's Economic Empowerment
WPE	Women's Political Empowerment
WPP	Women's Peace and Protection
WPS	Women Peace and Security

Annex 1: Terms of Reference and Inception Report

Title	File
Policy Advocacy Evaluation	TOR_Policy Advocacy Evaluation
Internal Reference Group	TOR_Internal Reference Group .d(
External Reference Group	TOR_External Reference Group .d(
Policy Advocacy Evaluation Inception Report	Inception Report_Policy Advoc

Annex 2: Evaluation and data collection matrix

Evaluation Question	Evaluation Criteria	Type of Evidence	Data Sources	Tools for Data Collection
EQ 1. To what extent is UN Women's policy advocacy work effective at contributing to policy and legislative change?				
A. What is UN Women's overall approach to policy advocacy work at the global, regional, and country level?	Effectiveness Relevance	• Policy advocacy definition • Theory of change (ToC) • Network analysis • Policy cycle documentation • Strategies used	• UN Women Country Office (CO), Regional Office (RO) and headquarters (HQ) staff • RMS • Literature • UN Women documentation	• ToC workshop • Key informant interviews (KIIs) • Results Management System (RMS) review • Literature review • Document review
B. What policy advocacy results has UN Women achieved at the country, regional and global levels?	Effectiveness	• Case studies • Strategic Plan (SP) outcome indicators	• UN Women CO, RO and HQ staff • CSOs organization (CSOss) stakeholders • Government stakeholders • UN Women documentation • RMS	• KIIs • Survey • Document review • RMS review • Country Portfolio Review
C. To what extent does UN Women play an effective coordination and convening role by bringing together relevant stakeholders and creating the space for policy issues to be discussed and commitments made?	Effectiveness	• Case studies • Evidence of providing space for dialogue, bringing diverse stakeholders together, providing space for CSOs participation, and promoting new issues on national/international agendas	• UN Women CO, RO and HQ staff • CSOs stakeholders • Government stakeholders	• KIIs • Internal UN Women and external partners survey

		• SP indicators (1.1.1, 1.1.2, 1.2.1 and 1.2.2) • Qualitative Indicators		
D. To what extent does UN Women produce, disseminate and track knowledge products that are relevant and useful to stakeholders at all levels?	Effectiveness	• Case studies • Audience analysis • Evidence of knowledge product use and contribution to policy advocacy initiatives and results • Evidence of knowledge products contextualized for regional and national use • SP indicators (1.2, 1.1.1, 1.1.2, 1.3.1)	Knowledge producers and knowledge users: • UN Women CO, RO and HQ staff • CSOs stakeholders • Government stakeholders	• KIIs • Literature review • External partners survey • Review of knowledge platforms web analytics • Country Portfolio Review
E. To what extent is UN Women's policy advice, technical assistance, and capacity building effective at contributing to policy advocacy, change and implementation at a country level?	Effectiveness	• Case studies • Examples of technical policy advice provision, use and contribution to policy advocacy initiatives and results • SP indicators (1.1.3, 1.1.4 (monitoring), 2.4.1, 2.4.3, 2.4.4, 2.5.1, 2.5.2, 2.5.3, 2.5.4 (CSOss), 2.7.1 (duty bearers), 2.7.2, 3.8.1, 3.8.2, 3.8.3, 3.8.4, 3.8.6, 4.11.1, 4.11.6, 5.8 (monitoring), 5.13.3 (CSOss), 5.15.2,	• CO and RO UN Women Staff • National government stakeholders/partners • CSOs stakeholders • Beneficiaries • Donors • Experts • RMS • Secondary Data	• KIIs • External partners survey • Internal document review • Country portfolio review

F.	To what extent is UN Women effective at advocating for the inclusion and mainstreaming of gender equality and the empowerment of women principles in intergovernmental frameworks?	Effectiveness	• Evidence and examples of gender equality and the empowerment of women principles in intergovernmental frameworks • SP indicators (1.1, 1.3, 1.3.1)	• UN Women CO, RO and HQ staff • UN partner representatives	• KIIs • Internal document review • Country Portfolio Review
G.	What lessons emerge from UN Women's key policy advocacy interventions?	Effectiveness	• Lessons regarding planning, implementation and management of UN Women's policy advocacy strategies • Evidence of unintended consequences	• UN Women CO, RO and HQ staff • CSOs stakeholders • Government stakeholders	• KIIs • External partners survey • Internal partners survey • Internal document review • Literature review
EQ 2. To what extent does UN Women have the necessary organizational, strategic and operational approaches and capacities in place to efficiently and coherently perform its policy advocacy roles?					
A.	Does UN Women have appropriate strategic planning, direction and flexibility for its policy advocacy work?	Efficiency	• Evidence of policy advocacy strategies and planning • Evidence of adapting policy strategies to emerging opportunities	• UN Women CO, RO and HQ staff • International stakeholders/partner • National government stakeholders/partners • CSOs • Donors	• KIIs • Internal document review
B.	Are linkages between and within headquarter divisions and field offices adequately formed to allow efficient and coherent	Internal Coherence	• Policy cycle mapping • Evidence of effective and efficiency coordination across the organization for policy advocacy	• UN Women CO, RO and HQ staff	• KIIs • Internal document review • Country Portfolio Review

planning and execution of policy advocacy initiatives?			
C. Are there appropriate monitoring and evaluation systems in place to track policy advocacy initiatives and evaluate their outcomes?		• Evidence of monitoring frameworks, plans and tools • Evidence of project evaluations that evaluate policy advocacy initiatives • SP indicators (1.3, 1.1.3, 1.1.4, 5.8)	• UN Women CO, RO and HQ staff • RMS	• KIIs • Internal document review • RMS review • Country Portfolio Review •
D. Does UN Women have the human and financial resource capacity to deliver and manage policy advocacy effectively?		• Human resource mapping • Budget/financial data	• UN Women CO, RO and HQ staff • RMS and Atlas	• KIIs • RMS and Atlas review • Country Portfolio Review

EQ 3. To what extent is UN Women effective at translating normative policy advocacy successes at the global level into regional and country level action?

A. How relevant are global normative processes for national level policy advocacy?	Relevance	• Evidence of national level legislation and policies that reflect global normative commitments	• UN Women CO, RO and HQ staff • National government stakeholders/partners • CSOs	• KIIs • External partner survey • Internal document review (e.g., evaluations)
B. How effective is UN Women at translating global commitments to national level legislation and policy change and implementation?	Effectiveness	• Case studies • Policy cycle documentation • Evidence of global commitments contributing to national level policy change • Evidence of effective policy implementation	• UN Women CO, RO and HQ staff • National government stakeholders/partners • CSOs	• KIIs • Internal partner survey • External partner survey • RMS review • Internal document review • Country Portfolio Review

C. How does UN Women incorporate country and regional level interests into global policy advocacy initiatives?	Internal Coherence	• Evidence and examples of national and regional level interests influencing global normative processes, including contributions to intergovernmental forums	• UN Women CO, RO and HQ staff	• KIIs • Internal partner survey • Country Portfolio Review
D. What are the success factors that enable global commitments to translate into local action and results? What are the challenges and barriers?	Effectiveness	• Case studies • Good practices and lessons learned • Analysis of successful and unsuccessful policy advocacy initiatives	• UN Women CO, RO and HQ staff • International stakeholders/partner • National government stakeholders/partners • CSOs • Beneficiaries • Donors • Experts	• KIIs • Internal and external partner surveys • Literature review • Internal document review
EQ 4. How are human rights, gender equality and inclusion incorporated into UN Women's policy advocacy function?				
A. Are marginalized groups or individuals, including those with disabilities, included in UN Women's policy advocacy work?	Gender equality and human rights	• Case studies • Evidence that marginalized groups are included in policy advocacy initiatives through engagement with CSOs representatives, capacity building, convening and agenda setting • Evidence that the voices of marginalized groups are heard in intergovernmental and national normative and policy forums	• UN Women CO, RO and HQ staff • International stakeholders/partners • National government stakeholders/partners • CSOs • Beneficiaries • Donors	• KIIs • Focus group discussions (beneficiaries) • Internal document review • External partner survey

B. Is UN Women's policy advocacy relevant for marginalized groups, including those at risk of behind left behind such as those with disabilities?	Relevance Gender equality and human rights	• Evidence of advocacy for policy issues affecting marginalized groups	• CO Staff • National government stakeholders/partners • CSOs • Beneficiaries	• KIIs • Focus group discussions (beneficiaries) • External partner survey
C. To what extent does UN Women consider the special circumstances and needs of people living with disabilities in the design and dissemination of knowledge products and relevant information?	Gender equality and human rights	• Evidence that knowledge products consider marginalized groups through data disaggregation, analysis, findings and recommendations • Evidence of knowledge dissemination to marginalized groups	• UN Women CO, RO and HQ staff • Secondary data	• KIIs • Focus group discussions (beneficiaries) • External partner survey • Review of policy briefs

Annex 3: Evaluation Evidence Grid

Evaluation Questions/Findings	Interviews	Focus group discussions	Case studies	RMS and Portfolio review	Network analysis	Document and literature review	Online Survey
Q1. To what extent is UN Women's policy advocacy work effective at contributing to policy change and relevant to country needs and global priorities?							
FINDING 1: UN Women is viewed as a successful policy advocacy organization and is uniquely positioned to carry out policy advocacy work due to its integrated mandate. While UN Women's policy advocacy work has been effective in contributing to policy change, in many instances, less is known about how UN Women's efforts contribute to the Entity's overall impact and outcomes. This is in part due to a lack of operationalized definitions and coherent approaches for policy advocacy and in part to the inherent challenges of measuring policy change.	√	√	√	√		√	√
FINDING 2: UN Women's policy advocacy strategies have effectively advanced gender equality and women's empowerment priorities.	√	√	√	√		√	√
FINDING 3: Evidence-based knowledge products are seen as key drivers of successful policy advocacy. Knowledge products are integral to UN Women's policy advocacy work and, in some cases, have contributed to establishing the Entity as a thought leader in women's rights-based perspectives.	√	√	√			√	√
FINDING 4: There is no standard approach to implementing and measuring how UN Women's knowledge platforms	√	√	√			√	√

Evaluation Questions/Findings	Interviews	Focus group discussions	Case studies	RMS and Portfolio review	Network analysis	Document and literature review	Online Survey
contribute to achieving policy advocacy results. Despite this challenge, there is indicative evidence and many examples of the effective use of UN Women's knowledge platforms, contributing to the enhancement of UN Women's policy advocacy work.							
FINDING 5: UN Women's ability to create and maintain partnerships is considered a critical factor and a comparative advantage in policy advocacy work. Successful policy advocacy initiatives have involved strong and strategic partnerships, especially with government and CSOs, in addition to UN inter-agency partnerships. However, there is potential to improve partnerships with academia, research organizations and the private sector.	√	√	√	√	√	√	√
FINDING 6: Policy advocacy work supported and sometimes created environments that amplified the voice of women's organizations to advocate for their gender equality-related agendas.	√	√	√	√		√	
Q2. To what extent does UN Women have the necessary organizational, strategic and operational approaches, and capacity in place to efficiently and coherently perform its policy advocacy roles?							
FINDING 7: Policy advocacy is at the core of UN Women's work. Nevertheless, UN Women currently lacks a cohesive approach and strategy in this area. In the absence of clear guidance, policy advocacy planning is carried out at the	√	√	√			√	

Evaluation Questions/Findings	Interviews	Focus group discussions	Case studies	RMS and Portfolio review	Network analysis	Document and literature review	Online Survey
Strategic Note and Annual Work Plan level and is embedded in programme and/or ad hoc activities.							
FINDING 8: The absence of clear corporate processes for inter-linkages between headquarters, regional and country offices hinders effective and coherent policy advocacy work and initiatives.	√	√	√			√	√
FINDING 9: The overall lack of monitoring and tracking of policy advocacy work hindered UN Women's ability to collect data, measure and assess the results and impact of policy advocacy strategies on policy changes.	√	√	√	√		√	√
FINDING 10: The dedicated human and financial resources available to carry out policy advocacy work are limited and unevenly spread across field offices.	√	√	√	√		√	√
FINDING 11: The combination of substantive knowledge, technical expertise, communications, coordination and understanding of political dynamics and partners is critical for effective policy advocacy work. However, these qualities were not always present within UN Women.	√	√	√				
FINDING 12: UN Women's communication and policy advocacy work is not always inter-connected, and the linkage is loosely structured.	√	√	√			√	
Q3. To what extent is UN Women effective at translating normative policy advocacy successes at the global level into regional and country-level action?							

Evaluation Questions/Findings	Interviews	Focus group discussions	Case studies	RMS and Portfolio review	Network analysis	Document and literature review	Online Survey
FINDING 13: There is strong evidence of the link between global and regional gender equality and women's empowerment normative frameworks advocated by UN Women and country-level policy advocacy work. However, new policies and laws do not always translate into concrete results for women and girls on the ground.	√	√	√	√		√	
FINDING 14: The Commission on the Status of Women (CSW) is instrumental in shaping global standards on gender equality and women's empowerment, but there is a lack of systematic processes to follow up on the agreed conclusions with regional and country offices to support implementation.	√	√	√			√	
Q4. How are human rights, gender equality and inclusion incorporated into UN Women's policy advocacy function?							
FINDING 15: "Leave no one behind" is a core principle of UN Women, and personnel are aware of its importance. However, translating the principle into practice is a challenge. Although policy advocacy initiatives strive to include marginalized groups, this process is often uneven and not systematically planned or monitored.	√	√	√	√		√	√
FINDING 16: Data, evidence and knowledge used is often inadequate to identify marginalized groups and understand their needs.	√	√	√			√	

Annex 4: UN Women IRRF 2018-2021 Indicators

Policy advocacy is measured through the Integrated Results and Resources Framework (IRRF). Below is a table identifying the 2018-2021 IRRF indicators that relate to UN Women's policy advocacy work within each outcome and thematic area:

Selected UN Women 2018-2021 IRRF indicators related to UN Women's policy advocacy work

| Outcome Area	Output	Indicator
Outcome 1: Global Norms, Policies and Standards	High-level Outcome Indicator: 1.1 % of resolutions adopted by the General Assembly that integrate gender perspectives 1.2 % of recommendations from the Secretary-General's report on the priority theme of the Commission on the Status of Women (CSW) that are reflected in the Agreed Conclusions of the CSW 1.3 % of voluntary national reviews to the High-Level Political Forum on Sustainable Development that integrate gender perspectives	
	Output 1: The capacity of governments and stakeholders is strengthened to assess progress in implementation of the Beijing Platform for Action (BPfA), and other global normative and policy frameworks	1.1.1 # of countries supported by UN Women to contribute to the review theme of the CSW through voluntary national presentations
		1.1.2 % of Member States expressing satisfaction with the support provided by UN Women for the annual session of the CSW
		1.1.3 # of countries supported by UN Women that undertake a 25-year review and appraisal of the implementation of the BPfA
	Output 2: Evidence-based dialogue is facilitated among government and with CSOs and other relevant actors in the context of intergovernmental processes	1.2.1 # of thematic briefings and dialogues convened by UN Women at the global level in preparation for intergovernmental processes
		1.2.2 # of dialogues convened, and platforms created by UN Women for non-governmental organizations (NGOs) to contribute to global policy discussions
	Output 3: Knowledge on gender perspectives is expanded through provision of substantive inputs and dialogues to global intergovernmental processes	1.3.1 # of intergovernmental processes where UN Women has provided substantive inputs to strengthen gender perspectives

Outcome 2: Women lead, participate in and benefit equally from governance systems	High-level Outcome Indicators: 2.1 # of legislative frameworks that promote gender balance in elections and decision-making bodies 2.2 # of National Development Strategies that are gender-responsive	
	Output 4: More women of all ages fully participate, lead and engage in political institutions and processes	2.4.1 # of gender equality reforms developed and/or being implemented by electoral stakeholders with UN Women's technical support
		2.4.3 # of gender equality initiatives developed and/or being implemented by parliamentary bodies (Legislative Parliamentary Committees/ Women Caucus/ Speaker of Parliament's Office/Secretariat of the Parliament), with UN Women's support
		2.4.4 # of initiatives developed and/or being implemented to monitor violence against women in politics, with UN Women's support
	Output 5: More national and local plans and budgets are gender-responsive	2.5.1 # of high-quality national gender equality action plans developed, costed and/or being implemented with UN Women's support
		2.5.2 # of finance ministries with capacities to integrate gender-responsive budgeting in public finance management systems with UN Women's support
		2.5.3 # of national Acquired immunodeficiency syndrome (AIDS) coordinating bodies and/or relevant sectoral ministries that have strengthened capacity to integrate gender-responsive actions into national human immunodeficiency virus (HIV) strategies, with UN Women's support
		2.5.4 # of national women's machineries and women's organizations with capacity to advocate for gender-responsive budgets with UN Women's support
	Output 6. More and better-quality data and statistics are available to promote and track progress of gender equality and women's empowerment	2.6.1 # of National Strategies for the Development of Statistics that integrate a gender perspective, developed or implemented with UN Women's support
		2.7.1 # of personnel of formal and informal justice institutions whose capacities to provide justice to women are strengthened, with UN Women's support

	Output 7: More justice institutions are accessible to and deliver for women and girls	2.7.2 # of affirmative action policies developed and/or being implemented, with UN Women's support, to enhance women's participation in formal and informal justice delivery
Outcome 3: Women have income security, decent work and economic autonomy	High-level Outcome Indicator 3.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location (SDG indicator 5.4.1)	
	Output 8: More policies promote decent work and social protection for women	3.8.1 # of legal, regulatory and/or policy frameworks aligned with international standards that create decent work for women developed and/or being implemented with support from UN Women
		3.8.2 # of gender-responsive macroeconomic policies (including fiscal, monetary and trade) developed and/or being implemented with support from UN Women
		3.8.3 # of legal, regulatory and/or policy frameworks in support of gender-responsive social protection systems that are developed and/or being implemented with support from UN Women
		3.8.4 # of legal, regulatory and/or policy frameworks that address unpaid care work developed and/or being implemented with support from UN Women
		3.8.5 # of countries with strengthened capacity to undertake gender-responsive socioeconomic impact assessments in response to the Coronavirus disease (COVID-19) crisis, with a focus on at-risk populations
		3.8.6 # of countries with strengthened capacity to implement women's empowerment policies informed by socioeconomic impact assessment focused on at risk populations
	Output 9: More women own, launch and/or better manage small and medium and large enterprises	3.9.3 # of government entities, companies, and/or international organizations that develop and/or implement gender-responsive procurement policies, with UN Women's support
		3.9.5 # of countries developing and/or implementing gender-responsive fiscal stimulus packages for COVID-19 economic response and recovery, with UN Women's support
	Output 10: More rural women secure access to productive resources and engage in sustainable agriculture	3.10.1 # of new and/or improved gender-responsive policies on land developed and/or being implemented with the support of UN Women

Outcome 4: All women and girls live a life free from all forms of violence	High-level Outcome Indicators 4.4 # of countries that have adopted or strengthened legislation addressing violence against women in private and public spaces that is (1) in line with best practices; (2) is allocated a budget; and (3) has an oversight mechanism for monitoring 4.5 # of countries with legislation (in line with best practices) to prevent, investigate, sanction and redress femicide/feminicide/gender-related killings of women	
	Output 11: More countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to victims and survivors	4.11.1 # of National Action Plans and strategies to end violence against women that have a component that addresses social norms, attitudes and behaviour transformation, developed with UN Women's support
		4.11.6 # of countries that have, with UN Women's support, put in place measures to address gender-based violence during the COVID-19 pandemic, which a) integrate violence prevention and response into COVID-19 response plans; b) raise awareness through advocacy and campaigns, with targeted messages to both women and men; c) provide options for women to report abuse and seek help without alerting perpetrators; d) ensure continued functioning of shelters for victims of violence and expand their capacity; and e) ensure women's access to justice through police and justice responses to address impunity of perpetrators and protect women and their children
	Output 12: More cities and other settings have safe and empowering public spaces for women and girls	4.12.4 # of partners supported by UN Women whose knowledge and skills to influence legislation and policies on sexual violence against women in public spaces are improved, disaggregated by sex
Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action	High-level Outcome Indicators 5.1 Number of adopted National Action Plans on women, peace and security with monitoring indicators 5.2 Percentage of Security Council decisions with specific provisions to improve the security and status of women and girls	
	Output 13: More commitments on WPS are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes	5.13.3 # of CSOs Organizations and networks, directly supported by UN Women to influence peace processes
	Output 15: More women play a greater role in and are better served by disaster risk reduction and recovery processes	5.15.2 # of countries supported by UN Women with disaster risk reduction (DRR) policy frameworks that address gender-specific disaster risks

Source: Compiled by the evaluation team from the UN Women Strategic Plan, IRRF 2018–2021

Annex 5: Policy Cycle diagram
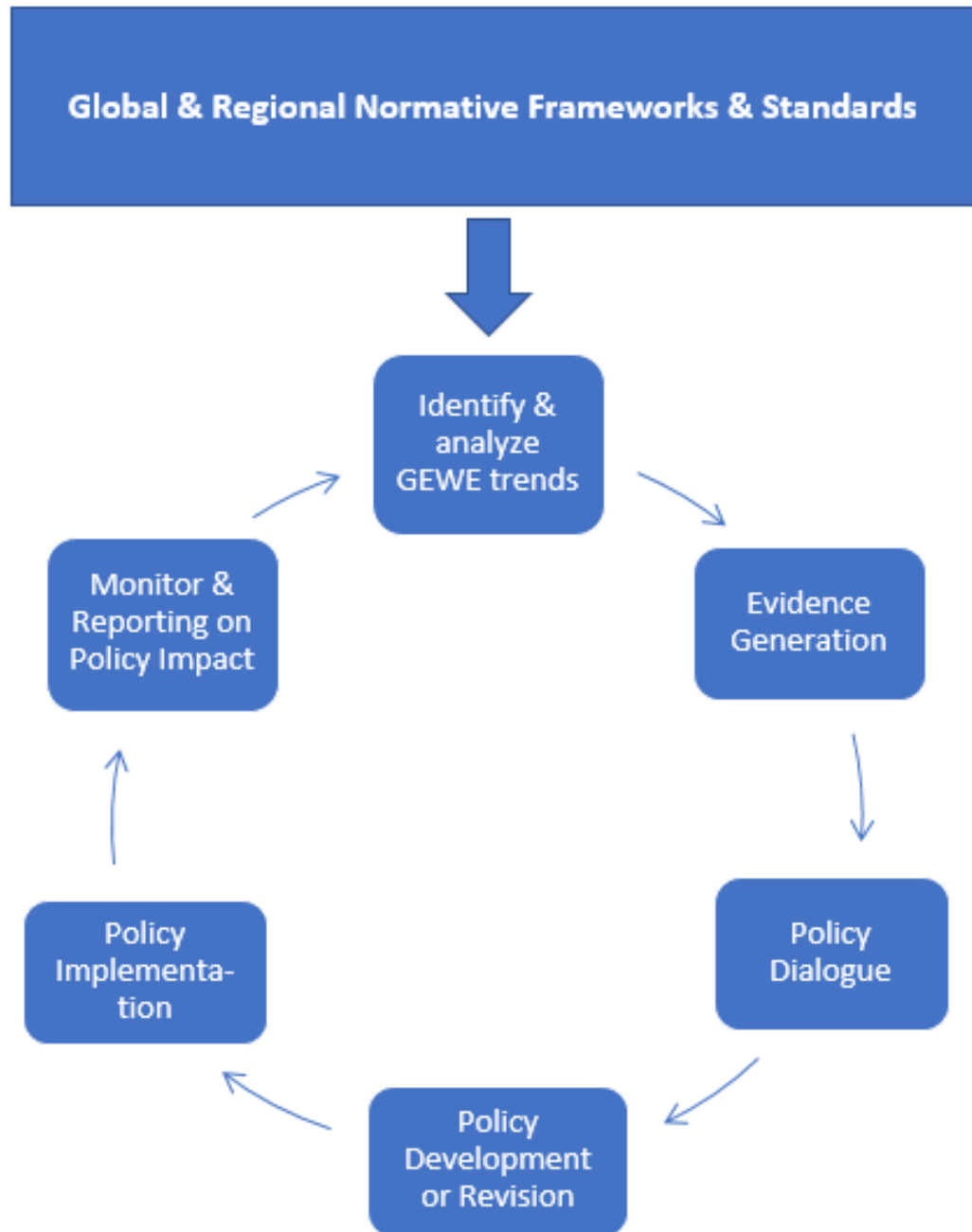
Note. GEWE = Gender Equality and Women's Empowerment

Annex 6: Stakeholder mapping

Identifying the relevant stakeholders for this evaluation was a key component of the inception phase. The stakeholder analysis identified groups and individuals who were engaged in and/or affected by UN Women's policy advocacy at the global, regional, and country levels, as well as those who would be affected by the outcomes of this evaluation process.

Stakeholder group	Key stakeholders	What? (Role in UN Women's Policy Advocacy)	Why? (Gains from involvement in the evaluation)	How? (Informational, reference group, management group, data collection, etc.)	When? (At what stage of evaluation?)	Priority? (Importance of involvement in evaluation process)
UN Women HQ - Internal	UN Women Senior Management Team (SMT)/Executive Leadership Team (ELT)	Decision-making on UN Women's overall strategic direction/priorities & high-level political policy advocacy	Evidence for strategic decision-making and development of the new SP including on UN Women's policy advocacy strategy	Senior Management Team meetings (Informational and reference group)	Conceptualization/ Inception phase/data collection	High
	UN Women Programme and Intergovernmental Division (PPID) Directorate	Overseeing and leading of UN Women's policy advocacy work	Further articulation of UN Women's policy advocacy work and better alignment/ strengthening UN Women's policy advocacy work in the new Strategic Plan.	Reference group	Conceptualization/ Inception phase/data collection	Very High

Stakeholder group	Key stakeholders	What? (Role in UN Women's Policy Advocacy)	Why? (Gains from involvement in the evaluation)	How? (Informational, reference group, management group, data collection, etc.)	When? (At what stage of evaluation?)	Priority? (Importance of involvement in evaluation process)
	Thematic policy and programme sections (Women's Political Empowerment (WPE), Women's Economic Empowerment (WEE), Ending Violence Against Women (EVAW), Peace and Governance (P&G), Women Peace and Security (WPS)	Integral part of the operationalization and implementation for UN Women's policy advocacy work in thematic areas and leading/provide guidance to RO/COs	Improved policy advocacy support for each thematic area	Reference group	Inception phase/data collection	Very high
	Inter-governmental support section	Integral part of UN Women's inter-governmental/normative work at global level	Improved policy advocacy support through global normative support	Reference group Key informants	Inception phase/data collection	Very high
	Research and Data section	Integral part of UN Women's knowledge generation/gender-responsive data support	Improved policy support through knowledge generation/gender-responsive data	Reference group Key informants	Inception phase/data collection	Very high

Stakeholder group	Key stakeholders	What? (Role in UN Women's Policy Advocacy)	Why? (Gains from involvement in the evaluation)	How? (Informational, reference group, management group, data collection, etc.)	When? (At what stage of evaluation?)	Priority? (Importance of involvement in evaluation process)
	Communications and advocacy section	Leading UN Women's communications and advocacy efforts	Improved advocacy support and related communications approaches	Reference group Key informants	Inception phase/data collection	High
	CSOs section	Leading UN Women's support to engage with CSOs	Improved and effective partnership with CSOs to contribute to UN Women's policy advocacy work	Reference group Key informants	Inception phase/data collection	High
UN Women HQ - External	Donors	Have contributed to/invested in UN Women's policy advocacy work and programming	Use of evaluation findings and lessons to make decisions regarding strategic directions and investments	Informational	Data collection	High
	Executive Board members	Interested in the success of UN Women's policy advocacy work	Use the evaluation to advise on UN Women's new SP and any related strategic decisions	Informational	Data collection	Desirable
	UN System partners	Corporate-level inter-agency engagements in policy advocacy	Potential beneficiary of lessons generated by the evaluation/use of the evaluation for future inter-agency	Informational	Data collection	High

Stakeholder group	Key stakeholders	What? (Role in UN Women's Policy Advocacy)	Why? (Gains from involvement in the evaluation)	How? (Informational, reference group, management group, data collection, etc.)	When? (At what stage of evaluation?)	Priority? (Importance of involvement in evaluation process)
			engagements related to policy advocacy			
UN Women Regional Planning and Coordination Support	UN Women Regional Directors	Better regional guidance and strategic decisions regarding UN Women's policy advocacy work at regional level	Improved implementation of UN Women's policy advocacy work at regional and country levels	Inception phase/data collection	high	High
	UN Women Regional thematic leads/thematic advisors	Regional guidance and implementation of UN Women's policy advocacy work	Better regional guidance and roll out on thematic support	Key informant	Inception phase/data collection	Very high
UN Women Regional - External	UN System partners /UN Regional commissions	In partnership with UN Women in UN Women's policy advocacy work	Potentially a beneficiary of change generated by the evaluation/use of the evaluation for future inter-agency engagements	Informational	Data collection	Medium
	Donors	Contributed/invested in UN Women's policy advocacy work at regional level	Use evaluation findings and lessons learned to inform future partnership with UN Women	Informational	Data collection	Desirable

Stakeholder group	Key stakeholders	What? (Role in UN Women's Policy Advocacy)	Why? (Gains from involvement in the evaluation)	How? (Informational, reference group, management group, data collection, etc.)	When? (At what stage of evaluation?)	Priority? (Importance of involvement in evaluation process)
	Regional/CSOs	In partnership with UN Women in implementation of the regional programme	Use evaluation findings and lessons learned to inform and strengthen future partnerships with UN Women	Informational	Data collection	Medium
UN Women Country - Internal	COs leadership (Country reps)	Implementation of UN Women's policy advocacy work	Better decision making on UN Women's policy advocacy strategy implementation at the CO level, and potentially a beneficiary of change generated by evaluation	Reference group/key informant	Inception phase/data collection	Very High
	COs Policy/Programme staffs	Implementation of UN Women's policy advocacy work at country level	Better implementation of UN Women's SP and potentially a beneficiary of change generated by the evaluation	Key informant	Inception phase/data collection	High
UN Women Country - External	Governments/local governments/policy makers	Target audience of UN Women's policy advocacy work & in partnership with UN women in leading and implementing policy change	Improved policy advocacy support from UN Women, potentially a beneficiary of change generated by the evaluation	Key informant	Data collection	High

Stakeholder group	Key stakeholders	What? (Role in UN Women's Policy Advocacy)	Why? (Gains from involvement in the evaluation)	How? (Informational, reference group, management group, data collection, etc.)	When? (At what stage of evaluation?)	Priority? (Importance of involvement in evaluation process)
	CSOs	Target audience of UN Women's policy advocacy work &	Improved policy advocacy support from UN Women, potentially a beneficiary of change generated by the evaluation	Key informant	Data collection	High
	Private sector	In partnership with UN women in leading and implementing policy change	Potentially a beneficiary of change generated by the evaluation & More awareness of UN Women's contribution to UN Women's policy advocacy work	Interest group	Data collection possibly become a beneficiary of change from the evaluation	Desirable
	Right holders	Ultimate beneficiaries UN Women's policy advocacy work	Potentially a beneficiary of change generated by the evaluation & greater awareness of UN Women's contribution to UN Women's policy advocacy work	Interest group	Data collection / possibly become a beneficiary of change from the evaluation	Desirable

Annex 7: Interview and focus group discussion protocols

Interview protocols

The following templates offer examples of the interview and focus group protocols used during the evaluation. Protocols were adapted for each of the stakeholder groups as part of the evaluation, including UN Women Regional and Country level staff, UN entity partners, government and CSOs partners at the country level, and donors.

Government Representatives

Independent Strategic Evaluation of UN Women's Policy Advocacy Work
Interview Guide for Government Representatives

Date:

Location:

Office:

Interviewee (name, title):

Interviewer:

Note taker:

INTRODUCTION

Thank you for taking the time to speak with us. We really appreciate your input into this evaluation. This evaluation focuses on UN Women's policy advocacy work. The findings from this evaluation will contribute to strategic decision making, organizational learning, and accountability, and will contribute to strengthening UN Women's policy advocacy work.

The evaluation is being carried out by UN Women's Independent Evaluation Service (IES). Its primary users are intended to be UN Women leadership and staff, but it will also be useful for other actors working on policy advocacy, including CSOs, UN agencies, NGOs, think tanks and others.

This interview is intended to gather information on UN Women's policy advocacy work in your country. It will take around 1 hr of your time. The interview is confidential, and you will not be named or quoted. No information or examples we gather during this interview will be attributed to a specific person or institution, unless you tell us that you would be willing to have your responses to be either quoted in the report or otherwise attributed to you. You are also free to not respond to any of our questions or stop the interview at any time.

Do you have any questions before we begin?

A. What is your title/specific role at your organization?
B. What is your role in policy advocacy work?

EQ 1. To what extent is UN Women's policy advocacy work effective at contributing to policy and legislative change

1. Please describe the policy work that you undertook in partnership with UN Women (between 2018 – 2021)?
   a. When was it?
   b. What was accomplished?
   c. What factors contributed to this success?

2. What role did your organization play and UN Women play in this policy initiative?

3. Did you participate in any national or international forum with UN Women as part of this initiative?
   a. Which one(s)?
   b. Who convened it?
   c. What was its purpose?
   d. Who was involved?
   e. What was accomplished?

4. Did the forum provide sufficient opportunity for the voices of stakeholders, such as CSOs to be heard?
   a. Were there voices that were absent that you wish you had heard from?

5. Were any gender-related issues placed on the agenda or discussed that are relatively new?
   a. Which issues were discussed?
   b. Who brought those issues forward?
   c. How were those issues received by decision makers?
   d. Did those issues impact the results of the forum?
   e. What could UN Women do better when convening stakeholders?

6. Have you used or received any knowledge products produced by UN Women, such as reports, Progress of the World's Women, toolkits, policy briefs or other products?
   a. Who provided the product? (UN Women CO, RO, HQ, other source)

7. What knowledge product(s) did you use and how?
   a. Did the product inform a decision your government had to make or the implementation of a law or policy? How?

8. Did the product meet your needs?
   a. Why or why not?

b. Was it sufficiently contextualized to your context?
c. What could UN Women do better when developing and sharing knowledge products?

9. Regarding policy advocacy, did your organization ever receive capacity building, technical assistance or policy advice from UN Women?
a. What type of support did you receive?
b. When did you receive it?
c. What were the results of the capacity building, assistance or advice?
d. What could UN Women do better when providing capacity building, technical assistance or policy advice?

EQ 2. To what extent does UN Women have the necessary organizational, strategic and operational approaches and capacities in place to efficiently and coherently perform its policy advocacy roles?

10. How was this policy initiative planned?
a. What was the role of your organization?
b. What was the role of UN Women?
c. Were other partners or organizations involved?

11. What support did you receive from UN Women?
a. Was this support sufficient? Could it have been improved? How?

12. How can UN Women better work with national governments and their ministries?

EQ 3. To what extent is UN Women effective at translating normative policy advocacy successes at the global level into regional and country level action?

13. Was the initiative informed by global normative frameworks or intergovernmental processes?
a. If so, which ones?

14. How relevant are global normative frameworks and intergovernmental processes to your policy work?

15. Do you feel that your government's interests are heard or reflected at the global level?
a. Why or why not?

EQ 4. How are human rights, gender equality and inclusion incorporated into UN Women's policy advocacy function?

16. Are there any groups of people within your country who are most at risk or marginalized?
a. Which groups?

17. Do you feel that UN Women's policy advocacy work is relevant for those groups?

18. How are marginalized groups included within UN Women's policy advocacy work?
    a. How could UN Women improve their inclusion and engagement of marginalized groups in its policy work?

Conclusion

19. Do you have any recommendations for UN Women?

20. Do you have any final comments that you wish to provide?

UN Women Regional Office (RO) Focus Group Discussion

Independent Strategic Evaluation of UN Women's Policy Advocacy Work
Focus Group Discussion Guide for UN Women RO Staff

Date:

Regional office:

Interviewees (names, titles):

Interviewer:

Note taker:

INTRODUCTION

Thank you for taking the time to speak with us. We really appreciate your input into this evaluation. This evaluation focuses on UN Women's policy advocacy work. The findings from this evaluation will contribute to strategic decision making, organizational learning, and accountability, and will contribute to strengthening UN Women's policy advocacy work.

The evaluation is being carried out by UN Women's Independent Evaluation Service (IES). Its primary users are intended to be UN Women leadership and staff, but it will also be useful for other actors working on policy advocacy, including CSOs, UN agencies, NGOs, think tanks and others.

This interview is intended to gather information on UN Women's policy advocacy work in your region. It will take around 1 hr of your time. The interview is confidential, and you will not be named or quoted. No information or examples we gather during this interview will be attributed to a specific person or institution, unless you tell us that you would be willing to have your responses to be either quoted in the report or otherwise attributed to you. You are also free to not respond to any of our questions or stop the interview at any time.

Do you have any questions before we begin?

1. What are your roles within UN Women and what is your engagement in UN Women's policy advocacy work?

2. How is policy advocacy work structured in your region?
    a. Are there any staff dedicated to policy advocacy work?
    b. Is policy advocacy specifically included in the role/job description of staff?
    c. How many staff work on policy advocacy?

3. How is policy advocacy work planned at the regional (and country) level(s)?
    a. How can UN Women better plan policy advocacy work across the organization?
4. How strong is the relationship between your office and HQ and with Country Offices in regards to planning and conducting policy advocacy work?
    a. What support do you receive from HQ? What support would you like to receive?
    b. What support do you provide to COs?

5. To what extent does UN Women have the necessary capacity at regional, country and HQ levels to support policy advocacy work?
    a. What skillsets are needed?
    b. What capacity is lacking?
    c. What other resources are needed?

6. What factors contribute to UN Women's success in Policy Advocacy and what are the challenges?

7. To what extent do you coordinate with other UN agencies for policy advocacy? Is it effective?
    a. What does UN Women bring to other UN agencies?
    b. What do other agencies provide?

8. Do you have any other recommendations for UN Women in regards to policy advocacy work?

Annex 8: Interview Coding Structure

Q1. To what extent is UN Women's policy advocacy work effective at contributing to policy change and relevant to country needs and global priorities?

Clarity on approach of policy advocacy work

Key results at global level
- Intergovernmental
- Normative
- Awareness
- Other

Key results at regional level
- Engendering of approach/framework/institutions
- Other

Key results at country level
- Policy change/implementation
- Awareness
- Other

Effectiveness of policy advocacy strategies
- Convening stakeholders
- UN coordination with partners
- Knowledge sharing/knowledge generation/ knowledge platform
- Evidence and research/gender statistics
- Policy advice/Technical assistance
- Capacity building CSOs
- Capacity building Gov
- Social mobilization campaigns/ global campaigns

Factors for success
- External factors
- Internal factors

Q2. To what extent does UN Women have the necessary organizational, strategic and operational approaches and capacities in place to efficiently and coherently perform its policy advocacy roles?

Approaches and capacities
- Strategic planning
- Linkages between HQ/RO/CO

- Tracking, monitoring and evaluation

Sufficient Human capacities
- Technical expertise
- Networks/relationships
- Partnerships
- Communications
- Available human resources
- External expertise/consultants
- Sufficient financial resources
- Funding type

Q3. To what extent is UN Women effective at translating normative policy advocacy successes at the global level into regional and country level action?

Translation of successes
- Global/regional normative frameworks
- Global/regional intergovernmental processes
- Country interests into global processes (challenge)
- Global processes into country strategies

Q4. How are human rights, gender equality and inclusion incorporated into UN Women's policy advocacy function?

- Incorporation of Leave No One Behind (LNOB) in policy advocacy function
- Crosscutting nodes
- Challenges/barriers
- Lesson learned
- Good practices

Annex 9: Survey design and results

Survey questions were designed based on the evaluation matrix and were piloted with members of the Internal Reference Group prior to being administered to a wider target audience. The evaluation team defined the sample using Enterprise Risk Management (ERM). The **internal survey** was administered to UN Women staff across different units and included one completed survey per unit with a focus on Chief of Sections and Heads of Offices. External stakeholders surveyed included government and CSO partners, including women's and youth organizations, academics, think tanks and UN sister agencies. The survey to external stakeholders was translated and made available in English, Spanish, French, and Arabic. Overall, 48 out of 97 UN Women business units and 71 out of 396 external stakeholders responded to the online survey, which yielded response rates of 49% and 18%, respectively.

For example, one survey question asked internal and external stakeholders to use the following five-point Likert scale to indicate **Which of these strategies has been most/least effective for achieving policy advocacy results**:

119 respondents (48 internal; 71 external)	Stakeholder group	Highly effective	Somewhat effective	Ineffective/ Not effective	Don't know/ Can't say/ Not sure	My office/unit does not implement this strategy
Convening government leaders, CSOs and other stakeholders	Internal	53%	40%	0%	0%	6%
	External	44%	47%	1%	3%	6%
Supporting evidence-informed policy through the production and use of high-quality evidence, research and knowledge products	Internal	60%	36%	0%	2%	2%
	External	41%	55%	0%	1%	3%
Capacity building, technical assistance and policy advice to duty bearers (governments, policy makers, law enforcement, justice sector)	Internal	45%	40%	2%	9%	4%
	External	47%	48%	1%	1%	3%

Capacity building of rights-holders to advocate for policy change and implementation	Internal	30%	58%	2%	4%	6%
	External	38%	42%	7%	1%	11%
Technical input to mainstream GEWE principles and priorities in intergovernmental processes	Internal	60%	28%	2%	6%	4%
	External	54%	37%	4%	0%	6%
Forming and strengthening strategic partnerships with relevant governments, ministries, CSOs and/or private sector organizations	Internal	64%	28%	2%	0%	6%
	External	54%	37%	1%	1%	7%
Supporting monitoring/reporting on international gender equality/women's empowerment commitments	Internal	38%	49%	4%	4%	4%
	External	34%	48%	6%	1%	11%
Mobilizing and coordinating UN system partners	Internal	45%	53%	2%	0%	0%
	External	17%	39%	9%	16%	20%
Social mobilization/campaigns to build support for policy change and implementation	Internal	30%	49%	11%	2%	9%
	External	32%	48%	7%	3%	10%
Promoting gender-responsive budgeting at national and local levels to ensure laws and policies on gender equality/women's empowerment are implemented	Internal	30%	49%	2%	2%	17%
	External	34%	44%	6%	1%	16%
Working with/influencing media/journalists	Internal	26%	55%	6%	6%	6%
	External	-	-	-	-	-
Working with research organizations/networks	Internal	32%	58%	2%	2%	6%
	External	-	-	-	-	-

Note. Percentages may not sum to 100% due to rounding.

Title	File
Policy Advocacy Survey - Internal	PA Survey Internal PDF.pdf
Policy Advocacy Survey – Internal Results	Internal Stakehokder - Surve
Policy Advocacy Survey – External (Also translated into Arabic, French, and Spanish)	Policy Advocacy External Partner Sur / PA Survey - Arabic Version.pdf / PA Survey - French Version.pdf / PA Survey - Spanish Version.pdf
Policy Advocacy Survey – External Results	Results_Policy Advocacy Survey - E>

Annex 10: Membership of Reference Groups

Internal Reference Group		
Name	**Title**	**Email**
Headquarters		
Sarah Hendriks	Director, PPID	sarah.hendriks@unwomen.org
Alicia Noemi Ziffer	Knowledge Management Specialist, PPID	alicia.ziffer@unwomen.org
Alison Lowe	Senior Communications Advisor, Executive Director's Office (EDO)	alison.rowe@unwomen.org
Vivek Rai	Deputy Director, CSOs Division/PPID	vivek.rai@unwomen.org
Julie Ballington	Policy Advisor, Leadership and Governance/PPID	julie.ballington@unwomen.org
Laura Turquet	Policy Advisor, Research and Data /PPID	laura.turquet@unwomen.org
Fumie Nakamura	Chief, Strategic Planning Unit (SPU)/Strategy, Planning, Resources and Effectiveness Division (SPRED)	fumie.nakamura@unwomen.org
Papa Seck	Chief, Research and Data/PPID	papa.seck@unwomen.org
Maria Sanchez Aponte	Media Specialist and AI Deputy Chief of Communications and Advocacy	maria.sanchez@unwomen.org
Aina Liyambo	Policy Advisor, Intergovernmental Support Division/PPID	aina.iiyambo@unwomen.org
Regional Offices		
Mohammad Naciri	Regional Director, Asia Pacific (AP)	mohammad.naciri@unwomen.org
Cecilia Alemany	Deputy Regional Director, Latin America and the Caribbean (LAC)	cecilia.alemany@unwomen.org
Country Offices		
Belen Sanz	Country Representative, Mexico CO	belen.sanz@unwomen.org
Adama Moussa	Country Representative, Niger CO	adama.moussa@unwomen.org
Fatou Lo	Country Representative, Rwanda CO	fatou.lo@unwomen.org
Tamar Sabedashvili	OIC, Deputy Country Representative, Georgia CO	tamar.sabedashvili@unwomen.org
Marie Goreth Nizigama	Country Representative, Liberia CO	mariegoreth.nizigama@unwomen.org
Anna Mutavati	Country Representative, Kenya CO	anna.mutavati@unwomen.org

External Reference Group		
Name	**Title**	**Email**
Paige Arthur	Deputy Director/Director of Prevention & Peacebuilding	paige.arthur@nyu.edu sa168@nyu.edu
Carlisle Levine	President and CEO	carlisle.levine@blesolutions.com
Francesca Bastagli	Director of Programme - Equity and Social Policy, Principal Research Fellow	f.bastagli@odi.org.uk
Nafissatou J. Diop	Chief, Gender & Human Rights Branch	nandiop@unfpa.org

Annex 11: Stakeholder engagement

Group	Remarks	Total
UN Women Headquarters	Programme/Research/ Outreach Specialists, Policy/Communications Advisor, Consultant	31 interviews 13 survey respondents
UN Women Regional Offices	Programme Specialists, Programme Managers, Deputy Regional Directors, Regional Policy Advisor	11 interviews 22 focus group participants* 2 survey respondents
UN Women Multi-Country Offices	Programme Manager, Project Officer, Technical/Service Delivery Specialists	5 interviews
UN Women Country Offices	Country Representatives, Programme Specialists, Programme Analysts	27 interviews 33 survey respondents
UN Partners	United Nations Economic Commission for Latin America and the Caribbean (ECLAC), International Labour Organization (ILO), World Bank, United Nations Development Programme (UNDP), United Nations Department of Economic and Social Affairs (UN DESA), Groupe pivot droit et citoyenneté des femmes (GPDCF), AWIN	8 interviews 15 survey respondents
Donors	Department of Foreign Affairs and Trade, Germany, UK	5 interviews
Government Partners/MSs	Mix of global- and country-level partners	23 interviews 22 survey respondents
CSOs Organization Partners	Mix of global- and country-level partners	11 interviews 20 survey respondents
Other	External stakeholders	2 interviews 14 survey respondents
Grand Total		**262** **(interview, focus group, & survey participants)**

*This includes two internal stakeholders who participated in interviews.

List of stakeholders consulted	
Title	**Organization**
WPS Specialist, Americas and the Caribbean Regional Office (ACRO)	UN Women
Governance specialist, ACRO	UN Women
Deputy Director, ACRO	UN Women
EVAW Specialist, ACRO	UN Women
Regional Director, ACRO	UN Women
Consultant, ACRO	UN Women
WEE Policy Specialist, ACRO	UN Women
Programme Specialist, APRO	UN Women
R&D Advisor, Asia and the Pacific Regional Office (APRO)	UN Women
Programme Specialist, Arab States Regional Office (ASRO)	UN Women
Regional Coordinator for Humanitarian, ASRO	UN Women
Policy Advisor, Women's Peace and Protection (WPP), ASRO	UN Women
Policy and Programme Specialist, WEE, ASRO	UN Women
Country Representative, Burundi CO	UN Women
Research and Data advisor, Europe and Central Asia Regional Office (ECARO)	UN Women
Deputy Regional Director, ECARO	UN Women
Programme Specialist, ECARO	UN Women
WPS Specialist, ECARO	UN Women
L&G Programme Specialist, ECARO	UN Women
Regional Policy Specialist, ECARO	UN Women
Regional planning and coordination Specialist, ECARO	UN Women
EVAW Regional Programme Manager, ECARO	UN Women
Deputy Country Representative, Egypt CO	UN Women
Policy Advisor, ESARO	UN Women
Policy Advisor, EARO	UN Women
Policy Specialist, East and Southern Africa Regional Office (ESARO)	UN Women
Programme manager, Fiji Multi-Country Office (MCO)	UN Women

Deputy Regional Director, ESARO	UN Women
Project officer, Fiji MCO	UN Women
Communications officer, Fiji MCO	UN Women
EVAW Technical specialist, Fiji MCO	UN Women
Service delivery specialist, Fiji MCO	UN Women
Programme Analyst, Georgia CO	UN Women
EVAW Project analyst, Georgia CO	UN Women
Policy Advisor, Strategic Partnerships Division	UN Women
KM Specialist, WEE	UN Women
Consultant, Training Centre/Former EVAW specialist	UN Women
Programme specialist, Research and Data	UN Women
Policy Advisor, Research and Data	UN Women
Outreach Specialist, Research and Data	UN Women
Programme Specialist, PPID	UN Women
Research Specialist, Research and Data	UN Women
Policy Advisor, Intergovernmental Support Division	UN Women
Senior Communications Advisor to the Executive Director	UN Women
Project Management Specialist, Jordan CO	UN Women
Policy Advisor, Intergovernmental Support Division	UN Women
Knowledge Management Specialist, PPID	UN Women
Chief, Strategic Planning Unit/Strategy, Planning, Resources and Effectiveness Division (SPRED)	UN Women
Policy Advisor, Leadership and Governance	UN Women
Director, Civil Society Division	UN Women
OIC, Comms and advocacy	UN Women
Policy Advisor, EVAW	UN Women
HIV/AIDS Advisor	UN Women
Chief, Political Analysis and Programme Development Unit	UN Women
Chief, P&S unit	UN Women
Chief, L&G unit	UN Women
Policy advisor - Conflict Prevention, P&S	UN Women
Officer-in-Charge, WEE	UN Women

Deputy Director, PPID	UN Women
Programme Management Specialist, Malawi CO	UN Women
Country Representative, Mali CO	UN Women
Country Representative, Kenya CO	UN Women
Women's Leadership Specialist, Jordan CO	UN Women
Country Representative, Liberia CO	UN Women
Technical advisor, Mexico CO	UN Women
Programme Associate, Mexico CO	UN Women
Deputy Regional Director, ASRO	UN Women
Junior Consultant on Gender, Vietnam CO	UN Women
Country Representative, Mexico CO	UN Women
Country Representative, Vietnam CO	UN Women
Programme Analyst, Vietnam CO	UN Women
M&E Specialist, Mexico CO	UN Women
Regional Policy Advisor /West and Central Africa Regional Office (WCARO)	UN Women
Country Rep, Rwanda CO	UN Women
Deputy Country Rep, Georgia CO	UN Women
Special Advisor, PPID	UN Women
Strategic Advisor	UN Women
Chief, Research and Data Section, PPID	UN Women
Consultant, ACRO	UN Women
Programme Manager, ASRO	UN Women
Country Representative, Niger CO	UN Women
Programme Specialist, CSD	UN Women
Regional Director, APRO	UN Women
Data Analyst, Research and Data	UN Women
Chief, Information and Communication Technologies (ICT)	UN Women
Deputy Director, Civil Society Division (CSD)	UN Women
Country Representative, Jordan CO	UN Women
Programme Manager. Lebanon CO	UN Women
Director, Strategic Partnerships Division	UN Women

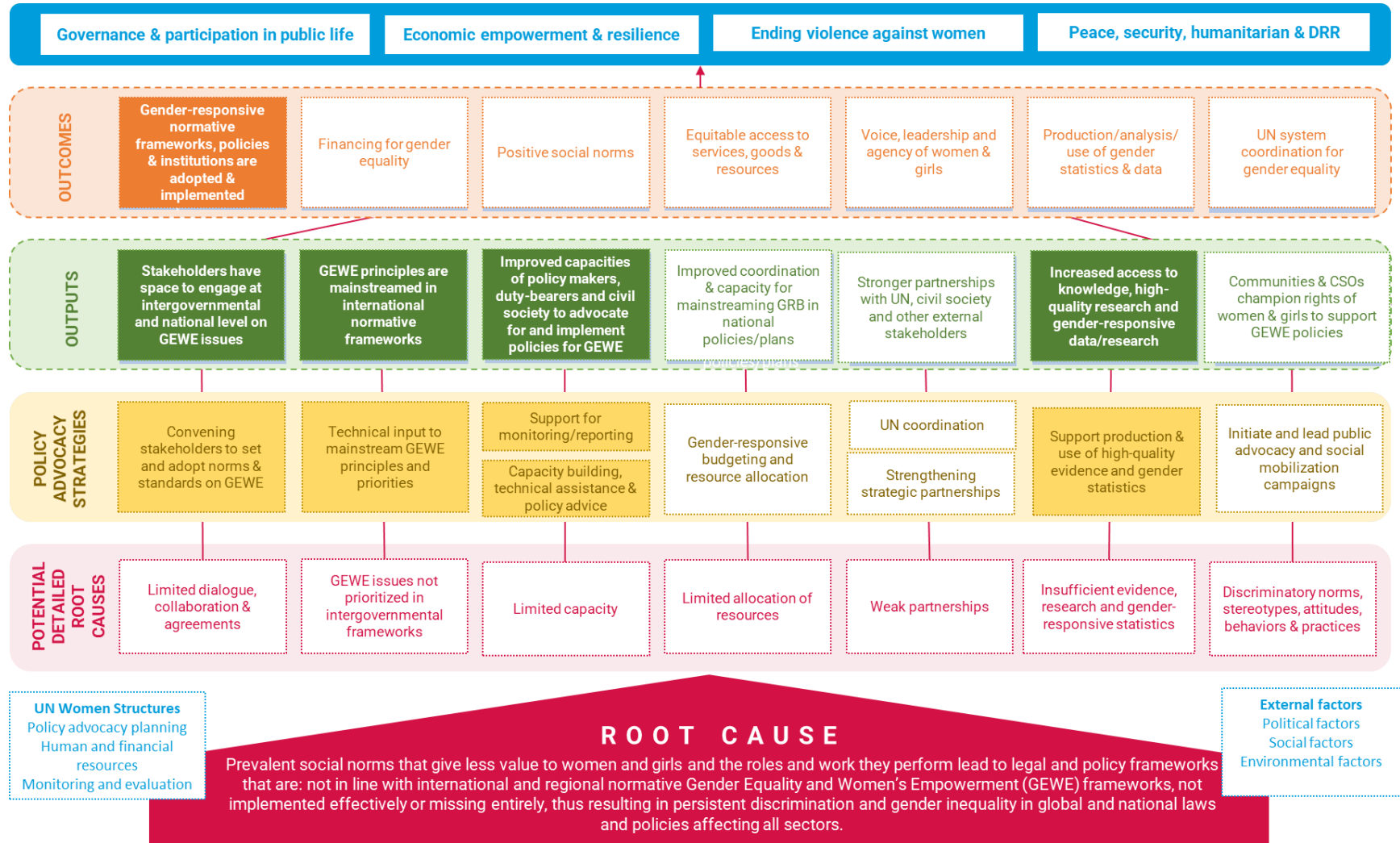|	
Spécialiste Programme, ONU Femmes, Mali CO	UN Women
Deputy representative, Mali CO	UN Women
Former Global Director for gender	World bank
Spécilaiste Protection	UNICEF
Spécialiste Genre	UNDP
Gender Policy Specialist	UNDP
Executive Director	UN Women National Committee for Iceland
Social Affairs Officer and a Focal Point on the Family	UN DESA
deputy head of the conflict security and stability program team.	United Kingdom Embassy in Jordan
Vice-President of the International Domestic Workers Federation (FITH) and Representative of the Unión Personal Auxiliar de Casas Particulares (UPACP) of Argentina.	Trabajoras Domesticas Argentina
Deputy Prosecutor	General prosecutor's office
Project Coordinator	Secretariat of the Pacific Community (SPC)
Coordinatrice	Secrétariat technique Peace Building Fund Burundi
Représentante Légale de WNP, Coordinatrice du RFP	Réseau Femmes & Paix/ Network for Peace
Permanent Representative of Ireland /Former Chair of the CSW 64	Ireland
Counsellor	Permanent Mission of the Federal Republic of Germany to the UN
Président	African Centre for the integration of human rights (PACINDHA)
-	PACINDHA
-	PACINDHA
Director General, Legal Department	Ministry of Labor, Invalids and Social Affairs, Vietnam
Head, Department of Human rights	Ministry of internal affairs, Georgia
Officer, Department of Human rights	Ministry of internal affairs, Georgia

Directrice Nationale de la Promotion de la Femme	Ministère de la promotion de la femme, de l'enfant et de la famille MPFEF
Minister of Women, Gender and Diversity	Ministry of Women, Gender and Diversity, Argentina
Secretary General	Jordanian National Commission for Women
Director	International training at Global Rights for women
Director	Instituto de Liderazgo Simone de Beauvoir (ILSB)
Gender and non-discrimination specialist at ILO Office for Central America, Haiti, Panama and Dominican Republic	ILO
Présidente	Groupe pivot droit et citoyenneté des femmes (GPDCF)
State Inspector of Georgia	Government of Georgia
General prosecutor's office	Government of Georgia
General prosecutor's office	Government of Georgia
Director for Gender Equality and Inclusion	Global Citizen
Coordinator	Global Center of Excellence in Gender Statistics
Responsible du partenariat	Embassy of Germany, Burundi
General prosecutor	Office for human rights, Georgia
Independent consultant (currently working with UN Women on implementation of the Action Coalitions)/ Former Director of Advocacy, International Women's Health Coalition	Independent sonsultant
Coordinator	Fiji Women's Crisis Center
Director of Women	Fiji government
Deputy Permanent Representative	Federal Republic of Germany to the United Nations in New York
Focal point for joint issues in gender statistics	ECLAC
Oficial de Asuntos Sociales	Division for Gender Affairs, ECLAC
Senior Programme Manager for Gender Equality Programme	Australian Department of Foreign Affairs and Trade

Asesora, Consejería Presidencial para la Equidad de la Mujer	Consejería Presidencial para la Equidad de la Mujer
Coordinatrice Coordinatrice nationale des femmes du G5 Sahel	African Women Leaders Network
Gender Specialist	Australian Embassy, Vietnam
Director	Arab Renaissance for Democracy and Development (ARDD) Legal Aid
Chargé de programme Coexistence Pacifique	Ambassade Royale du Danemark
Chargé de programmes	Ambassade de Suède
Spécialiste Technique EFH/PSAT Financé par AMC, Projet de Service d'Appui sur le Terrain, Sotuba/ACI,Rond-point ancienne chaussée	Ambassade de Canada
Permanent Representative to the UN	Mission of Sierra Leone to the United Nations
Deputy Permanent Representative to the UN	Mission of Sierra Leone to the United Nations
Former Evaluator	Independent consultant
Human Rights Expert/Former Head of the Human Rights Protection Unit at Ministry of Inernal Affairs	Former Ministry of Internal Affairs/Georgia

Focus Group Participants	
Title	**Location**
WPS Specialist	UN Women ACRO
Governance specialist	UN Women ACRO
Deputy Director	UN Women ACRO
EVAW Specialist	UN Women ACRO
WEE Policy Specialist	UN Women ACRO
Programme Specialist (via written input)	UN Women APRO
R&D Advisor (via written input)	UN Women APRO
Programme Specialist, EVAW	UN Women ASRO
Policy Advisor, WPP	UN Women ASRO
Policy and Programme Specialist, WEE	UN Women ASRO
Research and Data advisor	UN Women ECARO

Deputy Regional Director	UN Women ECARO
Programme Specialist, GRB	UN Women ECARO
WPS Specialist	UN Women ECARO
L&G Programme Specialist	UN Women ECARO
Regional Policy Specialist, Political participation	UN Women ECARO
EVAW Regional Programme Manager	UN Women ECARO
Policy Advisor	UN Women ESARO
Policy Advisor, Policy Specialist WEE	UN Women ESARO
Policy Specialist, EVAW	UN Women ESARO
Regional Policy Advisor	UN Women WCARO
Programme Manager	UN Women ASRO

Annex 12: Theory of Change

Governance & participation in public life	Economic empowerment & resilience	Ending violence against women	Peace, security, humanitarian & DRR

OUTCOMES

Gender-responsive normative frameworks, policies & institutions are adopted & implemented	Financing for gender equality	Positive social norms	Equitable access to services, goods & resources	Voice, leadership and agency of women & girls	Production/analysis/ use of gender statistics & data	UN system coordination for gender equality

OUTPUTS

Stakeholders have space to engage at intergovernmental and national level on GEWE issues	GEWE principles are mainstreamed in international normative frameworks	Improved capacities of policy makers, duty-bearers and civil society to advocate for and implement policies for GEWE	Improved coordination & capacity for mainstreaming GRB in national policies/plans	Stronger partnerships with UN, civil society and other external stakeholders	Increased access to knowledge, high-quality research and gender-responsive data/research	Communities & CSOs champion rights of women & girls to support GEWE policies

POLICY ADVOCACY STRATEGIES

Convening stakeholders to set and adopt norms & standards on GEWE	Technical input to mainstream GEWE principles and priorities	Support for monitoring/reporting / Capacity building, technical assistance & policy advice	Gender-responsive budgeting and resource allocation	UN coordination / Strengthening strategic partnerships	Support production & use of high-quality evidence and gender statistics	Initiate and lead public advocacy and social mobilization campaigns

POTENTIAL DETAILED ROOT CAUSES

Limited dialogue, collaboration & agreements	GEWE issues not prioritized in intergovernmental frameworks	Limited capacity	Limited allocation of resources	Weak partnerships	Insufficient evidence, research and gender-responsive statistics	Discriminatory norms, stereotypes, attitudes, behaviors & practices

UN Women Structures
Policy advocacy planning
Human and financial resources
Monitoring and evaluation

ROOT CAUSE

Prevalent social norms that give less value to women and girls and the roles and work they perform lead to legal and policy frameworks that are: not in line with international and regional normative Gender Equality and Women's Empowerment (GEWE) frameworks, not implemented effectively or missing entirely, thus resulting in persistent discrimination and gender inequality in global and national laws and policies affecting all sectors.

External factors
Political factors
Social factors
Environmental factors

Annex 13: Case Study Summaries

The evaluation team conducted 11 in-depth case studies, which involved a combination of desk review and primary data collection processes. The key criteria for selection were:

- thematic coverage collectively representing all key Strategic Plan Outcome Areas
- initiatives that illustrated policy advocacy processes at global, regional and national levels from which the evaluation team could draw key lessons learned and recommendations
- a mix of UN Women's country offices (large, medium, small, and non-physical, UN reform)
- country context (fragile state, humanitarian status, thematic focus, income level)
- regional representation
- a focus on notable initiatives and country offices with a track record of having made significant progress or having met or surpassed targets on policy advocacy-related indicators in the 2018–2021 Strategic Plan.

The latter selection criteria were in line with the evaluation's focus on appreciative inquiry and most significant change methodologies that maximize positive learning and highlight key success stories. Two regional case studies were selected to ensure balanced regional coverage when combined with the countries proposed for the country portfolio review and to reflect regional approaches to two key thematic areas in which UN Women engaged in policy advocacy and thought leadership. Country case studies offered an in-depth review and at least one country was reviewed per region. A brief summary of case studies and key results are provided below.

Case Study	File
Global Case Studies	
63rd Commission on the Status of Women (CSW)	Case Study Summary_CSW63.pd
Knowledge Platforms	Case Study Summary_Knoweldg
Progress of the World's Women	Case Study Summary_ Progress
Regional Case Studies	
Care Work in Latin America and the Caribbean	Case Study Summary_Care Work
EVAW Programme in the Pacific	Case Study Summary_Pacific Par
Country Case Studies	

Burundi	Case Study Summary_Burundi C
Georgia	Case Study Summary_Georgia C
Jordan	Case Study Summary_Jordan Co
Mali	Case Study Summary_Mali Coun
Mexico	Case Study Summary_Mexico Co
Viet Nam	Case Study Summary_Viet Nam (

Annex 14: Country Portfolio Reviews

The evaluation team carried out portfolio reviews at the country level to complement the case studies and inform analysis of the evaluation questions by providing a snapshot of policy advocacy initiatives in different UN Women country offices. While not as in-depth as the case studies, the portfolio reviews identified policy advocacy initiatives and successes in different countries, the role UN Women played, key partnerships formed, knowledge products used, Strategic Plan indicator results, human resource support for policy advocacy and other relevant information.

As a starting point, the evaluation team used IRRF indicators related to policy advocacy to identify countries in each region with complete or ongoing policy initiatives that could provide insight on the evaluation questions, with a focus on those with a positive track record related to policy advocacy as defined by the IRRF indicators. Key sources of information for the portfolio review included: the Portfolio Analysis Selection Criteria document, the OneApp Executive Dashboard, Strategic Notes, Progress Notes, Annual Workplans, RMS Annual Reports, and any available Country Portfolio Evaluations (CPE).

The selection criteria for the portfolio review included:
- geography (region)
- office typology (country office, multi-country office, programme presence office, non-resident agency)
- thematic area of policy work
- office size/level of investment (large: above US$5 million Development Results Framework (DRF) per year, medium: US$3.5–5 million DRF per year, small: US$1.5–3.5 million per year [excluding core])
- country context (income level, small island developing state, humanitarian status, fragile state, etc.).

The review included a background on the country context, impact and outcome indicators by thematic area, and the top policy advocacy successes/initiatives within each country. The 25 countries that were reviewed are listed below followed by a link to the complete collection of portfolios:

1. Argentina
2. Bangladesh
3. Barundi
4. Bolivia
5. Colombia
6. Egypt
7. Fiji
8. Georgia
9. Guatemala
10. Kenya
11. Kosovo
12. Liberia
13. Mali
14. Mexico
15. Morocco
16. Myanmar
17. Nepal
18. Nigeria
19. Paraguay
20. Rwanda
21. Syria
22. Timor Leste
23. Uganda
24. Ukraine
25. Viet Nam

Annex 15: Data management plan

DATA MANAGEMENT PLAN
CORPORATE EVALUATION OF UN WOMEN'S POLICY ADVOCACY WORK

Data Management	Plan
COLLECTION OF DATA AND STUDY MATERIALS	
Are these digital or non-digital data/materials?	Combination: digital/physical notes from interviews, digital survey response data, as well as digitally recorded focus group discussions
Are these new or existing data/materials?	New data and existing reports
Type(s) of data (e.g., Survey/questionnaires, audio-visual files, physical objects etc.)	Interview notes, online survey data, recorded virtual focus group discussions, document-based desk review
Methods of data/materials collection	Virtual interviews, virtual focus group discussions, online survey, document-based desk review
Approaches to ensuring quality (file naming conventions, peer review, controlled vocabularies, repeated measurements, data validation/verification rules)	Any audio-visual files will be securely stored during the evaluation and destroyed once data have been extracted and verified. Interviewee names will not be included in interview notes.
TREATMENT OF CONSULTED POPULATIONS	
Determination of study population characteristics (vulnerable or not), evaluation topics (sensitive or not), and accordingly the informed consent approach	Not applicable as study population includes only UN Women personnel, and colleagues from other UN agencies and partner organizations.
Informed consent protocol	Informed consent verbally sought during interviews and as part of the online survey.
STORAGE, SECURITY AND BACKUP	
Where will you store your data/study materials? (e.g., UN Women SharePoint / Teams)	UN Women Teams secure folder
Approaches to securing data and study materials (How will you mitigate risks? If applicable, consider ways to secure your data/study materials whilst in transit)	Access to the Microsoft Teams Folder is restricted to evaluation team members only

What is your backup strategy? (e.g., Who is responsible for backing up your data, how often, location of backup copies, etc.)	No data are being stored on individual laptops, all files are secured on the Microsoft Teams and SharePoint Cloud.
Are you using any personal, identifiable or pseudonymized data? (If so, reach out to the UN Women Data Protection Officer on handling sensitive, personal and special categories of data).	No
What software/ platforms are you using for data analysis and cleaning (including transcribing interviews) and what security measures are in place?	NVivo, Survey Monkey, and Microsoft Excel for data analysis. All files are accessible only to the evaluation team.
ARCHIVING, PRESERVATION AND CURATION	
How long for will you preserve the data/output? (UN Women recommends preserving data for four years, covering the four-year Strategic Note period)	Four years, secured stored on TeamMate
How will you remove personally identifiable information and archive the data (archive digital and/or non-digital materials?)	No personally identifiable information is being collected. Names will be deleted.
If applicable, how will you dispose of any evaluation data?	Once the evaluation has been completed, all analysis and backup files will be deleted from Microsoft Teams.
DISCOVERY, ACCESS AND SHARING	
Limits of data access and sharing (Any ethical, legal and /or commercial constraints on data sharing)?	Data may be shared within UN Women Independent Evaluation and Audit Services (IEAS)
Ethical issues	No specific issues
Usage licenses	No specific issues
Data sharing statement	Data may be shared within UN Women IEAS, after approval from Chief of Evaluation
RESPONSIBILITIES	
Evaluation Team Lead	
Chief of Evaluation	
Director IEAS	

Annex 16: List of key documents consulted

UN Women Annual Reports
- UN Women Annual Report 2019 – 2020
- UN Women Annual Report 2018 – 2019
- UN Women Annual Report 2017 – 2018

UN Women SP 2022 – 2025
- Draft update of UN-Women's Strategic Plan 2022-2025 (2021)
- Key Stakeholders´ Perspectives for UN Women´s Next Strategic Plan: Findings from UN Women Survey on the Development of the Next Strategic Plan 2022 – 2025 (2021)
- UN Women Strategic Plan 2022-2025 IRRF Result Statements (DRAFT) (2021)
- Trend Analysis to Inform the UN Women Strategic Plan 2022 – 2025 (2021)
- Integrated Results and Resources Framework of UN-Women Strategic Plan 2022-2025 (2021)
- UN Women Strategic Plan 2022-2025 IRRF Result Statements (DRAFT) (2021)
- UN Women Strategic Plan 2022-2025 Workshop with the Executive Board

UN Women Evaluations
- Corporate Evaluation of UN Women´s Support to National Action Plans on Women, Peace and Security (2020)
- Corporate Evaluation of UN Women's Support to National Action Plans on Women, Peace and Security (2020)
- Corporate Thematic Evaluation of UN Women´s Contribution to Humanitarian Action
- Corporate Thematic Evaluation of UN Women's support to National Action Plans (NAPs) on Women, Peace and Security Final Report Annexes (2020)
- Evaluation Evidence Gap Mapping (EGM) Analysis Narrative Report
- Evaluation of Policy Advocacy – UN Women Rwanda
- Evaluation of the From Communities to Global Security Institutions (FC2GSI) Programme (2014)
- Functional Analysis of Policy and Programme Bureau (2012)
- Progress of the World´s Women – Evaluation of UN Women´s Flagship Report (2019)
- UN Women Bangladesh Country Portfolio Evaluation Final Report (2019)
- UN Women Community Based Solutions and National Level Grants for Promoting Gender Equality and Engaging Men and Boys (2019)
- UN Women Corporate Thematic Evaluation of UN Women´s Contribution to Governance and National Planning (2019)
- UN Women Corporate Thematic Evaluation of UN Women's Contribution to Governance and National Planning Draft Annexes (2019)
- UN Women Guatemala Country Portfolio Evaluation Final Report (2019)

CSW:
- A Short History of the Commission on the Status of Women (2019)
- **Error! Hyperlink reference not valid.**
- Commission on the Status of Women - Fifty-eighth session: UN Women Strategy (2014)
- CSW Manual (2020)
- Implementation of Actions from CSW 57 Agreed Conclusions: Compendium of Examples from Country Offices, Multi-Country Offices and Regional Offices (2013)

- International Women's Day 2021 and the 65th Commission on the Status of Women Communications and Advocacy Report (2021)
- **Error! Hyperlink reference not valid.**
- United Nations Economic and Social Council 2020 Session (2020)
- CSW Lessons learned and wrap-up notes

Gender Equality Forum
- Action Coalitions Commitment Makers: February 2021
- Action Coalitions: Update UN Women Town Hall meeting 19 April 2021
- Beijing +25: Accelerating the Realization of Gender Equality and the Empowerment of Women and Girls – Generation Equality Forum Interim Project Report – June 2020
- Bodily Autonomy and Sexual and Reproductive Health and Rights Action Coalition Visual (n.d.)
- Economic Justice and Rights Action Coalition Visual (n.d.)
- Feminist Action for Climate Justice Action Coalition Visual (n.d.)
- Feminist Movements and Leadership Action Coalition Visual (n.d.)
- Gender Based Violence Action Coalition Visual (n.d.)
- Gender Equality Forum Action Coalition Deck (n.d.)
- Generation Equality Design Sprint 18-19 December 2019 Mexico City, Mexico (2019)
- Generation Equality Forum – Action Coalitions: A Global Acceleration Plan Draft 30 March 2021 (2021)
- Generation Equality Forum Paris Design Sprint 26 – 28 February (2020)
- Intergenerational Activism & Intersectional Youth Leadership (2020)
- Shifting Power: Multi-Layered Inclusion and Intersectionality (2020)
- Technology and Innovation for Gender Equality Action Coalition (n.d.)Women´s Rights in Review 25 Years After Beijing (2020)
- United Nations Economic and Social Council: Commission on the Status of Women Sixty-Fourth Session (2020)
- UNW Pitch Deck Member States
- Women's Rights in Review 25 Years After Beijing (2020)

Progress of the World's Women
- Assessing the influence of POWW reports – outline 25 May
- Final IR Policy Advocacy Evaluation Sept 13
- OSF Final Narrative 30 June 2020
- OSF Progress Grant 2017 Final
- Progress Concept Note 17 May 2016
- Progress Outreach Strategy Revised Draft April 10 2019

Functional Analysis of Policy:
- HQ Policy Functions to Support Implementation of the Strategic Plan (2019)
- Policy Architecture (2019)
- Summary: Corporate Evaluations Findings and Recommendations of UN-Women's Thematic Priorities and Policy Functions 2008-2018 (2019)

Policy Division Documents
- Policy Division - List of Key Resources (2017)

- Policy Division Annual Retreat 2016 – Highlights and Outcomes Report (2016)
- UN Women Policy Division Retreat (2018)
- UN Women Strategic Note 2018 – AWP Cover Note (2018)

Knowledge Management Strategy
- UN Women Communications & Public Advocacy Strategy 2016-2020 (2016)
- UN Women Knowledge Management Strategy 2018-2021 (2018)

McKinsey Reports
- Core Group Meeting: Data, Evidence & Knowledge Discussion Document (2020)
- Improving use of Data, Evidence and Knowledge in UN Women's work (2020)
- MOPAN Assessments UN Women 2017-18 Performance Assessment (2019)

COVID-19 Response:
- UN Women Response to COVID-19 in the Arab States (2021)

Care Work in Latin America and the Caribbean
- Recognition, redistribution and reduction of care work. Inspiring practices in Latin America and the Caribbean
- Reconocer, redistribuir y reducir el trabajo de cuidados
- Cuidados en América Latina y el Caribe en tiempos de COVID-19: Hacia sistemas integrales para fortalecer la respuesta y la recuperación
- El Sistema Nacional de Cuidados de Uruguay una oportunidad para el empoderamiento económico de las mujeres
- Progress of Women in Latin America and the Caribbean 2017
- El trabajo de cuidados una cuestion de derechos humanos y politicas publicas
- UN Women - Regional Economic Empowerment Evaluation
- ACRO Strategic notes, AWPs and annual reports 2018-2021

Ending Violence Against Women in the Pacific

- External Evaluation of the Pacific Partnership to End Violence Against Women and Girls Programme (Pacific Partnership)
- Fiji National Action Plan to Prevent Violence Against Women and Girls (strategic outcome document)
- Signed agreements and donor reports under the Pacific Partnership programme
- Fiji MCO SNs, AWPs and annual reports

Country Office Documents

- Burundi
  - Burundi CPE (2018)
  - Donor reports and agreements under the project (Renforcement du Leadership des Femmes pour la Consolidation de la Paix et de la Résilience au Burundi)
  - Burundi CO Strategic notes, AWPs and annual reports 2018-2021

- Georgia

- o Final Evaluation report for Unite to fight VAW UN Women (2019)
  - o Moldova Institutional Assessment Report February 2019 - Final Draft English Version
  - o OHCHR Special Rapporteur on violence against women finalizes country visit to Georgia
  - o Response to the Call for Feminicide related data and information (2019)
  - o The Law of Georgia on Elimination of Domestic Violence, Protection of and Support to Its Victims
  - o The National Action Plan on Combating Violence Against Women and Domestic Violence and Measures to be Implemented for the Protection of Victims (Survivors) for 2018-2020
  - o Unite to Fight Violence Against Women
  - o UNJP Mid-term Evaluation Report Final_2019
  - o Georgia CO Strategic notes, AWPs and annual reports 2018-2021

- Jordan
  - o Evaluation of the National Strategy for Women and A Situational Analysis of Women's Rights and Gender Equality in Jordan (2019)
  - o A National Dialogue on UNSCR 1325 - Women, Peace, and Security in Jordan: A Resolution in Action (Synthesis Report) (2016)
  - o Jordan Country Scan from UN Women corporate evaluation – WPS
  - o Jordan CO Strategic notes, AWPs and annual reports 2018-2021

- Mali
  - o Mali CPE (2020)
  - o Declaration AWLN sur le Gouvernment de transition Mali 8 (2020)
  - o Programme de la Promotion de la Justice pour les Femmes dans laGouvernance Démocratique au Mali (2013)
  - o Rapport Table Ronde haut niveau sur la problématique du financement de l'égalité genre dans le CREDD et les ODD au Mali-DOLO (2019)
  - o Women Leadership and Participation in Peace Security and Humanitarian Action Final Evaluation (2016)
  - o Mali Strategic notes, AWPs and annual reports 2018-2021

- Mexico
  - o Rapid assessment Survey on the impact of Covid-19, Mexico (2020)
  - o Classification of Time-Use Activities for Latin America and the Caribbean
  - o Twenty years of international meetings on gender statistics (2019)
  - o Familias en un mundo cambiante Mexico (2019)
  - o Final evaluation of the Mexico Strategic Note 2014-2019
  - o Global Centre of Excellence on Gender Statistics (CEGS) Mid Term Evaluation
  - o Interseccionalidad de las desigualdades de gnero en La Violencia Feminicida en Mexico (2020)
  - o Mexico CO Strategic notes, AWPs and annual reports 2018-2021

- Vietnam
  - o Vietnam CPE and Audit (2020)
  - o Key gender equality message to the Labor Code amendment

- o Joint letter - To the draft Decree stipulating policies on female workers and ensuring gender equality
- o Code of Conduct on sexual harassment in the work plan
- o Vietnam CO Strategic notes, AWPs and annual reports 2018-2021

Portfolio Reviews
- COVID-19 Global Gender Response Tracker of the UNDP and UN Women
- Bangladesh CPE (2019)
- Mid-Term Evaluation Of The United Nations Joint Programme For Gender Equality In Georgia (Unjp) (2019)
- Guatemala CPE (2019)
- Early Marriage - The Capacity & Knowledge Assessment of Roma, Ashkali and Egyptian CSOs (2018)
- Strategy for Protection against Domestic Violence (2017)
- Liberia CPE (2018)
- Nigeria CPE (2020)
- Paraguay CPE (2019)
- Rwanda CPE (2018)
- Public Procurement and Disposal of Public Assets (PPDA) amendment bill
- Uganda CPE (2020)
- Decree "On Urgent Measures to Prevent and Combat Domestic Violence, Gender-Based Violence and Protect the Rights of Victims of Such Violence"
- Policy Brief on Gender Issues of Ethnic Minority Groups in Vietnam
- National Action Plan against Violence 2020-2022, Argentina and National Action Plan to reduce Femicides, Argentina (2019)
- Assessment of the Existing Initial Services Available for Sexual and Gender-Based Violence Cases (2019)
- Government of Liberia - Gender-Responsive Planning and Budgeting Policy Mainstreaming Gender into Public Financial Management (2019 – 2023) (2019)
- Mapping and Assessing the Gender-Responsiveness of Peace Infrastructures in Liberia (2020)
- National Peace Hut Women of Liberian account of support Provided by UN Women (2009 – 2018) (2019)

External/Other
- **Error! Hyperlink reference not valid.**
- A Guide to Policy-Influence Evaluation: Selected Resources and Case Studies (2015)
- Advocacy Evaluation: Challenges and Emerging Trends (2012)
- Advocacy Evaluations - Pathways for Change: 10 Theories to Inform Advocacy and Policy Change Efforts (2013)
- Advocacy Impact Evaluation (2008)
- Advocacy that Builds Power – Transforming Policies and Systems for Health and Racial Equity (2021)
- Beyond the Win: Pathways for Policy Implementation (2016)
- Contribution Analysis in Policy Work - Assessing Advocacy's Influence (2017)
- Country-level policy engagement in IFAD Guidebook (2017)
- Exploring think tank funding models (n.d.)
- FDC Research and Advocacy for Policy Change: Measuring Progress (2002)

- [IFAD Exploration of a Methodology for Assessing the Impact of Policy Engagement – What Impact and how to Assess it? (2018)](#)
- [Making Research Evidence Matter - A Guide to Policy Advocacy in Transition Countries (2012)](#)
- [ODI Monitoring and Evaluation of Policy Influence and Advocacy (2011)](#)
- [Policy Change: An Advocacy Coalition Framework Perspective (2020)](#)
- [Save the Children - Monitoring and Evaluating Advocacy (n.d.)](#)
- [The Advocacy Strategy Framework: A Tool for Articulating an Advocacy Theory of Change (2015)](#)
- [The Elusive Craft of Evaluating Advocacy (2011)](#)
- [Unravelling Think Tanks' Business Models (n.d.)](#)
- [Evaluation of EU Mainstreaming of GEWE in its External Actions (2020)](#)