

UN Women ROAP

Evaluation of Crisis Response in Asia and the Pacific

Annexes- Volume 1

Date of the report	December 2021
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Annex 1: Terms of Reference

Link: <https://gate.unwomen.org/EvaluationDocument/Download?evaluationDocumentID=9730>

Annex 2: Evaluation Reference Group

The UN Women Regional Crisis Response reference group is an integral part of the management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results. As a rapid evaluation which was focused mainly on UN Women's processes and internal systems for responding in crises, an internal reference group will be established. **Reference Group members were expected to:**

- Act as source of knowledge for the evaluation
- Act as an informant of the evaluation process
- Assist in the collection of pertinent information and documentation
- Assist in identifying external stakeholders to be consulted during the process;
- Play a key role in disseminating the findings of the evaluation and implementation of the management response
- Participate in any meetings of the reference group
- Provide input and quality review of the key evaluation products: inception report and draft evaluation report
- Participate in the validation meeting of the final evaluation report
- Participate in learning activities related to the evaluation report

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Annex 3: List of key documents consulted

UN Women Policies/Reports

UN Women. Ending Violence is our business: Workplace responses to intimate partner violence in Asia and the Pacific. 2019
 UN Women Revised Evaluation Policy, UNW/2020/5/Rev.2
 UN Women Evaluation Handbook, 2015;
 Corporate Thematic Evaluation: UN Women's Contribution to Humanitarian Action, 2019
 Humanitarian Assistance and Crisis Response Office: HQ Support 2018,
 UN Women Internal Audit Service Audit, Peace, Security and Humanitarian Section: Governance, Risks and Controls, November 2020 (IEAS/IAS/2020/007)
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The First 100 Days of the COVID-19 Outbreak in Asia and the Pacific: A Gender Lens, 2020

Evaluation of Regional Office for Asia and the Pacific Contributions to Women, Peace and Security (2021):

UN Women Independent Evaluation Service Corporate evaluation on UN Women's contribution to Humanitarian Action, 2019:

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UN Women. Human resources fast track procedure, 2020.

UN Women. Rapid Response Deployment Guidance, 2021.

UN Women. Delegation of Authority, 2020.

UN Women. Crisis response and BCP: Policy and guidance and BCP: plan, 2020.

UN Women. Media Policy, 2017.

UN Women. Dashboard and guidance based on UN Women Rapid Assessment Tool to Evaluate Gender Equality and Women's Empowerment Results in Humanitarian Context (also adapted to COVID-19: ADAPTING TO COVID-19: A checklist for gender responsive humanitarian programming)

UN Women. Pocket Tool for Managing Evaluation During the COVID-19 pandemic

Letter of Thanks, UNHCR Global Protection Cluster Coordinator, September 2021

UN Women- Asia Pacific. Standing Up to the Challenge: Response to the COVID-19 Pandemic in Asia and the Pacific, 2021.

UN Women- Asia Pacific. Diverse SOGIESC Rapid Assessment Tool, 2021.

UN Women- Asia Pacific. GiHA Regional Analysis and Recommendations - COVID-19 Outbreak and Gender, 2020.

UN Women- Asia Pacific. Leave No One Behind in COVID-19 Prevention, Response and Recovery, 2020.

UN Women- Asia Pacific. GiHA Closing the Funding Gap for WFOs Responding to COVID-19, 2020.

UN Women- Asia Pacific. Framework and Tools for Measuring Women's Leadership in COVID-19 Response, 2021.

UN Women Strategic Documents

UN Women Strategic Plan 2022-2025.

UN Women Strategic Plan 2018–2021.

ROAP annual report 2020.

Bangladesh CO: Annual Work Plans 2018-2020.

Bangladesh CO: Annual reports: 2019 and 2020.

Myanmar CO: Annual Work Plans 2018-2020.

Myanmar CO: Annual reports: 2019 and 2020.

Fiji MCO: Annual Work Plans 2018-2020.

Fiji MCO: Annual reports: 2019 and 2020.

External Documents

IASC definition from the Inter-agency Standing Committee Working Group Meeting,

IASC Reference Document: Humanitarian System Wide Emergency Activation: Definition and Procedures, 2012.

Development Initiatives - Global Humanitarian Assistance Report 2020.

UNOCHA. World Humanitarian Data and Trends, 2018

UNESCAP. Asia-Pacific Disaster Report 2021.

UN Women and UN DRR, *Action Brief: Gender and Disaster Risk Reduction in the Context of COVID-19*, December, 2020

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Interagency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action, 2020

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Inter-agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls, Companion Piece: Review of Progress: Mainstreaming Gender Equality and the Empowerment of Women and Girls into the Humanitarian, Development and Peace Nexus Agenda (2021)

ASEAN-UN. ASEAN – UN Joint Strategic Plan of Action on Disaster Management 2021-2025

ASEAN. Regional Framework on Protection, Gender, and Inclusion in Disaster Management 2021-2025 (ARF-PGI):

ASEAN. Agreement on Disaster Management and Emergency Response (AADMER) Work Programme 2021-2025:

IOM, UN Women. Aarar dilor hota - Honour in Transition: Changing gender norms among the Rohingya, 2020:

WHO. Risk Communication and Community Engagement Working Group on COVID-19 Preparedness and Response in Asia and the Pacific, 2020

IASC. COVID-19: How to include marginalized and vulnerable people in risk communication and community engagement

Policy on the Organizational Resilience Management System ORMS, 2021.

Annex 4: Evaluation Matrix

Evaluation Matrix			
Key Question Relevance/ Appropriateness	1. Is UN Women’s response to crisis relevant and appropriate in the context of the international standards, needs and priorities of the affected populations, particularly those left furthest behind (women with disabilities, LGBTIQ)?		
Sub Question	What is expected in a crisis response according to international standards?		
Assumptions	Indicators	Sources of Information	Methods for Data Collection
UN Women's work is aligned with international standards.	Extent to which UN Women's crisis response (including policies, procedures and interventions) is aligned with international humanitarian and crisis response standards	CEDAW, Agenda 2030, SDGs, Beijing Platform for Action, Sendai Framework, the World Humanitarian Summit (2016), New York Declaration for Refugees and Migrants, Global Compact on Refugees, Grand Bargain, Global Compact on WPS and HA, IASC policy GEWE in HAS Policies, procedures of sister UN agencies, IASC, etc. UN Women Strategic Notes, programme documents, Evaluations, Audits, or reviews UN Women HA staff, UN system partners, International NGOs, GIHA members	Desk review
Key Question Coherence	What are stakeholder’s expectations of UN Women in responding to a crisis?		
Assumptions	Indicators	Sources of Information	Methods for Data Collection
UN Women's crisis response meets the expectations of stakeholders (donors, government) and fulfills the needs and priorities of the most vulnerable groups (women with disabilities, diverse sexual orientation, survivors of conflict related and sexual violence etc.).	Extent to which UN Women is filling a niche/gap for GEWE and adding strategic value Extent to which UN Women meets stakeholders' expectations compared to UN Women's mandate Extent to which UN Women gender analysis and uses gender and human rights assessment tools Extent to which findings are informing the UN Women crisis response	UN women reports, evaluations, assessment reports UN Women HA staff, UN system partners, International NGOs, GIHA members	Desk review, interviews, case studies Cox's Bazar, Myanmar, Fiji.
Key Question Coordination	2. To what extent are crisis response efforts more gender responsive due to UN Women coordination efforts?		
Sub Question	Are synergies (particularly within the UN system) between actors GEWE efforts capitalized on to avoid gaps and duplication?		
Assumptions	Indicators	Sources of Information	Methods for Data Collection

UN Women’s work is complementary and adding value to that of its partners, including the UN system, enhancing gender responsiveness of the coordinated efforts	Existence of coordination mechanisms/bodies Extent to which humanitarian interventions are achieving synergies (coherence) with the work of the UN System and other HA partners and avoid duplication Evidence of UN Women leadership in coordination bodies and contribution to gender mainstreaming of crisis response through coordination	Desk review of UN Women’s policies and programmes, reports, earlier evaluations of UN Women humanitarian/crisis response, UN Women Rapid Assessment Tool, Gender and Age Marker, SOGIESC or other assessment tools UN Women HA staff, UN system partners, International NGOs, GIHA members, national counterparts, end-beneficiaries (women and girls affected by crisis)	Desk review, interviews, survey (?), case studies Cox’s Bazar, Myanmar, Fiji.
Sub Question	What strategies (i.e. capacity building, leadership of coordination working groups, provision of gender data and analysis, or advocacy with government and other partners) are the most successful in facilitating the integration of GEWE by humanitarian and international development partners with respect to a crisis response?		
Assumptions	Indicators	Sources of Information	Methods for Data Collection
UN Women generates knowledge and evidence on the women and girls needs and their status in crisis, enhances capacity of actors, chairs and co-chairs clusters and coordination groups and advocates with national duty bearers.	Number and type of coordination bodies UN Women chairs, co-chairs and participates in Evidence of UN Womens’ contribution to capacity building of UN system and other HA partners and gender mainstreaming in coordinated UN Response	Desk review of UN Women’s reports, coordination groups’ reports and meeting minutes, earlier evaluations and reviews of HA of UN Women and other HA stakeholders UN system and other partners in various HA coordination bodies National counterparts, end-beneficiaries (women and girls affected by crisis)	Desk review, interviews, survey (?), case studies Cox’s Bazar, Myanmar, Fiji.
Key Question Effectiveness	3. What does UN Women’s performance look like in crisis response situation?		
Sub Question	How does UN Women develop high quality replicable interventions that can support women and girls in crisis situations or that can ensure gender equality is taken into consideration when responding to crises?		
Assumptions	Indicators	Sources of Information	Methods for Data Collection

<p>UN Women provides empowerment and capacity building support and tailored actions to enhance women's, girls and vulnerable groups' leadership, safety and economic well-being and creates enabling environment by engaging men and community/religious leaders and host community</p>	<p>Evidence of UN Women gender responsive actions in crisis contexts in the areas of leadership and participation, safety and economic wellbeing; Criteria from UN Women's Rapid Assessment Tool of crisis response met; Approaches and good practices systematized, flexible and replicable to other contexts</p>	<p>Desk review of UN Women's reports, earlier evaluations and reviews of UN Women's crisis response and HA staff, UN system and other HA partners, UN Women HA National counterparts, end-beneficiaries (women and girls affected by crisis)</p>	<p>Desk review, interviews, focus group discussions, case studies Cox's Bazar, Myanmar, Fiji.</p>
<p>Sub Question</p>	<p>How does oversight, overall feedback loops (between HQ, RO, CO's) and support from Headquarters and the Regional Office contribute to the performance?</p>		
<p>Assumptions</p>	<p>Indicators</p>	<p>Sources of Information</p>	<p>Methods for Data Collection</p>
<p>Evidence and knowledge generated from the crisis context feeds learnings at the CO, RO and HQ level and RO and HQ policy and technical expertise contribute to effective response benefitting women and girls in crisis contexts</p>	<p>Results based monitoring and reporting systems in place; Knowledge and evidence regularly generated; Evidence of regular communication among field offices, Cos, RO and HQ on crises response; Field offices and COs satisfaction with timeliness, relevance and quality of support of RO and HQ provided in crisis contexts</p>	<p>Desk review of UN Women's reports, earlier evaluations and reviews, knowledge products UN Women HA staff Social media/ communications efforts/ events.</p>	<p>Desk review, interviews, survey (?), case studies Cox's Bazar, Myanmar, Fiji. Review of evidence generation- publications/ knowledge sharing.</p>
<p>Key Question Impact and Sustainability</p>	<p>4. What crisis response strategies have the highest potential to result in immediate benefits in the lives of women and girls, and the most marginalized groups, that are connected with longer term resilience building efforts?</p>		
<p>Sub Question</p>	<p>What are the immediate benefits of UN Women crisis response efforts for women and girls and the most vulnerable groups?</p>		

Assumptions	Indicators	Sources of Information	Methods for Data Collection
UN Women contribution to crisis response provides immediate benefits for women and girls affected by crisis	Evidence of advancement of women's and girls rights and well being	Desk review of UN Women's reports, earlier evaluations and reviews of HA of UN Women and other HA stakeholders UN Women staff, UN system and other partners in various HA coordination bodies National counterparts, end-beneficiaries (women and girls affected by crisis)	Desk review, interviews, survey (?), case studies Cox's Bazar, Myanmar, Fiji.
Sub Question: To what extent are UN Women's efforts embedded in a longer term resilience building approach? Are more women and girls playing a greater role in response and recovery efforts?			
Assumptions	Indicators	Sources of Information	Methods for Data Collection
UN Women support has a long term vision of transformative change taking into account humanitarian - peace - development nexus	UN women has employed or contributes to joint nexus approach Evidence of stakeholders' capacities to carry some efforts forward on their own Evidence of synergies with other UN Women's programmes Existence of long term strategies Evidence of higher level results of ToC and resilience building of women and girls and entire affected communities	Desk review of UN Women's reports, earlier evaluations and reviews of HA of UN Women and other HA stakeholders UN Women staff, UN system and other partners in various HA coordination bodies	Desk review, interviews, survey (?), case studies Cox's Bazar, Myanmar, Fiji.
Key questions Organizational Efficiency 5. To what extent is UN Women responding in a timely manner and with sufficient capacity in recent crisis response situations?			
Sub Question: What are the internal bottlenecks (and root causes for these) to crisis response from an organizational perspective (i.e. systems, capacities, etc.)?			
Assumptions	Indicators	Sources of Information	Methods for Data Collection
UN Women has sufficient capacities, resources and expertise, established strategies, preparedness action plans (including scale up protocols) in place to efficiently respond to crisis situations.	Stakeholder perception of UN Women's internal capacities and expertise to apply and mainstream gender and human rights in crisis and HA context Level of UN Women's HA capacity and resources at different levels HQ, ROs, COs (no. of staff, positions, budget, field presence)	Desk review of UN Women's reports, RMS and financial reporting, coordination groups' reports and meeting minutes, earlier evaluations and reviews of HA of UN Women and other HA stakeholders UN Women staff, UN system and other partners in various HA coordination bodies National counterparts, end-beneficiaries (women and girls affected by crisis)	Desk review, interviews, survey (?), case studies Cox's Bazar, Myanmar, Fiji. Review of human resources capacity
Sub Question: What is the internal enabling/disabling environment for responding to crises and adapting programming?			
Assumptions	Indicators	Sources of Information	Methods for Data Collection

<p>UN Women is aware of challenges, risks, enablers and opportunities and takes them into account in developing preparedness and mitigation strategies and creation of more enabling environment for advancement of GEWE in crisis contexts.</p>	<p>Stakeholders perception of enabling and limiting factors (internal and external) Evidence on enabling and limiting factors supporting these perceptions Evidence of UN Women's mitigation / adjustment strategies in place Evidence of disabling factors being overcome or taken into account in interventions</p>	<p>Desk review of UN Women's reports, RMS and financial reporting, earlier evaluations and reviews of HA of UN Women and other HA stakeholders UN Women staff UN system and other partners in various HA coordination bodies National counterparts, end-beneficiaries (women and girls affected by crisis)</p>	<p>Desk review, interviews, survey (?), case studies Cox's Bazar, Myanmar, Fiji. Review of knowledge sharing.</p>
<p>Key questions Human Rights and Gender Equality To what extent did UN Women actively identify and address the social norms that underly discrimination and non-action in the crisis context area?</p>			
<p>Sub Question</p>			
<p>Assumptions</p>	<p>Indicators</p>	<p>Sources of Information</p>	<p>Methods for Data Collection</p>
<p>UN Women identifies the most marginalized groups and integrates their needs in response efforts. Efforts are made towards addressing harmful / discriminatory social norms and supporting transformation of gender and power relations.</p>	<p>Perception of HA stakeholders and end beneficiaries (communities affected by conflict) Evidence of knowledge, skills attitudes change about harmful / discriminatory social norms (power relations, social status, social acceptability of violence and harmful practices, taboos on women's and vulnerable groups' rights etc.) Evidence of change at individual or community level Transformational change practices being captured</p>	<p>Desk review of UN Women's reports, earlier evaluations and reviews of HA of UN Women and other HA stakeholders UN Women staff, UN system and other partners in various HA coordination bodies National counterparts, end-beneficiaries (women and girls affected by crisis)</p>	<p>Desk review, interviews, survey (?), case studies Cox's Bazar, Myanmar, Fiji.</p>

Annex 5: Background to the evaluation

Annex 5.1 Background on UN Women Crisis Response in the region

In Asia and the Pacific, UN Women works proactively with humanitarian actors to integrate gender equality and women's empowerment in emergency response plans; ensure that women and girls are equally consulted to understand and address their needs and vulnerabilities; that women's leadership is leveraged; that gender is integrated into humanitarian assessments, reporting and monitoring tools; and that gender experts are included in the humanitarian teams responding to the crisis. It is also leveraging its coordination and convening roles for advocacy and accountability to women and girls in the response and mobilizing women's organizations to reach those left furthest behind with risk communication, and to ensure women have equal voice, leadership, and access to information. UN Women helps to ensure that gender equality and the empowerment of women remains central to both humanitarian action and development programming ensuring a nexus approach.

In the context of COVID-19, UN Women in Asia and the Pacific reported leveraging its experience in the areas of Women's Economic Empowerment, Peace and Security and Humanitarian Action and addressing violence against women to meet immediate needs of women and girls and ensure that the world post-COVID-19 is built on principles of human rights and gender equality. This is aimed at protecting the gains made on gender equality and women's empowerment and to ensure that recovery is centred on the principle of leaving no one behind, and on approaches that are gender transformative. UN Women offices in the region are engaged in COVID-19 preparedness planning, including ensuring measures are in place for continued GBV service provision, as well as mobilizing women's organizations to influence and participate in response work.¹

Several evaluations and internal reviews led by field offices on Humanitarian Action have been undertaken in recent years and provided key input to this evaluation. UN Women IES-led corporate evaluation on UN Women's contributions to Humanitarian Action² identified that most stakeholders recognize UN Women as a key actor providing clear, practical and evidence-based guidance for gender equality and women's empowerment in humanitarian action and that the Entity ensures these issues are both integrated effectively and consistently in humanitarian responses. UN Women's normative work was proven to be particularly relevant to these efforts. In relation to global forums, the evaluation noted that UN Women made significant contributions to various policies, frameworks and initiatives. The first thematic evaluation commissioned by the Inter-Agency Humanitarian Evaluations (IAHE) Steering Group in 2020 focused on Gender Equality and the Empowerment of Women and Girls recommended to "Increase Humanitarian Country Teams Access to Strategic and Technical Expertise on GEEWG"³ and identified the: Gender Hub, a UN Women-led initiative in Cox's Bazaar, Bangladesh as a promising practice for enhancing gender coordination.

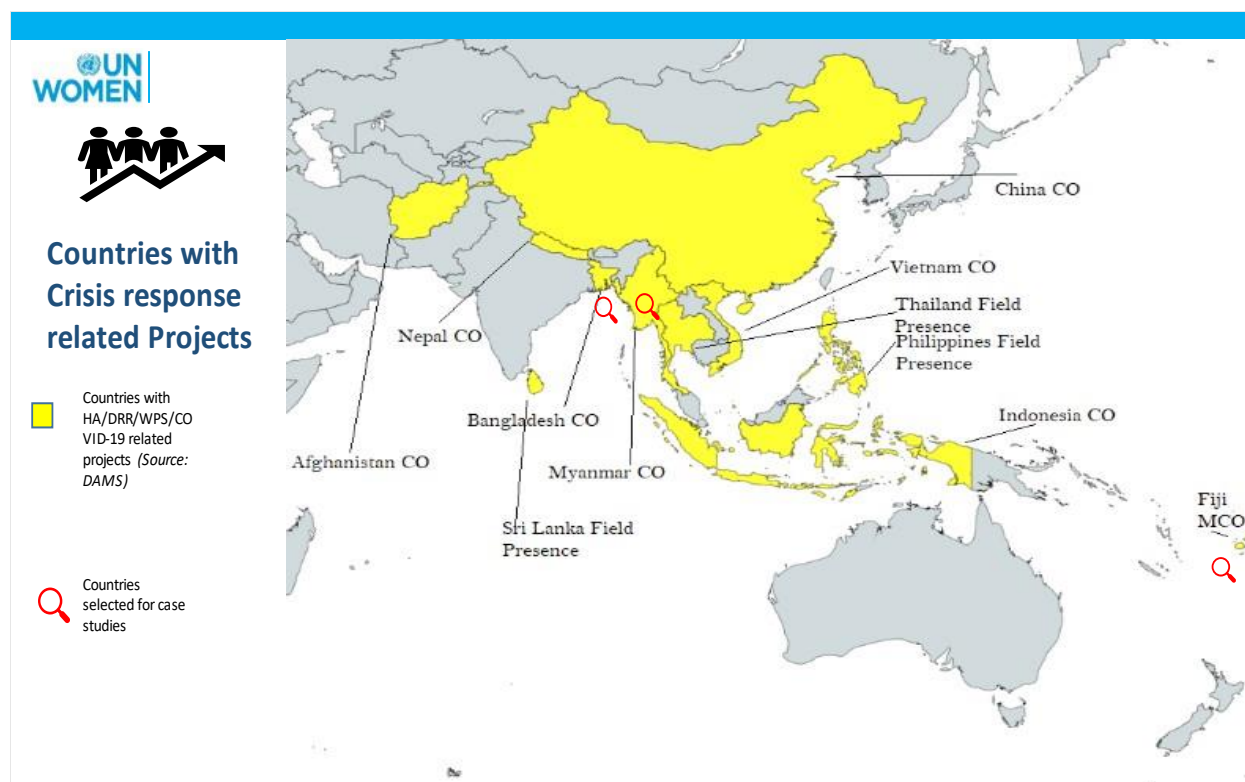
Figure 1: Geographic coverage of countries with Humanitarian Action Projects⁴

¹ The First 100 Days of the COVID-19 Outbreak in Asia and the Pacific: A Gender Lens, 2020. Accessible at: <https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/the-first-100-days-of-the-covid-19-outbreak-in-asia-and-the-pacific>

² Corporate Thematic Evaluation: UN Women's Contribution to Humanitarian Action, 2019. Accessible at: <https://gate.unwomen.org/Evaluation/Details?evaluationId=11372>

³ the Inter-Agency Humanitarian Evaluations Steering Group in 2017 focused on Gender Equality and the Empowerment of Women and Girls,

⁴ Evaluation Team led analysis of HA projects listed in DAMS



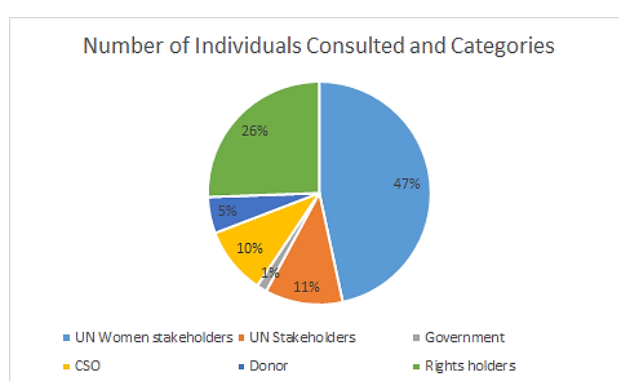
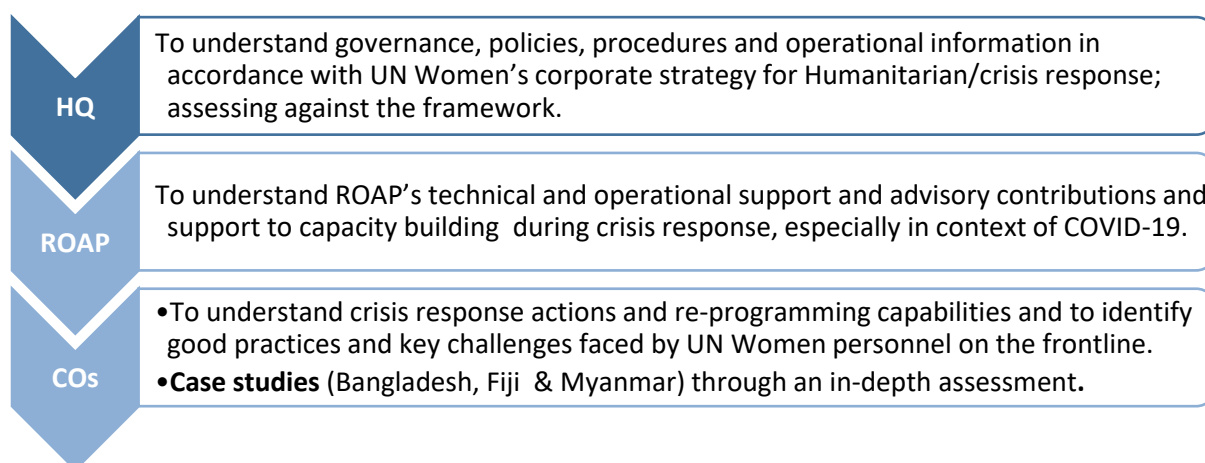
Annex 6: Methodology

Also see TOR and main synthesis report. UN Women evaluations are gender responsive, meaning that they are participatory, transparent and analyze the underlying barriers and social norms that inhibit progress on realizing women's rights. This is a non-experimental evaluation and mixed methods were employed to collect both quantitative and qualitative data, and the data was triangulated to maximize the validity and reliability by using an evidence map. NVIVO qualitative data analysis software is utilized by the IES. Individual case study reports were prepared with a view to providing useful information for the respective country office based on its unique context. While the synthesis report identifies overarching trends, good practices and lessons learned that are applicable to offices across the region, and hopefully beyond. The case study countries have each experienced a different type of crisis response over the past two years, ranging from a protracted humanitarian response and ongoing refugee crisis combined with rapid onset of climate induced disasters, or political and armed conflict, and all have been dually affected by the COVID-19 pandemic. Thus, a look into these different scenarios provided insights into how UN Women is responding in very different contexts.

Annex 6.1 Data Collection and Analysis

There are three levels of analysis in this evaluation – 1. Headquarters: was primarily a desk review of governance, policies and procedures, including some interviews with key units. At regional level, an in-depth review of the response to COVID-19 at a regional level and support to the CO's responding to crisis was conducted. And at Country Office level, the focus was on the three case studies, outlined below, but the experience of other offices responding to COVID-19 will also be captured.

Figure 2. Overview of levels of data collection



Overall Analysis

NVIVO qualitative data analysis software was utilized. Contribution analysis was based on an evidence map, which complemented the information collected through the case studies, pulling from existing evaluative evidence. A matrix was utilized to map information obtained from different sources on the same results area, including UN Women reports (annual report, donor reports, evaluations and audits) and information collected through interviews, surveys and case studies. NVIVO software for qualitative data analysis was utilized. Triangulation of sources and methods of information were undertaken to ensure robust findings that can be used with confidence.

Annex 6.2 Sample Interview Guides

The interview guide was adapted to the stakeholder: UN Women personnel, government stakeholders, UN system Partners, donors and CSOs working with rights holders.

Standardized Introduction for Interviews

During each interview, the following standardized introductory points was used by the Evaluation Team members conducting each interview:

- Thank you for making the time to support the Evaluation of UN Women’s Crisis Response in Asia and The Pacific. The evaluation is carried out by the UN Women Independent Evaluation Service.
- Your input to this evaluation is very valuable, as it will help us to better understand the context and how UN Women’s performs and contributes to achievements together with other humanitarian stakeholders and ultimately benefits those affected and particularly women and girls in humanitarian crisis. The evaluation focuses on UN Women’s actions regional and country level, and the corporate systems in place to support these. Although all countries in Asia and the Pacific Region are under scope of the evaluation, three in-depth case studies will be conducted – Cox’s Bazar, Myanmar and Fiji. It focuses on crisis response during 2020-2021, with a look back to ensure the context is understood.
- Primary users of the evaluation results are UN Women leadership and personnel, but it may also be useful for other external actors.

- This interview is confidential, and your participation is voluntary. The evaluation team will take notes, but we are not recording the meeting. The notes will be used for the data analysis and the overall findings and conclusions will be presented in aggregate - your name and organization will not be tied with any statements made in the report. We will destroy the notes after they are no longer needed for the evaluation. You can decide to skip any of the questions or end the interview at any stage. The interview will last around 45 minutes.
- Do you have any further questions about the evaluation? Do you agree to participate?

Timeframe for discussion: 1 hour maximum

**Questions was modified based on role/contribution of each staff member*

No.	Guiding Questions	Link to Evaluation Matrix
1.	Please briefly introduce yourself, your role in UN Women and crisis response and particularly connection with Asia and the Pacific region (have you supported response to any crisis?).	Introductory
2.	What does UN Women’s response to crisis situations looks like? What steps are taken by you/ your team? a) Are there any differences in how sudden- and slow onset crises, protracted and compounded crises are addressed?	Appropriateness
3.	To what extent is UN Women’s crisis response at different levels addressing the needs of affected countries and populations, particularly the needs of those most vulnerable (women with disabilities, LGBTQI, ethnic minorities etc.)?	
4.	How does UN Women assess the level of appropriateness? a. [Do you participate in needs assessments; use any marker tools to assess gender and social inclusion in humanitarian/crisis response (e.g. gender and age, SOGIESC Rapid Assessment Tool UN Women’s rapid assessment tool or something else)?]	
5.	Internal coordination: a) What are the tasks of different levels HQ, RO and COs in crisis response? Are there clear roles and responsibilities? b) Please provide examples of oversight, overall feedback loops (between HQ, RO, CO’s) and support from Headquarters and the Regional Office and how these have contributed to performance?	
6.	What are the internal bottlenecks (and root causes for these) to crisis response from an organizational perspective (i.e. systems, capacities, etc.)? a) Do the fast-track procedures for procurement work? Why/Why not? b) Do the fast-track procedures for deployment of human resources (roster) work? Why/Why not? c) Do UN Women personnel have the requisite skills in preparedness and response?	Efficiency
7.	How is monitoring, evaluation and learning (knowledge generation) ensured and how it feeds future crisis responses? How is the data safety ensured?	
8.	Please provide examples of steps taken to ensure the duty of care/ staff safety ensured.	
9.	Were the human and financial resources allocated to the UN Women crisis response actions used efficiently and commensurate to the results of this actions? a) Are core resources sufficient to enable adaptability and response to crisis? How are core resources utilized?	
10.	Were the UN Women crisis response activities implemented according to the planned time frame (and in a timely manner with respect to the crisis response)?	

11.	To what extent do you see overlap or duplication between UN system actors with respect to responding to the needs of women and girls in crisis situations in the region? a) What strategies has UN Women found to be the most effective at ensuring synergies and reducing gaps between partners?	Coherence / Coordination
12.	What strategies has UN Women found to be the most effective at ensuring effective coordination mechanisms? What does success look like?	
13.	How are civil society and grassroots organizations engaged by UN Women? (e.g. CSOs and national stakeholders, men, traditional leaders)? What was the extent/degree of this engagement?	
14.	Were the activities implemented by UN Women in the required sequence to ensure the greatest impact of the organization's actions?	
15.	Does UN Women develop high quality replicable interventions that can support women and girls in crisis situations or that can ensure gender equality is taken into consideration when responding to crises? (reflections through the lens of integrated mandate – normative, coordination, operational) How is it ensured that women and girls' perspective and needs is taken into account? a) What strategies work to create an enabling environment for women's meaningful leadership and engagement in crisis situations? b) What strategies work to ensure women and girls' safety in crisis situations? c) What strategies work to support women and girls' economic wellbeing?	Effectiveness
16.	What are the external enablers / barriers to UN Women's effective response? a) Enablers: b) Barriers:	
17.	Did the UN Women crisis response actions achieve the results/objectives expected as outlined during the response planning stage - in terms of planned activities, outcomes and impact?	
18.	How would you assess UN Women's (your office) capacities to ensure inclusion of needs of vulnerable populations in crisis response - women with disabilities, ethnic minorities, survivors of conflict / conflict related sexual violence, people with diverse sexual orientations, gender identities and expressions and sex characteristics?	Human rights and gender equality
19.	Is there any evidence of gender transformative effects of UN Women's work in the affected communities or in the UN System functioning? a) Do you use any marker tools to assess gender and social inclusion in crisis response (e.g. gender and age, SOGIESC Rapid Assessment Tool UN Women's rapid assessment tool or something else)?	
20.	Please provide examples of how UN Women's efforts embedded in a longer-term resilience building approach in coordination with national/local authorities?	Connectedness/sustainability
21.	To what extent are UN Women's efforts ensuring more women and girls are playing a greater role in response and recovery efforts?	
22.	What priority recommendations do you suggest for enhancing UN Women's overall crisis response?	Formative - recommendations
23.	Is there anything we didn't ask that you would like to address?	

Annex 6.5 Focus Group Discussion guides

UNCT humanitarian partners

A. Plenary:

1. Please briefly introduce yourself, and the primary role of your organization in crisis response in Cox’s Bazar and what kind of interactions you have with UN Women?
2. What strategies of UN Women are most effective in supporting organizations to integrate gender in crisis response / humanitarian action? *[if no responses come forward you can prompt: leading GIHA, capacity building, gender needs assessment, review of other organizations efforts/programmes, production of guidance, research or other knowledge products; collaborate on joint initiatives, joint advocacy] If relevant, probe about specific examples with respect to how GIHA/ Gender Hub contributed to your efforts to integrate gender.]*
3. What are the results of that support of UNW? How does that translate into results for the end beneficiaries of your programmes?
4. What are the challenges to integrating gender perspectives in your work? Is there anything that UN Women can do (that they are not already doing) to support you? (what are your recommendations)
5. To what extent are the advocacy initiatives or events facilitated (e.g. heforshe; 16 days of activism; international women’s day) by UN Women an effective strategy for motivating action and attention to gender equality and women’s empowerment? Any examples of how the advocacy / events have translated into action?
6. Are there any publications/ guidance/ research that UN Women has produced that you find to be particularly useful to your work? How have you used this guidance/ research/ needs assessment?
7. Any feedback on UN Women’s work in the field – in camp setting; delivering directly to women and girls?

B. Mural:

And then we could go to mural to check UN Women’s contributions through direct cooperation / Gender Hub and / GIHA and other coordination groups

	Direct cooperation with UNW	GIHA and other coordination groups	Gender Hub
Expectations (overall expectations)			
Current contributions (what is provided)			
Gaps (what is missing)			

commendations (maybe)

Plenary closing: Any additional comments or questions.

1. What priority recommendations do you suggest for enhancing UN Women’s overall crisis response?
2. Is there anything we didn’t ask that you would like to address?

Annex 6.6 Gender responsive and Ethical Procedures

Gender and human rights responsive evaluation approach

Evaluation in UN Women is guided by key normative agreements⁵ to be gender-responsive and utilizes the entity’s strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results.

⁵ For example, the Convention on the Elimination of Discrimination Against Women (CEDAW), the Beijing Platform for Action, and the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities, among others.

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

The analysis applied a gender-responsive lens by integrating the principles spelled out above and in the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation⁶ that suggests analyzing links with guiding normative frameworks (e.g. CEDAW, Beijing Platform for Action), underlying power dynamics, institutional structures and barriers to gender equality, and reflecting on who has voice in the evaluation.

Accountability to stakeholders, and in particular women and girls that are meant to benefit from UN Women programming, is a key tenet of a gender responsive approach. Participatory methods will be integrated throughout the evaluation through the engagement of key stakeholders in the Evaluation Reference Group, representing a cross-section of UN Women stakeholders, from the inception phase through to the use of the evaluation. The below approach for ensuring application of ethical guidelines was also employed for those rights holders reached via telephone.

Plan for ensuring ethical approach

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

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report. Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, [UN Women procedures](#) must be followed and confidentiality be maintained.

The [UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it.

The evaluators obtained informed consent to participate in the evaluation activities prior to engaging in data collection. The evaluation team members read the statement of intent of the evaluation and requested the individual to express their willingness to participate or not prior to initiating the discussion or interview in English (or in Rohingya).

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional. All UN Women staff and other authorized individuals or entities are responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality, integrity, or availability of that information to the attention of the appropriate management. Compliance with this Policy is a condition of employment for all UN Women staff and a condition of contract for all other authorized individuals or entities, unless a prior (temporary) waiver is obtained. Failure to comply with this Policy without obtaining a prior waiver shall be dealt with in accordance with Staff Regulations and Rules, or as appropriate, the contractual terms of UN Women's engagement of the authorized individual or entity.

Ensuring the safety of women affected by violence

Although violence against women (VAW) was not the primary focus of the evaluation, all evaluations have an ethical obligation to ensure proper planning and protocol in the case that the subject of violence against the individual being

⁶UNEG, *Integrating Human Rights and Gender Equality in Evaluation*, (2016), available from: <http://www.unevaluation.org/document/detail/1616>.

interviewed is raised. As such, the evaluation was guided by the World Health Organization *Ethical and Safety recommendations for intervention research on violence against women (2016)*.⁷

The primary focus of discussions with rights holders was on understanding how UN Women supported programming has affected their own life without referring specifically to any affect (positive or negative) around violence. Nevertheless, the following steps were taken for all interviews which were conducted over the phone:

1. **Safety of respondents and research team:**
 - a. The title of the study communicated to stakeholders was “learning from [project]”, so as to avoid confusion and keep the discussion focused on their needs; and appropriately translated into the local language.
 - b. The evaluator ensured the individual was in a space that was private and away from public interference. The interviewer asked whether the respondent felt safe in the space before initiating and if not then noted they would call/ come back if the respondent so wished.
 - c. Informed consent was obtained after describing the purpose of the interview and how the findings will be used; and prior to initiating the interview. The benefits and risks of participation were explained and participants comprehension verified by oral consent.
2. **Protect confidentiality:** confidentiality of information obtained will be ensured through ensuring the actual names of participants are not included in the report; given that discussions with rights holders engaged by UN Women in programming efforts will be organized, the participants will be requested to avoid sharing details regarding other participants outside of the space; all local laws pertaining to reporting incriminating information regarding violence reported will be followed.
3. **Train team members:** The National evaluation consultant and the team leader discussed in advance of field work the protocol for discussions with rights holders, followed the agreed upon interview / discussion guide and agreed upon steps to take in the case that violence is reported.
4. **Minimize stress to the respondent:** the below is adapted from the WHO guidelines:
 - a. Data collection tools designed in a way that are culturally appropriate and avoid stress to the participant.
 - b. The timing and location of the discussions will be determined in consultation with the local staff to ensure that they do not create stress or harm to the respondent.
 - c. When distress is detected, inform the participant that the research process is suspended.
 - d. Provide and/or refer the participant for support.
 - e. Discuss the appropriateness of continuing the research process on that or on another occasion, or to opt out of the project altogether.
 - f. If continuing with the research, inform the participant that the researcher is resuming her research role, and that the process can be interrupted again if the woman becomes distressed again or does not want to continue for any reason.
5. **Refer those in need to local services:** UN Women CO provided the evaluation team with a list of services.
6. **Feed findings into efforts to strengthen response to VAW:** The WHO guidance discusses the ethical obligation to advocate for the availability of an intervention if it is proven effective.⁸ The CPE is being used to inform UN Women’s approach in Pakistan; any specific findings related to the case study will be communicated to the Evaluation Management Group and included in the case study summary and evaluation report.

Annex 7: List of interviews and focus group respondents

Organization Type	UN Women	UN System	CSO	Donor	Govt.	Right Holders
Male	11	2	6	1	0	20
Female	51	9	3	6	2	17
Total	62	11	9	7	2	37

⁷ Ethical and safety recommendations for intervention research on violence against women. Building on lessons from the WHO publication *Putting women first: ethical and safety recommendations for research on domestic violence against women*. (Geneva, World Health Organization, February 2016). Accessible [here](#)

⁸ The ethical obligation to advocate for the availability of an intervention, should it be proven effective, is unique to intervention research. In line with ethical guidance in the Helsinki Declaration and the Council for International Organizations of Medical Sciences (CIOMS) International ethical guidelines, VAW intervention researchers need to consider what constitutes reasonable availability of an effective intervention to the study population and/or the broader community or country upon completion of the research.

Key informants list for Bangladesh

#	Organization, Title	Method (interview/FGD etc.)	Male	Female
UN WOMEN				
1	Gender & Humanitarian Specialist (Jordan) BANGLADESH & MYANMAR	Interview		1
2	Bangladesh CO as the Program Specialist DRR Climate and Humanitarian focal point	Interview		1
3	CXB Operations Manager, Gender Hub	Interview		1
4	Focal point / Operations Manager Focal Point/ HR & Executive Support Assistant	Group Interview		2
5	Head of Sub-office, CXB	Interview		1
6	National Gender and Capacity Development Specialist Former UN Women gender hub communications specialist	Group Interview		2
7	Deputy Director, PPID	Interview		1
8	M&E specialist	Interview	1	
9	Gender Hub manager	Interview		1
Civil Society Organization (CSO)				
10	Shelter Coordinator, gender focal point WASH Sector with GiHA,	FGD		2
11	Head of WASH, Shelter coordinator	FGD	2	
UN System				
12	Associate protection officer, UNHCR	Interview		1
13	Head of UNFPA, CXB	Interview		1
Donor				
14	Senior Program Officer, Global affairs Canada	Interview		1
Field Visit				
15	Head of Rohingya Response, YPSA	Interview	1	
16	Project Manager, CNRS	Interview	1	
17	Senior Site Management Officer, ACTED	Interview		1
18	Group 1 (Camp 2W)	FGD	6	
19	Group 2 (Camp 2W)	FGD		4
20	Group 3 (Camp 4)	FGD	6	
21	Group 4 (Camp 4)	FGD		6
22	Group 5 (Camp 13)	FGD	6	
23	Group 6 (Camp 13)	FGD		6
Total			23	32
Total Key informants			55	

Key Informants list for Myanmar

#	Organization, Title	Method (interview/FGD etc.)	Male	Female
UN WOMEN				
1	Operation Manager	Interview	1	
2	Country Representative	Interview	1	
3	Planning & Coordination Analyst	Interview	1	
4	Communication Officer	Interview		1
5	Executive HR Associate	Interview		1

Civil Society Organization (CSO)				
6	Head of Gender Equality Network	Interview	1	
UN System				
7	Peace & justice adviser to the office of UN Resident coordinator, Myanmar	Interview	1	
8	Humanitarian response specialist, UNFPA	Interview		1
9	Humanitarian affairs officer, OCHA	Interview		1
Total			5	4
Total Key informants			9	

Key Informant list for Fiji MCO

#	Organisation, Title	Method (interview/GD)	Male	Female
UN Women Fiji MCO				
1	Programme Specialist (WEE) Communications & M&E Officer	Interview		2
2	Technical Advisor EVAWG	Interview		1
3	UN Gender Group Coordinator Protection Advisor Programme Analyst, Gender in Humanitarian Action and Disaster Risk Reduction Programme Associate GPHA Gender and Climate Change Programme Support Officer	Group Discussion		5
4	Operations manager	Interview		1
5	Humanitarian and Resilience Officer	Interview		1
6	UN Women representative, Fiji	Interview		1
Civil Society				
7	CEO, Pacific Sexual and Gender Diversity Network	Interview	1	
8	CEO + team, Empower Pacific	Interview	2	1
Government				
9	Permanent Secretary for Ministry of Women, Children and Poverty Alleviation	Interview		1
10	National Disaster Management Office	Written Feedback		1
UN System Partners				
11	Director and Representative Deputy representative UNFPA Fiji	Interview		2
12	Spotlight M&E officer, RCO, Fiji	Interview		1
13	Representative, UNOCHA, Fiji	Interview		1
14	Emergency and Resilience Expert / Regional Pacific Food Security Cluster Coordinator FAO	Interview		1
15	Child Protection Specialist (Social Welfare)	Interview	1	
Donors				
16	Development Programme Coordinator, MFAT			1
17	Senior Program Manager, Gender and team DFAT	Group discussion	1	4

	Total		5	24
	Total Key Informants		29	

Key Informants list for UN Women RO/HQ/Other Offices

#	Organization, Title	Method (interview/FGD etc.)	Male	Female
UN WOMEN RO				
1	Regional Humanitarian Specialist, Programme Analyst	Group Interview		2
2	Programme Analyst, Gender DRR	Interview		1
3	HR Business Partner AP	Interview	1	
4	Regional Security specialist	Interview		1
5	Strategic Planning & Coordination Specialist	Interview		1
6	Programme Specialist Asia & Pacific	Interview		1
7	Operations Manager Finance specialist Procurement	Group Interview	1	2
8	Regional Humanitarian Advisor	Interview		1
9	Regional Humanitarian Focal Points	Group Discussion		5
10	Representative/ RO Director UN Women Representative	Group Interview	1	1
11	Strategic Partnership Specialist	Interview		1
12	Regional Gender Statistics Specialist	Interview		1
UN Women HQ				
13	Procurement Specialist	Interview	1	
14	Policy Specialist, HNCA, Humanitarian Action and Crisis Response	Interview	1	
15	Programme Specialist HACRO, Humanitarian Action and Crisis Response	Interview		1
16	Chief, Normative & Humanitarian Coordination, Humanitarian Action and Crisis	Interview		1
17	Prog Specialist - Asia Pacific, PAPDU Chief, PAPDU	Group Interview		2
18	Policy Analyst- Humanitarian Coordination, HACRO	Interview		1
19	Deputy Director Financial Management	Interview		1
20	SPPEU Planning, Programme & Guidance Unit	Interview		1
21	Programme Management Specialist	Interview		1
	Chief, Budget	Interview		1
	Policy & Prog. Advisor ERAW	Interview		1
	Director, Strategic Partnership Division	Interview	1	
Other Offices				
	Deputy Representatives	Group Interview	1	1
Total			7	28
Total Key informants			35	

Annex 8: Evidence Map Snapshot

A snapshot of the evidence matrix, which triangulates information from different sources has been provided as the original matrix is too voluminous to be included in this annex.

Key Evaluation Question	Interviews / FGD			
	UN Women (UNW); UN partners (UNP); Civil Society organisations (CSOs); Donors (DON); Government (GOVT), Private Sector (PS); Beneficiaries	UN Women Personnel Survey - Coordination Survey	Case Studies (BGD, FIJI, Myanmar)	Desk review
Key Question 1. Is UN Women’s response to crisis relevant and appropriate in the context of the international standards, needs and priorities of the affected populations, particularly those left furthest behind (women with disabilities, LGBTIQ)? (Relevance/ Appropriateness)				
1.a What is expected in a crisis response according to international standards?				
UN Women's work is aligned with international standards.	<p>HQ</p> <ul style="list-style-type: none"> UNW develops the Gender Accountability framework, helped to update the IASC gender handbook in 2018 and is part of the 3RF sector. <p>Bangladesh</p> <ul style="list-style-type: none"> During the fire incident in 2021, independent assessment from UNW – need assessment supported composition of NFI needs and support. For example – burqa which was not counted as urgent need was found to be important for the Rohingya women as Rohingya Muslim women could 		<ul style="list-style-type: none"> Case studies identified alignment with the international agreements and that the work was informed by rights holders or their representatives through rapid gender analyses. BGD: With respect to alignment with the most vulnerable populations priorities and needs, UN Women through the Gender Hub and GIHA working group reported a concerted effort to 	<p>HQ</p> <ul style="list-style-type: none"> Aligned to CEDAW principles (respect, protect, fulfil) and Grand bargain. Aligned to CEDAW’s principles on Substantive equality and non-discrimination, Participation and empowerment, Accountability and access to justice (General Recommendation No. 37 on Gender-related dimensions of disaster risk reduction in the context of climate change) and Committee on the Elimination of Discrimination against Women General recommendation No. 30 on women in conflict prevention, conflict and post-conflict situations Aligned to the Sendai Framework on Disaster Risk Reduction (2015-2030) emphasizes that ‘women and their participation are critical to effectively managing disaster risk and designing, resourcing and implementing gender-sensitive disaster risk reduction policies, plans and programmes....’

<p>not go out without covering themselves in Burqa. The assessment helped realize the importance of Burqa and so later, Burqa was provided to the Rohingya women. The assessment was well received by the stakeholders.</p> <p>Myanmar</p> <p>interviews noted that the gender profile in humanitarian/crisis context for each conflict affected region, which was produced on a yearly basis since 2018 in cooperation with UNFPA and GIHA workstream members, boosted the awareness of the major GEEWG needs in the areas most affected by the compounded crisis. Monthly sessions of the groups of friends of GEWE/WPS under the Development Partners Group were also initiated a few months after the coup took power focusing on women’s needs during the compounded crisis, with good participation of the members of the UNCT and several international NGOs</p> <p>Fiji</p> <ul style="list-style-type: none"> Interviewees identified the key coordination role that UN Women plays in crisis response as highly relevant and informed by national priorities including civil society voices representing the most vulnerable groups within Fiji: SOGIESC, elderly, and persons with disabilities. Stakeholders also referred to the efforts of UN Women being fully guided by national priorities given the close relationship UN Women has with the Ministry of Women, Children and Poverty Alleviation (MWCPA), 	<p>include women with disabilities, transwomen, and LGBTQI organisations in events and gender analyses undertaken to facilitate their voice, needs and priorities being heard. UN Women also partnered with Bandhu, an LGBTQI organization, to roll out rapid assessment on SOGIESC inclusion for its Multi Purpose Women’s Centres. Further, UN Women through the GiHA working group supported establishing a Gender Diverse Populations working group focused on LGBTQI inclusion linked to the GiHA working group and the Protection Sector.</p> <ul style="list-style-type: none"> UN Women work also aligns well with the priority areas stipulated by the UN Women Strategic Plan 2018-2021: Outcome 5: Women and girls contribute to and have greater influence in building sustainable peace and resilience, and 	<ul style="list-style-type: none"> UN Women empowerment and accountability report for HA and crisis response, 2017: <p>‘UN Women supports the implementation of global commitments such as those of the World Humanitarian Summit (WHS) and others such as the Sendai Disaster Risk Reduction Framework (2015) (Sendai Framework). As the international community focuses on reducing future need and risks, UN Women’s role lies in the 2030 Agenda pledge to “leave no one behind”. UN Women emphasizes accountability as a lever for effective coordination and women’s empowerment, as missing pieces of work across the humanitarian-development-peace nexus”</p> <p>Annual report documents efforts and results- with special emphasis in the normative space. For 2020 this included developing the IASC Gender Alert for COVID-19, policy recommendations on the future of the Grand Bargain</p> <ul style="list-style-type: none"> Policy on the Organizational Resilience Management System (ORMS) (2021) <p>The ORMS is a management system linking actors and activities across the UN System to continuously improve the capacity to anticipate, prepare for, and respond to threats and opportunities arising from sudden/gradual changes. This is a UN document (not specific to UN Women)</p> <ul style="list-style-type: none"> IASC Gender Accountability Framework <p>Looks at the system wide integration of gender into the planning and implementation of UN-led humanitarian response programmes across various crisis countries (28 for 2019). (not an HQ document but UN system wide)</p> <p>Myanmar</p> <ul style="list-style-type: none"> Desk review concluded UN Women crisis response activities and interventions as outlined in the Strategic Note for Myanmar 2020 and 2021 are relevant and well aligned with the priorities and recommendations contained in the key international conventions and declarations. These include, that overall mandate aligned to CEDAW, grand bargain, CEDAW additional recommendations and Sendai- but with no clarity on un women role/menu of services- we
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	<p>Department of Women as a close and trusted technical advisor.</p>	<p>benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.</p> <p><u>Myanmar</u></p> <ul style="list-style-type: none"> • Case study concludes that UN Women’s work in Myanmar is aligned with international standards and the UN Women Strategic Plan, consistently integrating a LNOB perspective. 	<p>can only conclude that the overall philosophy of what UNW does broadly, i.e. its workstream- aligns with international standards</p> <p><u>Fiji</u></p> <ul style="list-style-type: none"> • Desk review presents that UN Women’s approach to crisis response is aligned with international commitments such as Sendai Framework for Disaster Risk Reduction, implementation of the Beijing Platform for Action, the World Humanitarian Summit, Framework for Resilient Development in the Pacific - An Integrated Approach to Address Climate Change and Disaster Risk Management (FRDP) 2017 – 203021 and aligned with the United Nations Convention on the Rights of Persons with Disabilities and other global normative and policy frameworks, not least the Sustainable Development Goals (SDGs).
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Annex 9: Policy Assessment Framework

Methodology note: See main synthesis report for the description.

S. No	Effective Date	Type**	Name	Division
1.	20 January 2017 <i>(Revised: 24th November 2021)</i>	Policy	Procurement and Contracts Management Policy	Division of Management and Administration
2.	3 February 2017	Guidance	Implementation and Management in Humanitarian Situations, Conflict and Post-Conflict Settings	Programme Division
3.	3 February 2017	Policy	Programme Formulation Policy	Policy, Programme and Intergovernmental Division
4.	3 March 2017	Policy	UN Women Media Policy	Communications and Advocacy Section
5.	1 October 2017 <i>(Revised: 24th November 2021)</i>	Procedure	Rapid Response Procurement Procedure	Division of Management and Administration
6.	18 October 2018	Strategy	Resource Mobilization and Partnership Strategy	Strategic Partnerships Division
7.	8 August 2019	Guidance	Companion Guidance to Country Offices for Strategic Note (in the context of humanitarian action and crisis response)*	Humanitarian Action and Crisis Response Office
8.	21 January 2020	Policy	Delegation of Authority	Division of Management and Administration
9.	May 2020	Guidance	COVID-19 Response: Lines of Support from Headquarters*	Peace, Security and Humanitarian Section
10.	May 2020	Guidance Note	Rapid Assessment Tool*	Independent Evaluation Service
11.	11 May, 2020	Policy	Activation form for DoA for COVID-19 response	PPID and DMA
12.	14 May 2020	Procedure	Human Resources Fast Track Procedure	Human Resources Division
13.	15 May 2020	Policy	Resource Mobilization Partnerships Policy	Resource Mobilization Unit
14.	29 June 2020	Procedure	Fast Track Procedure for Selecting Programme Partners	Programme Support Management Unit

15.	10 August 2020	Policy	Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women	Evaluation Office
16.	1 September 2021	Guideline	Rapid Response Deployment Guidelines*	Peace, Security and Humanitarian Section, and the Human Resources Division
17.	26 October 2021	Policy	Standby Personnel Policy	Human Resources Division
18.	Draft stage	Policy	Draft Crisis response policy (2020)	Peace, Security, Humanitarian and Resilience Section
19.	Draft stage	Strategy	Draft Humanitarian Strategy (2022-2025)	Peace, Security and Humanitarian Section/ Policy, Programme & Intergovernmental Division
<p>* Available on UN Women intranet (sharepoint) but not as part of the formal Policy, Procedure and Guidance (PPG) Framework. **Type includes policy (mandatory for UN Women), procedure (detailed instruction on how to implement the policy) and guidance/guideline (recommended approach).</p>				

Qualitative Grading reference table for criteria and monitoring questions

Satisfactory	The information available is considered satisfactory, but there may be room for improvement. The documentation may still be in draft but significant actions have been taken.
Some Improvements Needed	There are issues which need to be addressed, otherwise performance may be negatively affected. Necessary improvements do not however require a major revision.
Major Improvements Needed	There are deficiencies which are so serious that, if not addressed, they may lead to serious risk to the organization. Major action or revision are necessary.

Key for the rating: Green: Satisfactory; Yellow: Some Improvements Needed; RED: Major Improvements Needed

No.	Criteria	Defining Principle	Rating	Source
1.1	Preparedness	Established Process: Organization has an established strategy and implementation process that recognizes humanitarian/crises situations and subsequently puts into force a plan of action, including scale up protocols	The yellow rating is because a) the key documents are still in draft form, b) there isn't a consistent strategy across units to recognize crises and act, and c) there is no comprehensive crisis management framework or policy that consolidates the different aspects spelled out in existing policies, procedures and guidance.	<p>i. Draft Crisis response policy (2020): Has not been submitted for promulgation as part of the official Policy, Procedures and Guidance. <i>Contains definition on what is crisis. Explains in detail the institutional mandate, operational and coordination processes, guidance principles for offices (HQ, RO, CO), teams (CMC, CST etc.) and business owners, approaches, process of response (with timelines in place for 48,72 hours and 1-3 months). States the criteria for determination of organizational response (based on which ELT will take the decision on what action to take) and lists tasks/actions, responsibility, accountability who will be engaged in the first 48 to 72 hours. Has a step-by-step guidance on tasks in 1st week – 3rd month of crisis.</i></p> <p>ii. Rapid response Procurement procedure (2017): RRP clearly defines levels of crisis (i.e., classification into levels)</p> <p>iii. Draft Humanitarian Strategy (2022-2025): Has not yet been approved or adopted. Specifies UN Women vision and key interventions. The draft humanitarian strategy annexes contain further details on SOPs, levels, actions procedures but these have not been provided to the evaluation team.</p> <p>Update: The DRAFT crisis response SOPs have were provided to the evaluation team during the revision of the draft report. Although this document was not analysed in detail, a few key points are below. It contains a classification on the levels of crisis (based on the capacity of UN Women to respond) and the decision-making processes, broad operational implications and immediate response actions for each level. It furthers goes on to establish a “workflow process” along with specifying which UN Women personnel is responsible and accountable and who should be consulted and informed during every step of the workflow across each level.</p> <p>The DRAFT crisis response SOP adds the TOR for the Executive Leadership Team ‘Crisis Situation Room’ which will provide clear guidance on internal communications, the setting up of any needed Task Teams, lines of reporting and clearing manager. It clarifies the roles and responsibilities of personnel at the senior level including regional director and CO/MCO representative. Further, the TOR for the Executive Leadership Team ‘Crisis Situation Room’ specified that it will provide strategic direction to the Country Office affected and clarify roles and responsibilities for Country Offices, Regional Offices and HQ with clear reporting and tracking. The crisis response technical task force will also coordinate organizational support in all aspects of UN Women internal programme and operational arrangements</p> <p>iv. Guidance on the Implementation and Management in Humanitarian Situations, Conflict, and Post-Conflict Settings: This is up for review in June 2022. Clarifies roles and responsibilities of RO, CO and HQ and a broad overview of support that UN Women offers.</p>

<p>1.2</p>		<p>Coordination: Organization acts as coordinating body amongst different agencies involved in humanitarian efforts and provides gender mainstreaming expertise to UN system partners in these efforts.</p>	<p>While the humanitarian strategy is in draft, it is noted that nevertheless UN Women is very active in the coordination space related to humanitarian action, but there is no adopted strategy or guidance. In Jan 2022, UN Women and UNSDG released guidance on Gender Theme Groups which is good progress. The green assessment is also reflective of evidence noted in the Humanitarian Action and DRR Annual Report, as well as COVID-19 response activities.</p>	<p>i. Draft Humanitarian response strategy (2022-2025): Highlights the strategic objective: UN system wide humanitarian and refugee coordination and response and lays down a detailed approach to strengthen UN system wide coordination and cooperation (support at the global level and national level through HCT, Clusters etc.). Development of MoUs with UN agencies to highlight comparative advantage of different agencies and facilitate greater cooperation. Recognizes UN Women’s niche in the space for coordination for gender mainstreaming in humanitarian action.</p> <p>ii. Programme Formulation Policy (2017, to be reviewed in 2022): The Programme Formulation Policy describes the overall framework for UN-Women programming. The policy briefly describes UN Women’s programmatic approach in Humanitarian, Conflict, and Post-Conflict situations to provide gender expertise, coordinate UNCT efforts to monitor CEDAW, secure resources for joint programmes and undertake a key coordination role in humanitarian action. However, it has been noted that this policy has not been reviewed for the past 5 years and requires material revision especially in view of the new and emerging types of crises.</p> <p>Other sources:</p> <p>iii. Gender Theme Groups Standards and Procedures (recently released in January 2022): Provides guidance on coordinated action in a protracted crisis setting. It states where there is a protracted crisis and the presence of a Humanitarian Country Team, Integrated Mission or Political Mission, the GTG should convene and collaborate with the gender focal points of UN humanitarian and peacekeeping entities to maximize synergies to address gender-based discrimination, pool data, analysis and disaggregated statistics , undertake joint risk analysis and needs assessments and ensure collaboration with the Government and with GEWE and Women’s Human Rights CSOs to reduce crisis-related gender-specific needs, vulnerabilities and risks. It has been noted that this has not been included in the Policy, Procedure and Guidance Portal.</p> <p>iv. Humanitarian Action and DRR annual report 2019, 2020: Documents how UN Women has influenced numerous policy and normative developments and contributed to the creation of guidance material globally. Specifies coordination and capacity building efforts to mainstream gender with HA actors at the global and country level. (done in detail)</p> <p>v. (COVID-19) UN Women Activities – COVID-19 Response in Humanitarian Settings: COVID-19: Collates efforts in different countries on coordination activities during COVID-19</p> <p>vi. Report on UN Women’s Work in Prevention, Humanitarian Action and Crisis Response. 2018. Title: Empowerment And Accountability For Gender Equality In</p>
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1.3		<p>Personnel: Organization has the ability to readily deploy human resources in crisis response situations. Organization has staff with the technical abilities to design, implement and monitor programmatic modality in humanitarian and development nexus.</p>	<p>The Rapid Response Deployment Roster was established in 2017, the Procedure on human resources fast tracking was promulgated in 2020 and Rapid Response Deployment Guidance in 2021.</p> <p>In AP region there were reported challenges and delays in release of staff in the past and overall low deployment numbers of personnel on the global roster to AP region, however, expansion of the roster in late 2021 is expected to enhance deployment process.</p>	<p>i. Human resources fast track procedure (2020): Purpose, application (and process of application), eligibility criteria clearly stated in policy and related documents (page 8).</p> <p>ii. Rapid Response Deployment Guidelines (2021): The purpose of the Guidelines for Rapid Response Deployment is to establish and manage a pool of pre-selected staff available for rapid deployment in a crisis situation at the initiation of the Crisis Management Committee (CMC) and/or the Country Office. (Mentions eligibility, scope, application etc). Does not mention a timeline for hiring staff.</p> <p>iii. Standby Personnel Policy (2021): The policy acknowledges that UN Women may need additional human resources to respond to special circumstances or a humanitarian crisis. It establishes the procedure, terms and conditions for the deployment of standby personnel and the roles and responsibilities of various stakeholders involved.</p> <p>iv. Draft Crisis response policy (2020): States that humanitarian team shall ensure the capacities are in place with respect to staff and standby capacity partners. No timeframe for hiring etc. mentioned for fast-track procedures.</p>

⁹ <https://unsceb.org/policy-organizational-resilience-management-system>

			<p>Although BSAFE Security courses are mandatory, there are no mandatory courses for personnel in humanitarian / crisis prone countries related to Humanitarian action. Personnel on the global roster are required to undertake a training prior to deployment.</p>	<p>v. Draft Humanitarian response strategy (2022-2025): States that UN Women HQ, Regional and Country Offices engaging in the two-pronged humanitarian strategy approach must have functioning GiHA Units, staffed with GiHA specialists. *Annexes contain further details on minimum staffing etc. but these have not been provided to the evaluation team.</p> <p>Other sources:</p> <p>vi. Rapid Response Deployment Roster was established in 2017 to provide organizational support for Field Offices in emergencies.</p> <p>vii. COVID-19 Response: Lines of Support From HQ Peace, Security & Humanitarian Section (May Updated): COVID-19: Lists the Lines of Support From HQ for requesting deployment of Experts</p> <p>viii. Learning Café on Partner and Grant Agreement Management System (PGAMS): Capacity development of UN Women personnel on Partner and Grant Agreement Management System (PGAMS). Resource sharing of PGAMS and Procedure for Partner Selection resources including webinar recordings, presentations, Frequently Asked Questions, PGAMS User Guide, Checklists</p> <p>Gaps: reported delays in release of staff, roster not updated since mid-2021, lack of diversification in the levels of staff (more junior staff is signing up)</p> <p>ix. Optional trainings available to personnel include E-learning course on Gender in Humanitarian Action and I know gender series on gender equality in emergencies. UN Women Humanitarian Unit developed a five-day in-person training programme on how to integrate gender in the humanitarian programmatic cycle, to roster participants at country, regional and global level prior to the COVID-19 pandemic. It is now working on an online version that will provide a basic understanding of the humanitarian system.</p>
1.4		<p>Risk Analysis and Monitoring: Organization understands the country and context-specific risks that may trigger a crisis is a fundamental part of Emergency Response Preparedness. Analysis helps to identify hazards, sets procedures (including for ensuring duty of care), creates a risk ranking and provides an early warning system to trigger early action.</p>	<p>While UN Women risk management policy and procedures should contribute to risk management and action the yellow assessment also reflects that there is no common criteria across policies / procedures on defining the level of risk/crisis and based on evidence that crisis risk analysis and monitoring is not consistently escalated or discussed amongst senior management for further potential action. Both Risk Management Policy and Risk Management Procedure do not sufficiently cater for early warning processes and risk rankings of</p>	<p>i. Draft Crisis response policy (2020): States that UN Women will consider the evaluations and assessments of UN Women staff in-country and other UN agencies (often OCHA, UNDP, UNICEF, UNFPA, UNHCR etc.) with increased expertise in evaluating the nature and magnitude of crisis, for example: number of population affected or at high risk, threat to the lives, security or livelihoods of women, girls boys and men, capacity of national/host government to respond, response of UN and or other international stakeholders to gender dimensions of the crisis. Functions of different teams have been defined, business owners and focal points have been specified. Does not identify (even broadly) context specific risks, early warning systems on certain common types of emergencies. No template for risk in crisis context. UN Women follows the recommendations of the United Nations Department of Safety and Security (UNDSS) and seek advice of the Security Advisor when it comes to impact of the crisis on staff safety and security. ii. Risk Management Policy (2020): States the approach to identifying, assessing, monitoring and managing risks across the organization. It lists the</p>

			<p>country offices in order to provide a basis for the risk escalation process.</p>	<p>roles and responsibilities for relevant UN Women personnel and sets out a risk escalation process for significant risks.</p> <p>iii. Risk Management Procedure (2021): It operationalizes the Risk Management Policy, and sets out the procedures for identifying, evaluating, prioritizing, mitigating, monitoring and reporting on Risks across the organization. This procedure sets forth the steps that must be taken to ensure that the organization’s annual Risk Management Plan is met and will include processes related to the assessing, evaluation, mitigation, monitoring and reporting of Risks that may arise in all areas of UN Women’s work and its related objectives.</p> <p>Update: The DRAFT crisis response SOP adds the TOR for the Executive Leadership Team ‘Crisis Situation Room’. One of the objectives of this team is the provision of ongoing security assessments and potential actions to guarantee safety of staff. Further, the classification of levels of crisis takes into account risk to the security of the staff.</p> <p>There will also be an ongoing analysis of potential risks to UN-Women’s response from donors, UN agencies, national governments and development of mitigation strategies that are constantly reviewed and updated and integrated into overall response- this will be undertaken by the Executive Leadership Team ‘Crisis Situation Room’. The Crisis Response Technical Task Force will also undertake and provide ongoing analysis of complexity of Crisis.</p> <p>Other sources:</p> <p>vi. UN Women Security Framework of Accountability¹⁰: Under the UN Framework of Accountability policy, all UN organizations are required to develop their own security framework of accountability relevant to their organization. The UN Women Framework of Accountability gives guidance on the responsibilities and accountabilities for safety and security within the organisation.</p> <p>Crisis response and Business Continuity Plan: (2020): The Field Office Emergency Response & Business Continuity Plan (the Plan) addresses a Field Office’s process for responding to emergencies and business disruptions. Its purpose is to help staff prepare for, respond to, stabilize, and restore operations in the event of a disruption. The Plan does not, and cannot, cover every contingency. It does, however, provide a basic framework and reference for planning and actions. BCP plan event notification and recovery procedure, back to work process etc.</p> <p>Gaps: No system early identification/warning system in place)</p> <p>vii. Annual Risk Assessment Guidance: Issued by SPRED in 2021, provides the support required to maintain the Enterprise Risk Management Framework, and particularly, to</p>
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¹⁰ <https://unwomen.sharepoint.com/management/security/PublishingImages/Pages/The-Framework-of-Accountability/Framework%20of%20Accountability%20Brief.pdf>

			<p>assist staff in carrying out annual risk assessments that include the identification, evaluation, mitigation and recording of risks faced by the organization in an efficient and effective manner.¹¹Other sources:</p> <p>viii. Disaster Recovery Plan Template for ICT Services: Critical ICT systems shall have adequate Disaster Recover (DR) provisions in place. Document outlines existing Disaster Risk arrangements. Plans prepared in accordance with DR standards and based on this template will serve as a single reference point for post-disaster recovery activities.</p> <p>ix. Security and safety compliance survey: Gauges the level of compliance with the security requirements, and security procedures are accessible to personnel.</p> <p>x. Security risk management measures and security checklists exist at the country level. Security checklists can differ from country to country and are approved by UNDSS and by the Country Director and continuously assessed by the Country Office.</p> <p>UN Women has adopted the Security Management Operational Manual,¹² Security Policy Manual¹³ and the Security Risk Management Policy¹⁴ of the United Nations Security Management System. The Security Risk Management process requires the completion of the UN Women Security Business Process.¹⁵</p> <p>iv. Standardized risk register Template: Classifies contextual risks separately and categorizes the risk labels further into country risks (political or civil), natural disaster and climate change, safety and security, economic climate, governance (external to UN Women) and partnership capacity.¹⁶</p> <p>v. Policy on the UN Organizational Resilience Management System (ORMS) (2021): The ORMS is a management system linking actors and activities across the UN System to continuously improve the capacity to anticipate, prepare for, and respond to threats and opportunities arising from sudden/gradual changes. (UN document, not specific to UN Women).</p>
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¹¹ <https://unwomen.sharepoint.com/management/LF/Repository/Annual%20Risk%20Assessment%20Guidance.pdf#search=annual%20risk%20assessment%20guidance>

¹² <https://unwomen.sharepoint.com/management/LF/Repository/Security%20Management%20Operation%20Manual.pdf?OR=Teams-HL&CT=1643973173822&sourceid=¶ms=%7B%22AppName%22%3A%22Teams-Desktop%22%2C%22AppVersion%22%3A%2227%2F22010300408%22%7D>

¹³ <https://unwomen.sharepoint.com/management/LF/Repository/Security%20Policy%20Manual.pdf#search=Security%20and%20safety%20compliance%20survey>

¹⁴ [https://unwomen.sharepoint.com/management/security/PublishingImages/Pages/Security-Risk-Management-/Security%20Risk%20Management%20\(SRM\)%20Manual.PDF](https://unwomen.sharepoint.com/management/security/PublishingImages/Pages/Security-Risk-Management-/Security%20Risk%20Management%20(SRM)%20Manual.PDF)

¹⁵ <https://unwomen.sharepoint.com/management/security/Pages/Security-Business-Process.aspx?OR=Teams-HL&CT=1644220766819&sourceid=¶ms=%7B%22AppName%22%3A%22Teams-Desktop%22%2C%22AppVersion%22%3A%2227%2F22010300408%22%7D>

¹⁶ https://unwomen.sharepoint.com/:x:/r/management/LF/_layouts/15/Doc.aspx?sourcedoc=%7B18506CA6-C712-4858-B4DD-B40B9762BBAE%7D&file=Standardized%20Risk%20Register%20Template.xlsx&action=default&mobileredirect=true

1.5		<p>Operational Systems: Organization has the ability to act operationally in a rapid manner (For e.g., procurement procedures)</p>	<p>Contract and procurement management policy and rapid response procurement procedures exist. However, in practice, personnel in AP region reported lack of clarity on the best procedures to employ in times of crisis and challenges with timely procurement in AP region.</p>	<p>i. Contract and Procurement Management Policy(2021): Highlights that particular attention shall be paid to UN-Women procurement in emergency or crisis settings to avoid fraud. Justifies direct Contracting in the times of crisis</p> <p>ii. Rapid Response Procurement Procedures (RRPP) (2017, revised in 2021): Rapid Response Procurement Procedures (RRPP) defines the levels (classification of crisis), authorization and activation processes (including what documentation is required), instruments, management control, planning and preparedness to smoothen procurement process during crisis, gender responsiveness.</p> <p>iii. Draft Crisis response policy (2020): Mentions the sequence of activation (steps to be undertaken) of the fast-track procedures (programme, procurement, HR). It also highlights that particular attention shall be paid to UN-Women procurement in emergency or crisis settings to avoid fraud. And justifies direct contracting in the times of crisis.</p> <p>iv. Draft Humanitarian response strategy (2022-2025): The strategy aims for Fast track operational procedures to delegate authority and expand spending limits to Regional Directors and Country Representatives. Update: The DRAFT crisis response SOPs were provided to the evaluation team during the revision of the draft report. This document contains a classification on the levels of crisis (based on the capacity of UN Women to respond) and the decision-making processes, broad operational implications and immediate response actions for each level. The reference policy is attached where applicable in the workflow process. Other sources:</p> <p>v. Global Service Tracker: Platform processes procurement requests raised.</p>
1.6		<p>Mapping organizational resources and gaps, preparedness actions and contingency planning: Organization takes stock of the resources and structures required vis-à-vis the existing resources and structures and evolves continuously in the dynamic emergency context. It takes stock of minimum and advanced (risk-specific) preparedness actions to increase readiness in response to early warning, while a contingency plan sets</p>	<p>The draft crisis response policy has not yet been adopted; corresponding SOPs are being drafted. The draft humanitarian response strategy does not identify UN Women organizational gaps in crisis response or specify what action should be taken to identify gaps during a crisis response so that they can be addressed. There is no guidance in place for a way to methodically map available resources within a crisis setting.</p>	<p>i. Draft Crisis response policy (2020): States that information within UN Women’s mandated area needs to be collected, analyzed and shared in advance of, and during, crises, as well as building specialized capacity to support this exercise such as information management and conflict analysis specialists. It also documents the actions that need to be undertaken to ensure UN Women’s readiness for rapid crisis response. The humanitarian team shall ensure the following- capacities are in place: such as emergency funds, partners, resource mobilization, standby capacity partners and staff. Further, it details the steps/tasks to be undertaken in the first 48/72 hours by relevant stakeholders (such as Regional Director, Head of Office). Gaps:Need more specific Standard Operating Procedures / check lists to carry this forward depending on the context.</p> <p>ii. Draft Humanitarian response strategy (2022-2025): Maps, briefly, existing efforts at the corporate and the field level, including the establishment of the Humanitarian Unit, programmes (such as LEAP, WRD, OASIS), portfolio, reach and contribution at the UN level (e.g. UNHCR, OCHA, IASC partnerships, UNHCT) and national level (e.g. GBV protection clusters, PSEA networks) to ensure gender mainstreaming in HPD nexus.</p>

		out a needs-specific strategy for the first days of an unfolding emergency.		<p>Gaps: Identifies gaps in the integration of gender in humanitarian action but does not look at gaps within the organization (operational level).</p> <p>Other sources</p> <p>iii. Copy of HACRO peace security-2020 revenue by donor : Tabulates voluntary contribution to UN Women (HA and WPS)</p> <p>iv. COVID-19 Response: Lines of Support From HQ Peace, Security & Humanitarian Section (May Updated): COVID-19: Lists the Lines of Support From HQ for Funding, deployment of experts, Coordination Mechanisms</p> <p>iv. Companion Guidance to Country Offices on addressing crisis response in Strategic Note development 2019: provides some reference to flagship programmes, regular donors, examples of UN Women programming in crisis etc. but this has not been adopted or referenced in corporate SN guidance or in the draft humanitarian strategy. Gaps: Corporate SN Guidance doesn't refer to this companion note that could provide useful guidance for integrated planning.</p> <p>V. Request for Activation of the increase in Delegation of Authority for COVID-19 Response: A template for request on increased Delegation of Authority for Project Appraisal/Approval of Project Documents and signing of Contribution Agreements of up to \$5 million, based on the need for the field to respond in a timely manner to the global response and recovery response programmes related to the COVID-19 crisis</p>
2.1	Assessment and Analysis	Needs Assessment and disaggregated data: Organization communicates, exchanges information and engages with external stakeholders (rights holders and duty bearers) to inform a holistic needs assessment. It ensures that Sex and Age Disaggregated Data (SADD) and gender analysis are integrated robustly into baseline data-collection, assessments, information systems,	<p>No UN Women specific guidance or templates on conducting gender needs assessment or gender analysis in crisis response.</p> <p>The yellow assessment is based on the usage of IASC guidance on gender needs assessment, which is based on CARE guidance. And the draft humanitarian strategy extensively covers the need for SADD. However, there is no corporate procedure or guidance in place to ensure a consistent approach across the organization for collection and storing of SADD data for crisis response. And evidence gathered demonstrated lack of clarity on data management procedures in times of crisis (i.e. the need to destroy data and how).</p>	<p>i. Draft Humanitarian response strategy (2022-2025): One of the broad interventions in the strategy is to develop standardized gender and intersectional tools and guidelines to undertake gender analysis, generate gender sensitive needs assessments and develop gender alerts. One of the outputs clearly mentions the consistent use of SADD, intersectional gender analyses, and the broader evidence base. Further, the draft humanitarian strategy states that Knowledge management will be a key aspect of UN-Women's Humanitarian Action and that the main strategy will be to generate empirical sex-disaggregated and gender sensitive quantitative and qualitative data to inform humanitarian needs assessments, inform priorities within humanitarian and recovery responses and implementation.</p> <p>Gaps: No UN Women specific guidance available on needs assessment or on the collection and storage of SADD data.</p> <p>Other sources:</p> <p>ii. IASC Gender in Humanitarian Action Handbook¹⁷ includes link to rapid gender analysis tool based on CARE guidance. UN Women supported the development of the Handbook but does not have its own guidance/template.</p> <p>iii. COVID-19 Response: Lines of Support From HQ Peace, Security & Humanitarian</p>

¹⁷ IASC Gender in Humanitarian Action Handbook <https://www.gihahandbook.org/>

		communications and advocacy.		<p>Section (May Updated):Lists the Lines of Support from HQ for Support for Rapid Analysis and Assessments.</p> <p>iv. UN Women Activities – COVID-19 Response in Humanitarian Settings: Repository on efforts of COs across the globe on Rapid Gender Analysis and Impact Assessments on COVID-19 in humanitarian contexts.</p> <p>v. Women count (https://data.unwomen.org/COVID19) : Platform that shares gender data and statistics that may inform gender-responsive policy action on COVID-19.</p> <p>vi. HRP: Gender assessments done by UN Women as part of HRP</p>
2.2		Graded response mechanisms: Depending on demand for support, the Humanitarian Unit of the organization develops criteria for prioritizing offices to receive technical support.	The draft crisis response policy does not clarify criteria to enable uniform classification of emergencies in line with UN system classification and it does not define the type of support each HQ and RO unit will provide depending on the level of crisis.	<p>i. Draft Crisis response policy (2020): The draft policy notes that the ELT will define the level of UN Women’s commitment to crisis response depending on nature, magnitude, impact of crisis on staff, capacity of COs, UNHCT considerations, however, it is not based on a uniform classification. The types of support each unit will provide based on the classification is not specified.</p> <p>Update: The DRAFT crisis response SOPs were provided to the evaluation team during the revision of the draft report. This document contains a classification on the levels of crisis (based on the capacity of UN Women to respond) and the decision-making processes, broad operational implications and immediate response actions for each level.</p>
2.3		Tailored response mechanisms: Different implementation modalities are in place to meet the differential needs of beneficiaries that are best suited to the emergency contexts.	Lack of clarity on a defined corporate menu of services which can be adapted to the context and go beyond humanitarian action. An evidence based corporate level statement on what UN Women is or is not doing in crisis response (e.g. procuring dignity kits or other supplies, engaging in cash based initiatives) is missing.	<p>i. Draft Crisis response Policy (2020): Draft Crisis response policy identifies four core actions (also identified in the DRAFT crisis response SOPs) for the effective engagement in humanitarian action, but these don’t cover programmatic/operational actions that UN Women wants to be known for in crisis response.</p> <p>ii. Draft Humanitarian Strategy (2022-2025): States UN Women’s corporate advantage in the humanitarian space as well as UN Women niche in this space.</p> <p>iii. Guidance on the Implementation and Management in Humanitarian Situations, Conflict, and Post-Conflict Settings: This is up for review in June 2022. Clarifies roles and responsibilities of RO, CO and HQ and a broad overview of minimum package of support that UN Women offers.</p> <p>Other sources:</p> <p>iv. UN Women IEAS Rapid Assessment on UN Women preparedness for Cash Based initiatives: : The assessment recommended that UN Women clearly decide whether the organization is to play an increasingly significant and strategic role in ensuring CBIs are gender responsive along the HDP nexus and whether the focus should be through coordination, operations, or both. And accordingly, develop a corporate policy, vision and strategy for CBIs, along with a clear governance structure for CBI programming and commit human as well as financial resources.</p>

3.1	Planning	Adaptive programming- The organization adapts in line with ongoing needs assessments, emerging crisis and changing context.	Guidance has been provided to reprogramme in the face of COVID-19, but there is no systematic approach (for crisis in general) or on lessons learnt from the field/at corporate level on what improvements can be made/how UN Women approach can be adapted to the dynamic crisis context.	<p>i. COVID-19 Response: Lines of Support from HQ Peace, Security & Humanitarian Section (May Updated): COVID-19: Support from HQ mapped out to respond to crisis</p> <p>ii. COVID-19 AWP Reprogramming and Reprioritization Guidance Note: Gives guidance on reprogramming outcomes and outputs, postponement of non-critical ones, managing resources</p> <p>iii. Draft Humanitarian response strategy (2022-2025): Gap: what are the lessons learnt from the implementation of the previous strategy (the lessons learnt section discuss UN Women added value) and from previous crisis response.</p>
3.2		Integrated planning: Organization considers a gender analysis of the situation of women, men, girls and boys, identifies key gender inequalities and vulnerabilities in the face of the crisis and with the aim of addressing these primary (and if feasible, secondary) issues modifies strategic plans accordingly.	Corporate Strategic Note and AWP guidance for country offices does not cover how to address crisis situations or adapt accordingly.	<p>i. Corporate SN Guidance: Does not refer to crisis response situations or refer where to seek guidance.</p> <p>ii. Companion Guidance to Country Offices on Strategic Note development 2019 to inform the drafting of their Multi-year Strategic Notes and concept notes for resource mobilization in the context of humanitarian action and crisis response: This short background document provides some strategic background to country offices to inform the drafting of their Multi-year Strategic Notes and concept notes for resource mobilization in the context of humanitarian action and crisis response. It mentions several criteria (mentioned in this framework) including situation analysis, coordination, sustainability, planning, monitoring, evaluation etc. This guidance is not on PPG and there is no reference to this document in other policies or strategies, so it is unclear if it is an adopted/ socialized guidance.</p> <p>iii. COVID-19 AWP Reprogramming and Reprioritization Guidance Note Outlines how to reprogramme outcomes and outputs, postpone non-critical ones, and manage resources</p>
3.3		Resource mobilization: Organization has designated resources dedicated to face challenges posed by the crises.	No specific guidance or templates on resource mobilization for crisis response. The draft crisis response policy refers to an emergency fund, however, no information on sharepoint.	<p>i. Draft Crisis response policy (2020): States that the humanitarian team shall ensure the capacities are in place for procedures on resource mobilization and for UNWFP (emergency response fund). States that the response plan will include a resource mobilization plan and that the humanitarian team will work in collaboration with the Strategic Partnerships Division to establish and maintain a procedure for support and resource mobilization from donors, National Committees, the private sector, and individuals, for specific emergencies at both global and local levels.</p> <p>*Annexes refer to funding but have not been provided to the evaluation team</p> <p>Update: The DRAFT crisis response SOP adds the TOR for the Executive Leadership Team</p>

				<p>‘Crisis Situation Room’ which will take decisions on additional resources that will be needed to support the affected Country/Regional Office.</p> <p>ii. Resource Mobilization Partnerships Policy (2020): ¹⁸ The Purpose of this policy is to help UN Women Personnel make informed, consistent decisions about Resource Mobilization Partnership selection, including taking into account risk assessment; to determine how to structure an RM Partnership. However, it does not touch upon the humanitarian funding landscape.</p> <p>iii. Resource Mobilization and Partnership Strategy (2018-2021):¹⁹ While the strategy notes that both programmatic activities from women’s empowerment in humanitarian settings and challenges in resourcing this portfolio are expected to grow, it does not refer to any strategies on mobilizing financial resources for humanitarian action.</p> <p>Other sources:</p> <p>iv. COVID-19 Response: Lines of Support From HQ Peace, Security & Humanitarian Section (May Updated): COVID-19: Support from HQ mapped out to respond to crisis (includes funding, deployment of experts etc.)</p> <p>v. Companion Guidance Note to country offices to inform the drafting of their Multi-year Strategic Notes and concept notes for resource mobilization in the context of humanitarian action and crisis response: Includes guidance to CO’s on resource mobilization strategy, states UNW’s flagship programmes and who the regular donors are. It is unclear whether this is an official guidance or whether colleagues are aware of this guidance.</p> <p>vi. Request for Activation of the increase in Delegation of Authority for COVID-19 Response: A template for request on increased Delegation of Authority for Project Appraisal/Approval of Project Documents and signing of Contribution Agreements of up to \$5 million, based on the need for the field to respond in a timely manner to the global response and recovery response programmes related to the COVID-19 crisis</p>
4.1	Implementation	<p>Holistic approach: Organization intervention is end-to-end (covers risk reduction and mitigation, humanitarian response and early recovery) which mainstreams gender.</p>	<p>Draft crisis response policy and strategy emphasizes a whole-of-systems approach to UN Women crisis response but has been rated yellow as these are still in draft form and still lacks clarity on the “package” of services UN Women will (and will not) provide.</p>	<p>i. Draft Crisis Response Policy (2020): The draft policy describes Humanitarian Action as the concept of humanitarian action includes response, disaster risk reduction and preparedness for risk prevention and mitigation, and early recovery. It acknowledges, to a great extent, recovery initiatives. The termination of crisis response section covers what activities need to be undertaken for the recovery phase.</p> <p>ii. Draft Humanitarian Strategy (2022-2025): The draft humanitarian Strategy states that - The focus will cut across preparedness, response, and the transition to early recovery in working on the humanitarian –development nexus. “UN-Women humanitarian strategy, then and now, recognizes that there is a need for more holistic</p>

¹⁸ <https://unwomen.sharepoint.com/management/LF/Repository/Resource%20Mobilization%20Partnerships%20Policy.pdf#search=resource%20mobilization>
¹⁹ <https://unwomen.sharepoint.com/management/LF/Repository/Resource%20Mobilization%20and%20Partnership%20Strategy%202018-%202021.pdf#search=resource%20mobilization%20strategy>

				<p>approach to humanitarian action that reflects the lived realities of women and girls in conflicts and crisis, displaced or in transition spaces, to simultaneously address their most critical and urgent, including lifesaving needs through the integration of gender in the overall cycle of Humanitarian Response Plans; while strengthening their resilience, recovery, protection, agency and community engagement in a humanitarian – development nexus continuum, working within the UN Sustainable Development Cooperation Framework to strengthen the achievement of SDGs”</p>
4.2		<p>Localization: Organization ensures localization in its humanitarian activities and HA employs a participatory approach.</p>	<p>Draft strategies acknowledge the importance of localization. Actions taken in AP region reflects how UN Women work is centered around recognizing, respecting, and strengthening the leadership by local authorities and the capacity of local civil society in humanitarian action, to better address the needs of affected populations and to prepare national actors for future humanitarian responses.</p>	<p>i. Draft Humanitarian response strategy (2022-2025): One of the strategic objectives stated in the strategy is to Strengthen Women’s Voices and Leadership in Humanitarian and Crisis Response and Recovery and maps a strategy to achieve this. A broad intervention is also the Tracking of humanitarian funding made available to GEEWG programming and to local women’s groups. “UN-Women recognizes that placing women’s agency at the center of the transition from crisis to sustainable development offers enormous potential for leveraging transformative change”. Recognizes that strengthening Women’s leadership at the local level is UN Women’s niche in the humanitarian space. Other sources: ii. Reports On UN Women’s Work In Prevention, Humanitarian Action And Crisis Response. 2017 and 2018. Title: Empowerment And Accountability For Gender Equality In Humanitarian Action And Crisis Response: Documents UN Women’s approach to leadership building in collaboration with local government and women’s organizations. (one pager) Documents support to local women-led and women’s rights organizations across countries (2 pager) iii. UN Women Activities - COVID19 Response in Humanitarian: Settings (COVID-19) Repository for COs’ efforts across the globe on their support to, and collaborations with, women’s groups and women’s rights organizations</p>
4.3		<p>Communications and Advocacy: Organization develops key resource mobilization and communication products that will position UN Women as a critical actor in sustaining national and international partners to undertake recovery</p>	<p>The UN Women Media Policy is instructive in terms of guiding UN Women external communication channels. Based on recent crisis experiences, templates and guidance could be developed for more quick response in communications both internally and with partners. As noted in a recent audit of UN Women communications, there were delays to the implementation of an overarching mature and tested</p>	<p>i. Media Policy (2017): Specifies the policy on communication during times of crisis (one small section) Gaps: guidance and templates for quick communications and resource mobilization. ii. Draft Crisis response policy (2020): Details guidelines on external communication- i.e. the spokesperson, role of HQ, RO et. It tasks the humanitarian team to ensure establishment of two-way consultation and communications procedures to support information provision to and feedback from affected communities. iii. Draft Humanitarian Strategy (2022-2025): The strategy states that it will be aligned to UN-Women’s Communications Strategy will continue to use sex disaggregated data and statistics to highlight gendered needs and to demonstrate the results achieved. Other resources: iv. Reports On UN Women’s Work In Prevention, Humanitarian Action And Crisis</p>

			<p>organization-wide crisis communication plan and a lack of communications involvement in field business continuity planning. (ref Audit finding)</p>	<p>Response. 2017 and 2018. Title: Empowerment And Accountability For Gender Equality In Humanitarian Action And Crisis Response: Documents UN Women's vision and approach to humanitarian response, its relevance in the humanitarian field and its impact in various countries. (includes how it partners with other UN actors and IASC) (done in detail)</p> <p>v. Humanitarian Action and DRR annual report 2019, 2020: Documents annual contribution for certain countries' advocacy efforts</p> <p>vi. Report: Funding For Gender Equality And The Empowerment Of Women And Girls In Humanitarian Programming: Evidence on the transformative impacts of better funding for GEWE in humanitarian contexts, what are the gaps and what is needed. (UNFPA and UN Women)</p> <p>vii. UN Women website: https://www.unwomen.org/en/what-we-do/humanitarian-action</p> <p>Broadly states UN Women solutions in humanitarian situations and includes a 2-page thematic brief. Coordination, DRR, global norms and crisis response and recovery efforts have also been highlighted briefly. All web pages, however, need to be updated. For example, intervention for women and girls during the COVID-19 pandemic/Afghanistan update could be included in detail.</p>
4.4		<p>Sustainability: Organization ensures that an exit strategy is in place to ensure medium and long-term recovery and uses resilience building results and activities.</p>	<p>Draft crisis response policy and draft humanitarian response strategy guide the nexus response and in practice in the AP region offices are leveraging UN Women niche in this space.</p>	<p>i. Draft Crisis response policy (2020) A long-term recovery/response plan will be developed. The policy highlights recovery programming for response activities: “With the approval of the long-term recovery plan, UN Women will immediately start implementation of its programming and operations actions, including provision of coordination and technical capacity, capacity building of local stakeholders, gender focused assessments, targeted programming activities, advocacy efforts, procurement, finance and human resources.”</p> <p>ii. Draft Humanitarian response strategy (2022-2025): Approach 2 as per the strategy is Delivering Across the Humanitarian - Peace – Development Nexus Continuum. The Strategy emphasizes the importance of building resilience and looking to the long-term prospects of crisis-prone and at-risk women and girls- approach that focusses on the livelihoods and recovery needs. The draft humanitarian Strategy states that - The focus will cut across preparedness, response, and the transition to early recovery in working on the humanitarian –development nexus. It aims to contribute to the implementation of the UN Reform by strengthening the linkages between Humanitarian Response Plans and UN Sustainable Development Cooperation Frameworks to aid faster recovery from emergencies and crisis and strengthen nexus programming. Translating this into practical guidance should be the next step.</p>

4.5		<p>Operational Peer review: Organization has management tool in place which serves as a course corrector and to identify areas for immediate corrective action.</p>	<p>Not comprehensively covered in the draft crisis response policy or in practice in AP.</p>	<p>i. Draft Crisis response policy (2020): Policy notes that an assessment of the management and coordination of the response should take place; process of reporting by CMC which will be reviewed and reorganized based on consultations. Strategic changes to leadership, management capacities, responsibilities in the CO will be gauged. No mention of re-programming activities during crisis response- lack of course correction to the response plan.</p>
5.1	<p>Monitoring and evaluation</p>	<p>Monitoring: Tracking to ensures a demonstrable and logical link between the needs identified, programme activities and tracked outcomes.</p>	<p>No systematic monitoring template or after-action review is employed across the organization- monitoring over course of implementation (against planned results and costs or VFM) or beneficiary management (UN Women reached the right people with right inputs at right time).</p>	<p>i. Draft Crisis response policy (2020): Notes that headquarters will carry out a DRR and HA joint survey annually to give a sense of what UN Women is doing globally in this space: States that humanitarian team shall ensure capacities are in place to receive feedback on outcomes from beneficiaries. The strategy states that the CO's should monitor and report on fast-track procedures to assess their usefulness. *Annexes refer to monitoring and capacity building but are in draft format and the evaluation team has not seen these. Gaps: The strategy is still in draft and thus have not yet been implemented. There are "after action reviews" reported at field level, but no systematic manner for doing this and no way of tracking actions to be taken and whether they have been taken. No systematic learning processes. AP region instituted COVID-19 weekly/bi-weekly sharing, which was highly valued.</p> <p>ii. Draft Humanitarian response strategy (2022-2025): The strategy states that it will strengthen gender responsive, inclusive and women led community feedback and complaint mechanisms with focus on Accountability for Affected Populations, including enabling women/girls led real-time monitoring and assessment of humanitarian-refugee response and evolving needs in affected communities. The strategy emphasizes annual tracking of results to demonstrate UN-Women's contribution to the global Humanitarian Response and clear UN-Women's niche and comparative advantage. It also mentions that HQ will take the lead on knowledge management for organizational learning.</p> <p>Update: The DRAFT crisis response SOPs were provided to the evaluation team during the revision of the draft report. The document has mandated that the affected CO, MCO, RO and the Crisis Response Technical Task Team will prepare an 'After-Action Review' which reflects UN Women's crisis response effectiveness and new needs that have arisen in the context of the crisis. This report will be presented to the ELT and the SMT.</p>

5.2		<p>Reporting: Organization reports regularly to donors and other humanitarian stakeholders on resource gaps, enabling re-purposing of funds on a needs basis.</p>	<p>Donor reports cover project specific efforts, however, these are not aggregated for use by the organization in a systematic manner to highlight overall gaps. The corporate Results Management system does not include a requirement to report on crisis response efforts, although an attempt has been made to integrate COVID-19 specific reporting in the Results Management System at the Annual Report level.</p>	<p>i. COVID-19 AWP Reprogramming and Reprioritization Guidance Note: Adds that UN Women Results Management System (RMS) now includes COVID-19 markers at SN/AWP activity and output level. Reference to COVID-19 markers have also been referenced and the guidance notes that all COVID-19 related revisions should include these markers. All revisions to the AWP should be documented as an addendum to the existing AWP Cover Note. RMS now includes additional document tags that can be used to tag the addendum and supporting documents. “COVID-19 AWP reprogramming addendum” to be used as document tag when attaching addendum to the AWP cover note section in RMS</p> <p>Other sources</p> <p>Annual Reporting: COVID-19 specific questions have been asked in the AR SN narrative. Further, distinction has been made at the output level if it is COVID-19 specific or not (DRF and OEEF)</p>
5.3		<p>Evaluation for evidence Based Response and Advocacy: Organization supports the development of evidence-based knowledge and identifies knowledge gaps to support stronger humanitarian response across the range of humanitarian clusters/sectors</p>	<p>The UN Women Evaluation Policy requires each thematic area to be covered by an evaluation once every other SP or CO SN cycle. Recently concluded corporate evaluation on humanitarian response has guided the draft strategy on crisis response. Evaluation has also been undertaken at the regional levels and overall response to crisis is also looked at closely through various Country Portfolio Evaluations. HA & COVID-19 specific tool has also been developed. Yellow assessment is based on the potential to conduct more rapid, real time or after crisis response assessments or evaluations and provide further guidance to UN Women personnel on conducting these.</p>	<p>i. UN Women Evaluation Policy (2020): requires thematic areas to be covered once every other SP or CO SN cycle. Although this policy is up to date, it does not make mention evaluation of crisis/humanitarian response or real time evaluations in crisis.</p> <p>ii. UN Women Rapid Assessment Tool To Evaluate Gender Equality and Women’s Empowerment Results In Humanitarian Contexts (2020): A dashboard, questionnaire and guidance note that rates a programme on a gender transformative scale. assess progress on achieving GEWE in humanitarian contexts.</p> <p>iii. POCKET TOOL FOR MANAGING EVALUATION during the COVID-19 pandemic: The tool provides practical guidelines for gender-responsive evaluation management and data collection, structured around the four main evaluation phases: planning, preparation, conduct and reporting and follow-up during covid-19.</p> <p>Other sources:</p> <p>iv. Rapid Assessment on Cash based interventions (2020): In response to the COVID-19 pandemic and surge in Cash Based initiatives within UN Women, IEAS completed a rapid assessment on the readiness of the organization to engage in cash based initiatives.</p> <p>v. Corporate evaluation on Humanitarian Action (2019): IES assessed the relevance and appropriateness, effectiveness and efficiency, connectedness and sustainability, and extent to which a human rights approach and gender equality principles were integrated in UN Women’s humanitarian action work across its integrated mandate: normative, operational and coordination at country, regional and global levels.</p>

Annex 10: Rapid Procurement in Asia Pacific

Rapid Procurements in Asia Pacific, 2020 (provided by HQ procurement section 24 November 2021)

	Time Period Requested (days)	Time Period Authorised (days)	Level of Emergency	Date of Request	Date of Activation	Summary of items	Estimated Value (USD)
Bangladesh CO	120	90	L3	11th May, 2020	18th May, 2020	COVID-19 related: Safety kits, food items, hygiene supplies and other essential items for dignity kits, communication and media work, IEC materials	143,796
Nepal CO	120	90	L3	15th May, 2020	15th May, 2020	COVID-19 related: Rapid gender assessments, digital innovation with women, psycho-social support, community kitchens, upgradation of IT systems and continuity of office renovation	259,664
PNG CO	180	90	L2	17th May, 2020	20th May, 2020	COVID-19 related: Safety kits, hygiene supplies, IEC materials, Training and awareness sessions	330,000
China CO	240	120	L2	19th May, 2020	27th May, 2020	COVID-19 related: Rapid assessments, communication services for gender responsive advocacy, programming response	121,444

Annex 11: Survey: UN Women Asia and the Pacific Humanitarian Personnel and Focal Points

Evaluation of UN Women Crisis Response in Asia and the Pacific – Survey of UN Women Humanitarian Personnel and Focal Points

I. General information

The survey for the evaluation was sent to 38 UN Women humanitarian personnel and focal points out of which 25 participated in the survey giving us a high response rate of 66%. The survey was open from 21st September, 2021 until 14th October, 2021 and two reminders were sent before closing the survey. Most respondents are based in a country office or field office (84%, N=21/25) (Figure 1). 96% (N= 24/25) of the respondents identified as female, and only 4% (N= 1/25) as male (Figure 2). 88% (N=23/25) have been engaged in crisis response (Figure 3) and among which 90% reported to be engaged with the operational and M&E support

Figure 1: Office Location of the personnel

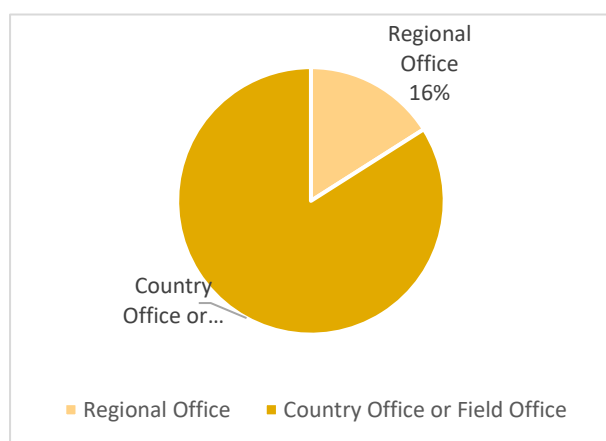


Figure 2: Gender Composition

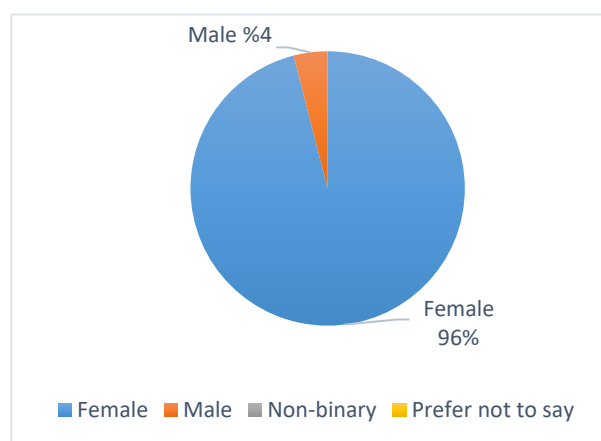
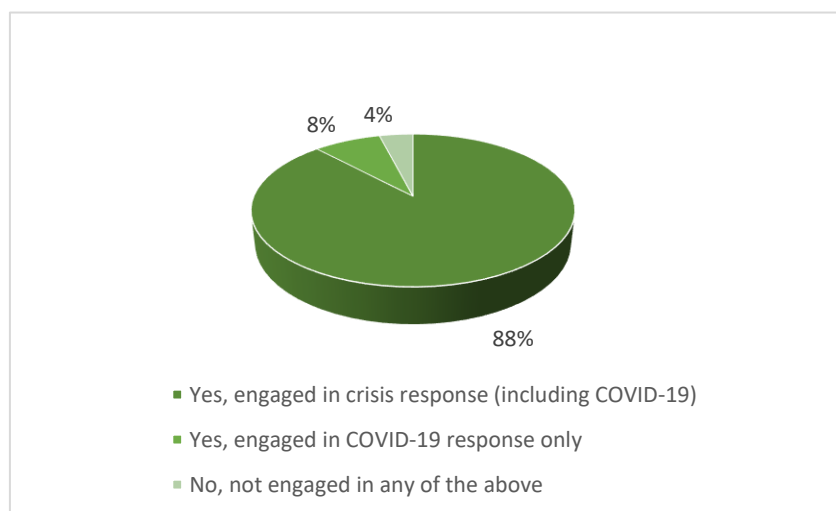
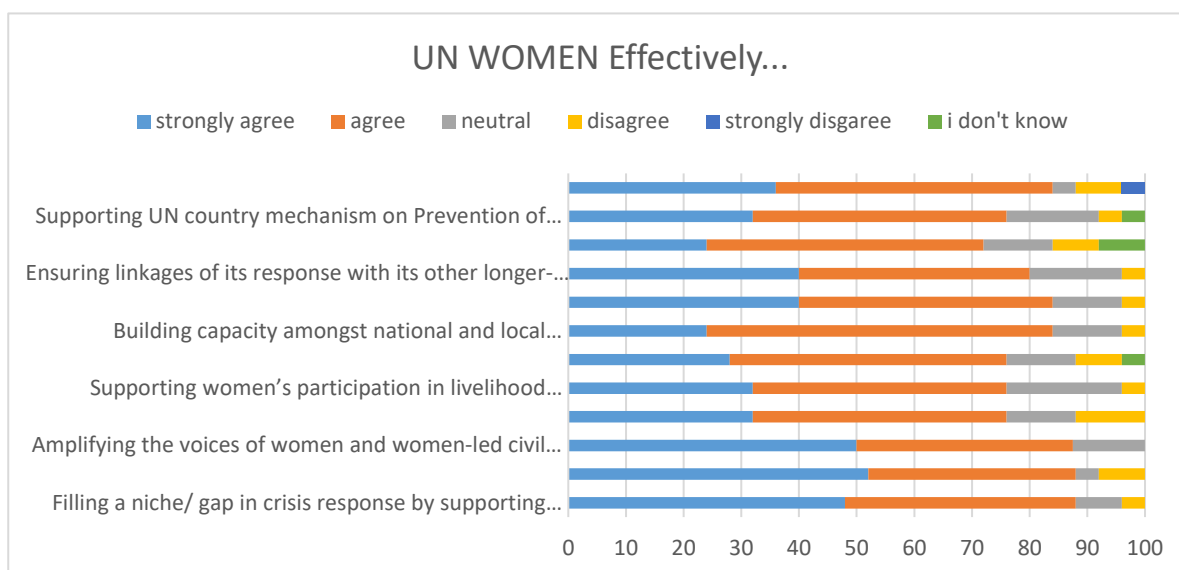


Figure 3: Engagement with crisis response



II. Effectiveness of UN WOMEN in crisis response

Figure 4: Effectiveness of UN Women

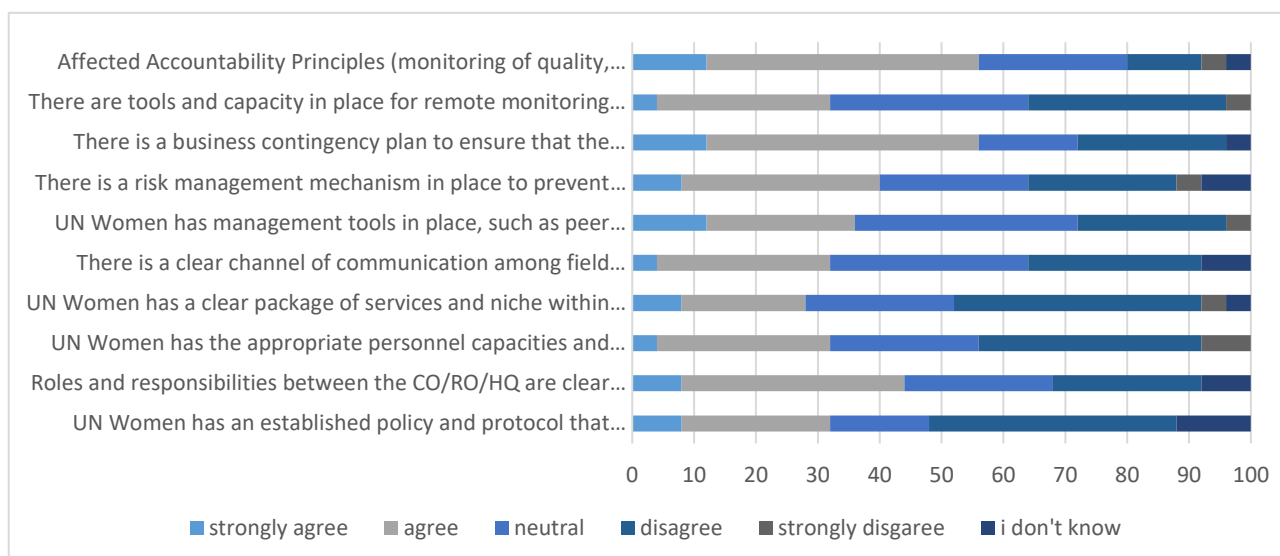


Respondents were given a set of statements (Figure 4), which they could rate on a scale of agreement. These statements asked them to share their perception on UN Women's effectiveness in advocacy, building strategies, capacity amongst national and local governments partners, and providing leadership skills building and networking skills to women in crisis response etc.

52% (N=13/25) of the respondents "strongly agreed" with the statement that UN Women is effectively producing or contributing to high quality gender analysis / needs assessment that provides critical information on gendered aspects of the crisis. Among other statements, 50% (N=12/25) of respondents also "strongly agreed" that UN Women amplifies the voices of women and women-led civil society organizations as first responders in crisis response efforts. 44% (N=11/25) respondents "agreed" that UN Women raises the voices and needs of the most marginalized groups in a crisis response effort (women with disabilities, transgender, elderly, rural women, LGBTIQ persons, ethnic minorities and others). However, 12% (N=3/25) participants "disagreed" with the statement. Again, 48% (N= 12/25) showed agreement with the statement that UN women provides leadership skills building and networking skills to women in crisis response.

III. UN Women's internal processes in crisis response

Figure 5: UN Women's internal processes with respect to crisis response



respondents were asked to share their perception on UN Women's internal processes with respect to crisis response in accountability, business contingency plan, risk management mechanisms and having clear roles and responsibilities between CO/RO/HQ etc.

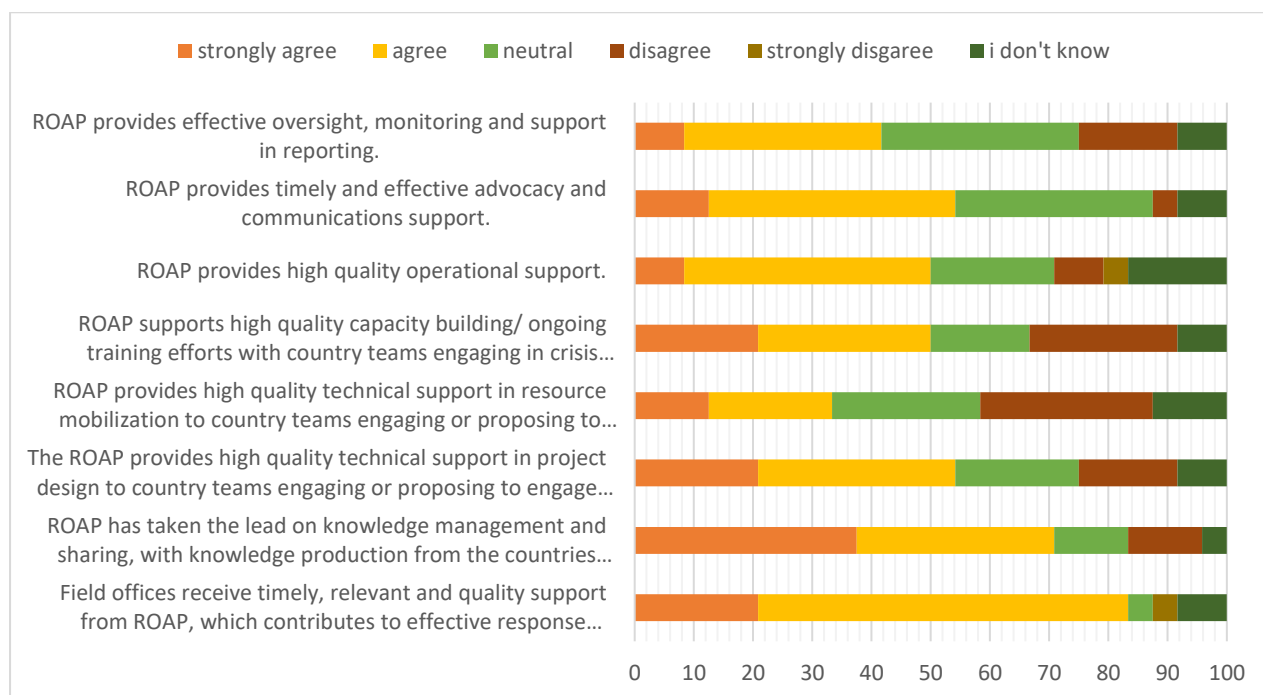
- 36% (N=9/25) “agreed” with the statement (figure 5) that UN women’s roles and responsibilities between the CO/RO/HQ are clear depending on the level of crisis a country is experiencing. However, it is observed that 24% (N=6/25) “disagreed” with the statement and 24% (N=6/25) remained “Neutral” to the statement.
- It is also observed that 40% (N=10/25) of participants “disagreed” with the view that UN Women has an established policy and protocol that recognizes crisis situations and only 24% (N=6/25) “agreed” with the statement.
- Similarly, 36% (N= 10/25) “disagreed” that UN Women has the appropriate personnel capacities and expertise to apply and mainstream gender and human rights in crisis response efforts, while only 28 % (N= 6/25) “agreed” to the statement and 24% (N=4/25) shared “neutral” perception.
- In the case of the statement, “UN Women has a clear package of services and niche within crisis response”, only 20% (N=5/25) “agreed” to the statement as oppose to 40% (N=10/25) of respondents who “disagreed” with it and 24% (N = 6/25) of respondents responded with a “neutral” view.

IV. The quality of services, in the context of ROAP’s (across teams) support to crisis response

In this part of the survey, the respondents were asked to show their agreement on a set of statements regarding ROAP’s quality of services in technical support for resource mobilizations project design, knowledge management, operational support, advocacy & communication, monitoring and reporting.

- 38% (N=9/24)1 respondents “strongly agreed” with the statement that ROAP has taken the lead on knowledge management and sharing, with knowledge production from the countries affected by the crisis response efforts, 33% “agreed” (N=8/24) while 13% (N=3/24) “disagreed”.
- 21% (N=5/24) “strongly agreed” and 33% (N=8/24) agreed that the ROAP provides high quality technical support in project design to country teams engaging or proposing to engage in crisis response, whereas 17% (N=4/24) “disagreed” to the statement.
- In terms of the statement, field offices receive timely, relevant and quality support from ROAP, which contributes to effective response benefitting women and girls in crisis contexts, 63% (N= 15/24) respondents “agreed” and only 4% (N=1/24) “strongly disagreed”.

Figure 6: The quality service of ROAP’s support to crisis response

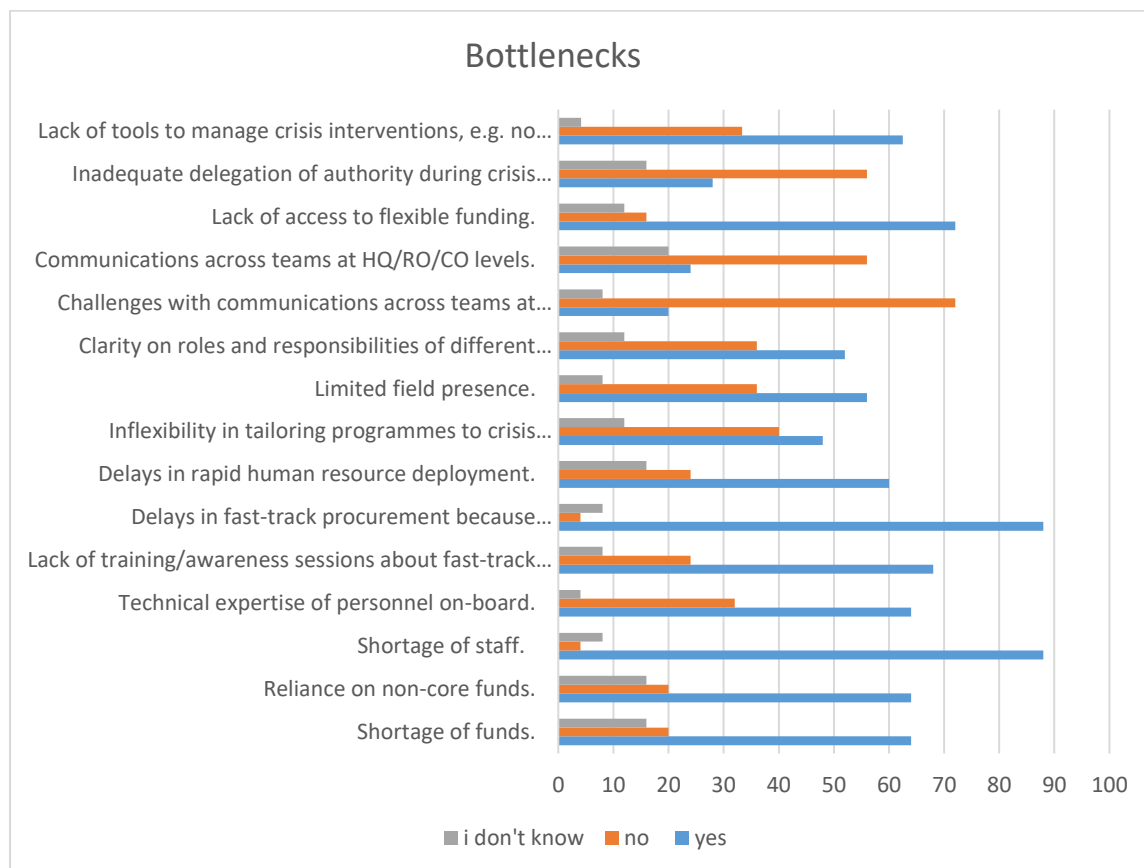


V. Internal bottlenecks and Operational challenges during the crisis response

- Internal Bottlenecks:

Shortage of staff (88%, N= 22/25) and **Delays in fast-track procurement** because requirements are complicated (88%, N=22/25) were identified to be two of the most commonly experienced bottlenecks (figure 6) during the crisis response. Besides that, **Lack of access to flexible funding** (72%, N=18/25), **Lack of training/awareness sessions about fast-track procedures** (68%, N=17/25), **Technical expertise of personnel on-board** (64%, N=16/25), **Reliance on non-core funds** (64%, N=16/25) and **Shortage of funds** (64%, N= 16/25) were identified as commonly faced internal bottlenecks in crisis response by the respondents.

Figure 7: Internal bottlenecks during crisis response



- Operational Challenges:**

Survey respondents found **Procurement processes** (60%, N=15/25) and **Recruitment processes** (60%, N=15/25) to be the top most operational challenges faced by them when ensuring timely response to any crisis. Apart from

that, **Partnership selection** (56%, N=14/25), **Capacity Assessment** (44%, N=11/25) and **Payments and advance clearance** (36%, N=9/25) are few other challenges identified by the respondents.

Figure 8: Operational Challenges during crisis response

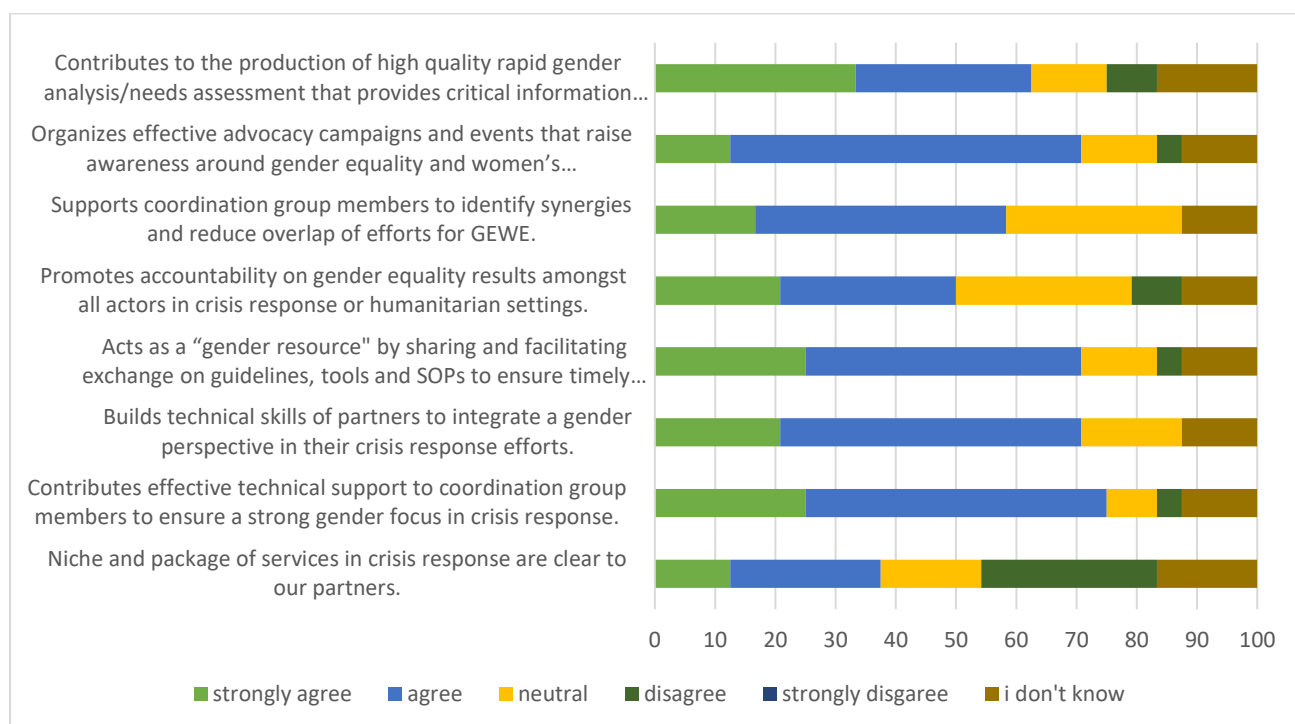


VI. UN Women’s role in leading/co-leading GiHA, clusters or other coordination groups

Regarding the effectiveness of UN women’s role in leading or co-leading GiHA, clusters and other coordination groups (e.g. Protection cluster in Pacific, Gender Theme Group in Myanmar), respondents were provided a set of statements to show their level of agree and disagreements with the statements..

- 58% (N=14/24)² “agreed” that UN Women organizes effective advocacy campaigns and events that raise awareness around gender equality and women’s empowerment in crisis settings while 13% (N=3/24) “strongly agreed”.
- It is significant to note that 33% (N=8/24) “strongly agreed” that UN Women contributes to the production of high quality rapid gender analysis/needs assessment that provides critical information on gendered aspects of the crisis and 29% (N=7/24) “agreed” while 8% (N=2/24) “disagreed” and 13% (N=3/24) expressed “neutral” view to the statement.
- 50% (N= 12/24) of the respondents “agreed” that UN Women builds technical skills of partners to integrate a gender perspective in their crisis response efforts and 21% (N= 5/24) “strongly agreed” whereas 3% (N=3/24) responded with “I don’t know” to the statement.

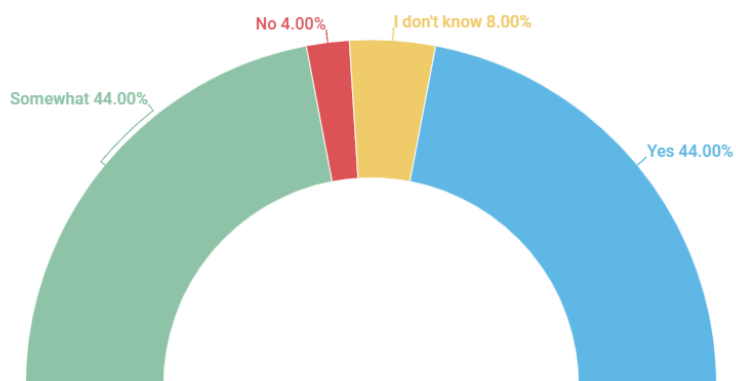
Figure 9: UN Women’s role in leading/co-leading GiHA, clusters or other coordination groups



VII. UN Women’s response to COVID-19

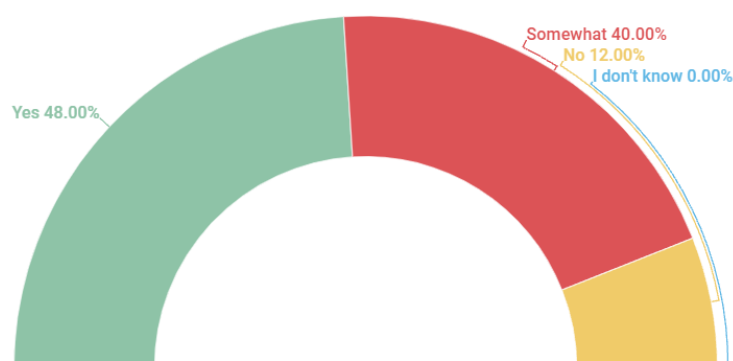
Figure 10: COVID-19 response framework

When asked whether the UN Women response framework for COVID-19 was appropriate for your country/programmatic area 44 % (N= 11/25) of the respondents thought it was appropriate while 44% (N= 11/25) responded that it was “somewhat” appropriate and 8% (N=2/25) responded they didn’t know.



In another question the survey participants were asked whether UN Women ensured duty of care and provided adequate support to them during the pandemic or not, to which 48% (N= 12/25) answered affirmatively while 40% (N=10/25) think that UN Women “somewhat” ensured duty care and provided the adequate support to them during the pandemic.

Figure 11: UN Women ensuring duty of care and provide adequate support to you during the pandemic



VIII. Recommendations for enhancing UN Women’s approach in crisis response situation

In the end of the survey, the participants were asked to share their top 3 recommendations that may enhance UN Women’s approach in crisis response. The word clouds indicate that the recommendations are mostly about capacity development, funds, support and staff apart from other themes.



Common recommendations are listed below:-

- Capacity Building:** Respondents recommended that UN Women strengthen capacities of personnel in the country offices in crisis preparedness and crisis response e.g. providing trainings and discussing the possible roles of country offices in participating in crisis response. Further, capacity development for developing programming options and monitoring, GESI mainstreaming are also needed to ensure timely response in crisis.
- Procurement:** Respondents think that improvement in operational policies and protocols are necessary so that services such as procurement, HR, finance and IT could be provided in a timely manner in the crisis response. They further believe that better fast track procedures for the COs to have clear understanding of how to respond in crisis situations with funding secured.
- Flexible funding:** Survey participants emphasized that UN Women should set aside Core funds to carry out researches that could support the crisis response. One respondent expressed that if UN Women is going to continue to run the Pacific Humanitarian Protection Cluster then it must find core funds for 2 permanent staff. Another suggestion was to have a fund that can support affected staff (economically, mentally, etc.).
- Experienced staff:** Some respondents recommended to expand the humanitarian staff pool of experts at country level and expand the surge deployment roster. Others suggested to provide full support to the staff at the ground level this means establishing/activating a support system before and during the response.
- Partner selection:** On the topic of partner selection, one respondent recommended to conduct partner scoping to pre-identify possible partnerships for crisis response that would advance the gender equality agenda in a timely and appropriate manner, and to avoid delays in partnership capacity assessment during the actual response.
- Advocacy:** Survey participants recommended advocacy for collection and use of sex, age, disability, and diversity data to support future vaccine prioritization and other services. It was also suggested to organize dialogues of

women and excluded groups with GiHA-Task Team members, duty bearers and service providers to identify and respond to emerging priorities and advocacy for comprehensive support package for the most vulnerable and excluded groups.

Annex 12: Survey: Coordination Group

I. General information

The survey was sent to 92 UN external stakeholders participating in GiHA or Protection cluster coordination groups, out of which 22 participated in the survey giving us a response rate of 24% response rate (2 males, 19 females, 1 non-binary). Although the response rate was low, the participants are from the case study countries thus enabling triangulation with the interviews and desk review: Myanmar (30%, N= 6/20), Fiji (20% N=4/20), Bangladesh (10%, N= 2/20) and Regional (25%, N=5/20)²⁰.

Figure 1: Organization Type

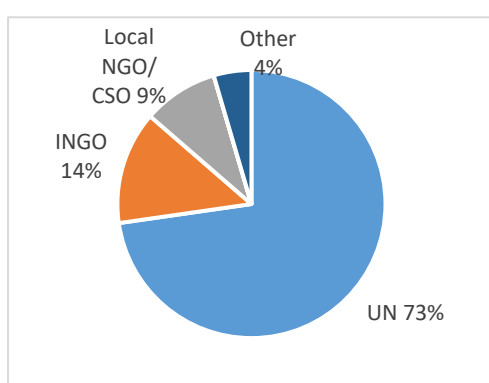
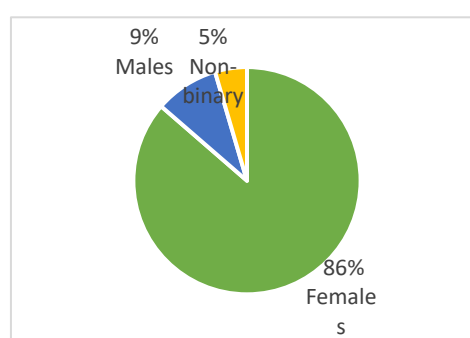


Figure 2: Gender Composition

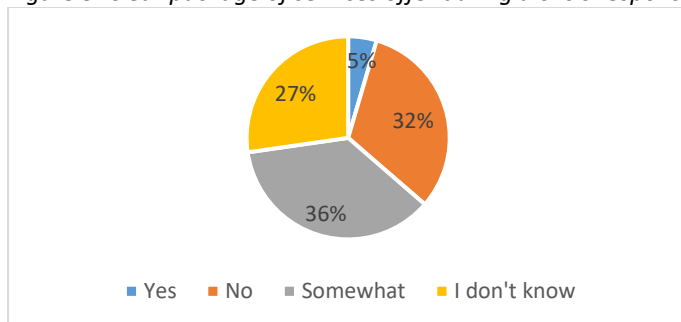


** 1 participant did not answer the particular question

Findings:

II. Effectiveness of UN Women During Crisis Response

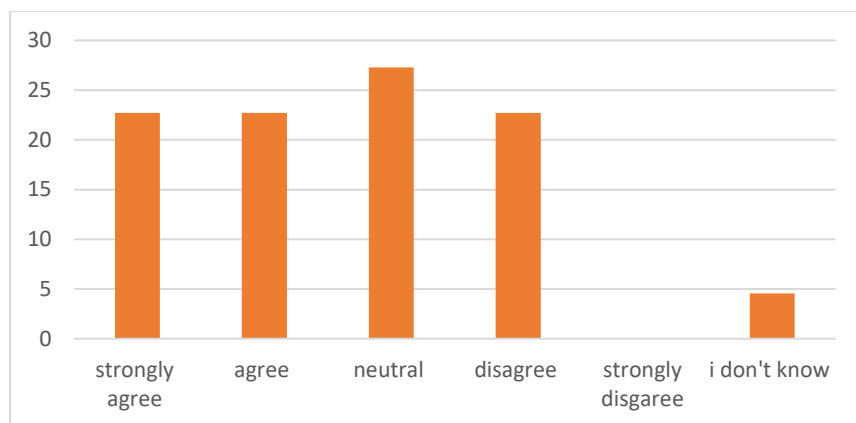
Figure 3: Clear package of services offer during a crisis response



32% (N= 7/22) of the respondents think that UN Women does not have a clear package of services which can be offered during a crisis response while only 5% (N= 1/22) think it is available. 36% (N=8/22) responded that it is somewhat available and remaining 27% (N=6/22) don't know whether the package is available or not.

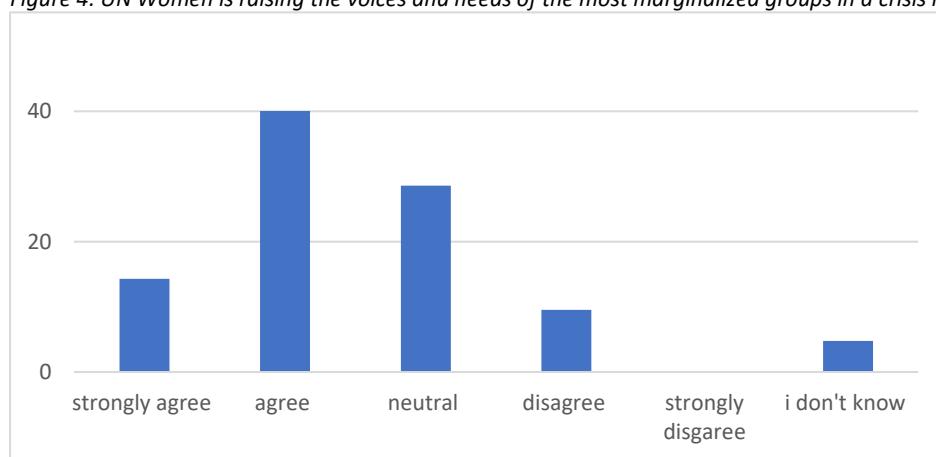
Figure 3: UN Women is filling a niche/ gap in crisis response by supporting more gender responsive action

²⁰ 2 participants did not answer the question



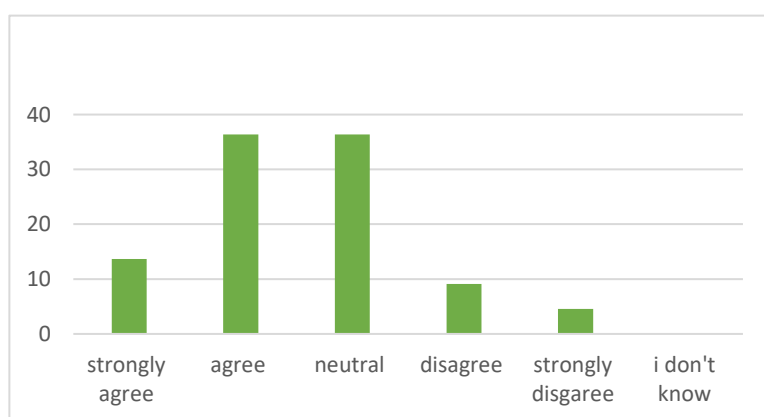
23% (N=5/22) of the participants “strongly agreed” with the statement that “UN Women is filling a niche/gap in crisis response by supporting more gender responsive actions”. Other, 23% (N=5/22) of the respondents also “agreed” to the statement while 27% (N=6/22) remained “neutral”.

Figure 4: UN Women is raising the voices and needs of the most marginalized groups in a crisis response



14% (N=3/21) of the participants “strongly Agreed” with the statement that “UN Women is raising the voices and needs of the most marginalized groups in a crisis response effort (women with disabilities, elderly, rural women, LGBTIQ persons, ethnic minorities and others)” while 43% (N=9/21) “agreed” and 29% (N=6/21) showed “neutral” view and 10% (N= 2/21) showed “disagreement”.

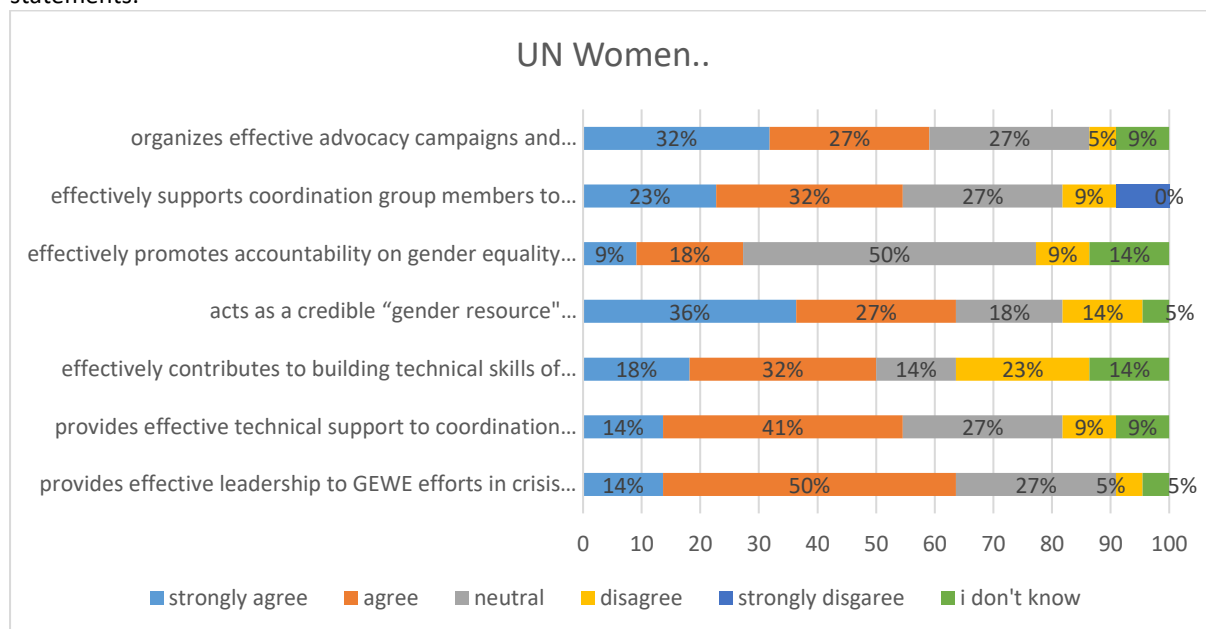
Figure 5: UN Women on producing or contributing to high quality gender analysis / needs assessment during crisis response



36% (N=8/22) “agreed” with the statement that “UN Women is producing or contributing to high quality gender analysis / needs assessment that provides critical information on gendered aspects of the

crisis.” While 14% (N= 3/22) of the respondents also “strongly agreed”. However, 9% (N= 2/22) “disagreed” and 36% (N=8/22) chose to answer with “neutral” to the statement.

In the context of UN Women’s role leading or co-leading **GiHA or other coordination groups** (e.g. Protection cluster in Pacific, Gender Theme Group in Myanmar), to what extent do you agree with the following statements.



- 36% (N=8/22) of the respondents “strongly agreed” with the statement that “UN Women acts as a credible “gender resource” by sharing guidelines, tools and SOPs to ensure timely gender responsive action” and some 27% (N=6/22) “agreed” with the statement while 18% decided to stay “neutral” with their view.
- Again, 32% (N= 7/22) of the respondents “strongly agreed” that UN women organizes effective advocacy campaigns and events that raise awareness around gender equality and women’s empowerment in crisis settings while 27% (N=6/22) “agreed” and 5% (N=1/22) “Disagreed”.
- It is important to note that 23% (N = 5/22) “disagreed” with the statement “UN Women effectively contributes to building technical skills of partners to integrate a gender perspective in their crisis response efforts”. However, 32% (N= 7/22) “Agreed” with the statement and 18% (N=4/22) “Strongly Agreed” while 14% (N=3/22) said they don’t know”.
- 50% (N=11/22) of the respondents “agreed” to believe that UN Women Provides effective leadership to GEWE efforts in crisis response, which has contributed to more gender-responsive crisis response by the UN and other responding actors and 14% (N= 3/22) “strongly agreed” with the statement while 27% (N=6/22) remained “neutral”.