

Evaluation of UNFPA support to gender equality and women's empowerment (2012-2020)



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Annex 1 Terms of Reference



SECONDARY BIDDING

Terms of Reference (short version)

Evaluation of UNFPA support to gender equality and women's empowerment across development and humanitarian settings

2012-2020

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Acronyms

CO	Country office
EO	Evaluation Office
GBV	Gender based violence
HIV/AIDS	Human immunodeficiency virus/ Acquired immunodeficiency syndrome
HQ	Headquarters
ICPD	International Conference on Population and Development
OECD-DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
QCPR	Quadrennial Comprehensive Policy Review
RO	Regional Office
SWAP	System Wide Action Plan
SRH	Sexual and Reproductive Health
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UN	United Nations
VAW	Violence against women

1. Introduction

Evaluation at UNFPA serves three main purposes: (i) demonstrate accountability to stakeholders on performance in achieving development results and on invested resources; (ii) support evidence-based decision-making; (iii) contribute with key lessons learned on how to accelerate implementation of the Programme of Action of the 1994 International Conference on Population and Development (ICPD).¹

The Evaluation Office (EO) will conduct an independent evaluation of the UNFPA support to gender equality and women's empowerment as part of the quadrennial budgeted evaluation 2018-2021,² approved by the UNFPA Executive Board in January 2018. The evaluation will commence in October 2019 and will be presented to the UNFPA Executive Board in June 2021. This evaluation will be undertaken by the EO with the support of an external team of evaluation and thematic experts to ensure an independent and credible exercise is conducted.

The terms of reference was prepared by the Evaluation Office based on an extensive document review, preliminary scoping work and initial consultations with stakeholders. The terms of reference aims to provide key information for the evaluation, including background on UNFPA support, initial financial analysis of UNFPA expenditure, the scope of the evaluation, the methodological approach, including the sampling approach for the case studies, and the expected deliverables. The evaluation team is expected to carry out the evaluation in conformity with the terms of reference, under the overall guidance of the EO lead evaluation manager.

As the first broad thematic evaluation of its kind at UNFPA, this exercise will generate important findings, conclusions, lessons and recommendations that will be of use to a variety of stakeholders, including by informing the implementation of the current UNFPA Strategic Plan (2018-2021) and the development of the forthcoming strategic plan. The main users of the evaluation include UNFPA (at the global, regional and country level), governments (including donor's governments) and civil society organizations working on advancing women's human rights and specifically sexual and reproductive health and rights.

2. Global context and UNFPA support to gender equality and women's empowerment

(a) 2.1 Global normative framework

Despite a strong international normative frame and tireless efforts by feminists, women's rights activists, gender equality advocates and others, gender inequality continues unabated. UNFPA is one of the agencies within the United Nations (UN) system actively working to advance gender equality and women's empowerment across development and humanitarian settings at global, regional and country levels. The global normative framework in which UNFPA support is situated is shaped by numerous UN conventions, agreements, declarations, and resolutions.³

As recognized by the **Beijing Platform for Action**, gender inequality permeates "all spheres of public and private life": time use and the disproportionate share of reproductive/care labour; the economy, including discriminatory laws in inheritance and remunerated work; the penal code; (under)representation in politics

¹ DP/FPA/2013/5. See: <http://www.unfpa.org/admin-resource/executive-board-united-nations-development-programme-united-nations-population-fund-1>

² [DP/FPA/2018/1](http://www.unfpa.org/admin-resource/executive-board-united-nations-development-programme-united-nations-population-fund-1)

³ See: <http://www.un.org/womenwatch/daw/vaw/v-work-ga.htm>

and development planning; access to agriculture and land; healthcare/sexual and reproductive rights; access to education; and in war / conflict, among other areas. Gender inequality intersects with and is shaped by other systems of oppression – including racism, able-ism, heterosexism, ageism, migrant status, disability and classism – to create distinct experiences of gendered discrimination. Rooted in patriarchy, gender inequality is taken up across “sectors/or “thematic” issue areas within the global arena (i.e. UN normative frameworks cover, for example, gender and sexual and reproductive health; gender and climate change; gender and agriculture; gender and labour; gender and education etc.).

The way the discussion on gender equality and the empowerment of women is framed will shape how challenges as well as the possibilities for addressing gaps in their advancement are understood. The documents presented below, together with others, shape the global normative framework in which the United Nations’ efforts toward advancing gender equality, including those of UNFPA, are positioned. The list, however, is limited in scope and has, as a result, left out key documents that further enrich how gender equality and its advancement are conceptualized by the United Nations.⁴ Included below are only the key international normative/operational frameworks that address gender inequality at large (rather than within a specific sector or policy arena, or from an intersectional perspective).⁵

Adopted in 1979, the **Convention on the Elimination of All Forms of Discrimination against Women** – a seminal human rights treaty often referred to as the international bill of rights for women – defines discrimination against women as “any distinction, exclusion or restriction made on the basis of sex...in the political, economic, social, cultural, civil or any other field” and explicitly acknowledges that “extensive discrimination against women...exists”. Emphasizing that such discrimination “violates the principles of equality of rights and respect for human dignity”, the CEDAW puts forward an agenda for States parties to end such discrimination (an agenda for equality set out in 14 articles).⁶ Comprehensively addressing gender inequality and its impact on women, the Convention calls on states party to protect women from all forms of discrimination including, importantly, within the family, reproductive healthcare and access to information and advice on family planning. A special attention to the General Recommendations 12, 14, 18, 19, 21, 29, and recently adopted 35 of the CEDAW Committee should be given as all of them are directly related to the mandate and the three transformative goals of UNFPA.

The **1993 Vienna Declaration and Programme of Action** explicitly recognized women’s rights as human rights, noting that “the human rights of women and of the girl-child are an inalienable, integral and indivisible part of universal human rights”, and placed a particular emphasis on eliminating all forms of gender-based violence. Vienna marked a tipping point in feminists’ efforts to gain recognition of women as full and equal, initiating an on-going process of integrating gender equality and women’s rights into human rights theory and practice and laying the groundwork for subsequent organizing on sexual orientation, the body, and gender identity.⁷

⁴ For example, the Convention on Elimination of Racial Discrimination; The United Nations Declaration on the Rights of Indigenous Peoples; the Declaration on the Right to Development; the Declaration on the Elimination of Violence Against Women; and the International Convention on Economic, Social and Cultural Rights.

⁵ During the inception phase, the team should use the below list as a starting point, adding documents, as relevant, that contribute further to the normative framework.

⁶ The CEDAW text can be found here: <http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm>

⁷ CWGL Human Rights and Fundamental Freedoms: 20 Years After Vienna: <https://cwgl.rutgers.edu/docman/reports/674-human-rights-and-fundamental-freedoms-20-years-after-vienna-report/file>

Framing UNFPA's mandate since 1994, the **International Convention on Population and Development (ICPD)** underscores the need to advance gender equality, linking its achievement to reproductive rights and population and development. The ICPD recognizes that "...gender inequities have significant influences on and are, in turn, influenced by demographic parameters such as population growth, structure and distribution". The Convention goes on to call for gender equality, equity and the empowerment of women, including women's sexual and reproductive health and rights, to be central to policies on population and development. It also stresses the importance of providing services, including SRH services, to refugees and migrants. With an emphasis on violence against women – as a manifestation of gender inequality – Chapter 4 (Gender Equality, Equity and Empowerment of Women) of the ICPD Programme of Action urges States to "act to empower women and [take steps] to eliminate inequalities between men and women as soon as possible by, inter alia, eliminating violence against women".⁸

Building on and further expanding the ICPD and the Vienna Declaration, the **1995 Beijing Declaration and Platform for Action** is the most "comprehensive expression of States' commitment to the human rights of women" and "an agenda for the empowerment of women".⁹ The Beijing Declaration and Platform for Action conceptualized "equality between women and men as a matter of human rights and a condition for social justice...a necessary and fundamental prerequisite for equality, development and peace". Recognizing the multiple and intersecting forms of gender inequality, the Beijing Declaration and Platform for Action urges "a transformed partnership based on equality between women and men" organized around 12 critical areas of concern.¹⁰ In so doing, the Declaration offers a comprehensive platform upon which to tackle inequality and advance women's human rights, explicitly recognizing this as condition for people-centred sustainable development. 2019 marks the 25th anniversary of the **Beijing Declaration and Platform for Action** (Beijing +25) and regional reviews are underway; the outcome of these reviews could inform the normative frame of the evaluation, as well.

The **outcome of the 23rd Special Session of the General Assembly entitled "Women 2000: gender equality, development and peace for the twenty-first century"** further shaped the United Nations work on gender equality.¹¹ A pivotal moment, member states reaffirmed their commitment to the goals and objectives contained in the Beijing Declaration and Platform for Action, adopting a political declaration¹² and further actions to implement the Beijing Declaration¹³ to ensure accelerated realization of gender equality. The text of the outcome document builds on and updates the Beijing platform in several areas, including health, education, human rights, poverty, debt relief and globalization, armed conflict, sovereignty, land and inheritance rights for women, political participation and decision-making."¹⁴

In 2000, the United **Nations Security Council passed resolution 1325 on Women, Peace and Security**, acknowledging, for the first time, the gendered impact of conflict, its disproportionate impact on women and the significant, yet often unrecognized, contributions women make toward peace. Multiple Security Council Resolutions followed (including SCR 1888, 1960, 2106), addressing the gendered dimensions of

⁸ See the ICPD Programme of Action, page 31: http://www.unfpa.org/sites/default/files/pub-pdf/programme_of_action_Web%20ENGLISH.pdf

⁹ <https://www.ohchr.org/Documents/Events/WHRD/WomenRightsAreHR.pdf>, see p.14.

¹⁰ http://www.un.org/womenwatch/directory/critical_areas_of_concern_30.htm

¹¹ See: <https://www.un.org/womenwatch/daw/followup/beijing+5.htm>

¹² <https://www.un.org/womenwatch/daw/followup/ress232e.pdf>

¹³ <https://www.un.org/womenwatch/daw/followup/ress233e.pdf>

¹⁴ <https://www.un.org/press/en/2000/20000610.ga9725.doc.html>

conflict, including sexual violence as a weapon of war, and outlining, inter alia, concrete steps and accountability mechanisms to ensure the equal participation of women in conflict prevention and resolution. Taken together, these resolutions (and others) shape the work of UN entities on gender equality within conflict, post-conflict and humanitarian settings.

The **Millennium Development Goals (previously) and now the Sustainable Development Goals SDGs** provide the overarching framework, detailed in a set of goals and indicators, for global development. Gender equality is taken up in a dedicated goal in both the MDGs (Goal 3) and the SDGs (Goal 5) and, to varying degrees, mainstreamed across the others. Arguably a narrowing the existing (significantly more robust) normative framework, Goal 3 of the MDGs focused on three dimensions/sites of gendered inequality: primary school enrolment, parliamentary representation, and the percentage of women in paid, non-agricultural labour. Following the expiration of the MDGs in 2015, the **Sustainable Development Goals (SDGs)** now guide policy and funding for the next 15 years, from 2015-2030. Goal 5 builds on and broadens the areas of focus, and includes among its targets, ending all forms of discrimination against all women and girls everywhere, ending all forms of violence, recognize and value unpaid care and domestic work, and ensure universal access to sexual and reproductive health and reproductive rights.

(b) 2.1.1 UN Operational Frameworks

a) Gender mainstreaming

In addition to the above-mentioned normative frameworks, several UN operational frameworks aim to provide a platform for the systematic integration of gender equality across the UN. Most notably, in 1997, ECOSOC passed a resolution on "Mainstreaming a gender perspective into all policies and programmes in the United Nations system", progress against which the UN Secretary General reports annually. The 2005 World Summit produced an ambitious outcome document¹⁵ where "Member States resolved to take measures to promote gender equality and promote the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres. As part of this commitment, the World Summit called on the Secretary-General and all decision-making bodies to take further steps in mainstreaming a gender perspective in United Nations policies and decisions."¹⁶

Following the World Summit, the UN's commitment to achieving gender equality further deepened, with the then Secretary General Ban Ki Moon calling for a system wide gender mainstreaming policy and strategy, as a means of implementing the ECOSOC agreed conclusions 1997/2.1.¹⁷ **The UN System-Wide Policy on Gender Equality and the Empowerment of Women** was endorsed by the Chief Executives Board for Coordination in October 2006, as a means of furthering the goal of gender equality and women's empowerment within the policies and programmes of the UN system, and implementing the ECOSOC agreed conclusions 1997/2.1.¹⁸ The policy sets out six key elements for the promotion of gender equality and women's empowerment: (i) Strengthening accountability for gender equality; (ii) Enhancing results-based management for gender equality; (iii) Establishing oversight through monitoring, evaluation and

¹⁵ See: http://www.un.org/en/events/pastevents/worldsummit_2005.shtml

¹⁶ <https://www.unsystem.org/content/promoting-gender-mainstreaming>

¹⁷ <https://www.unsystem.org/content/un-system-wide-action-plan-gender-equality-and-empowerment-women-swap>

¹⁸ See: <https://www.unsystem.org/content/un-system-wide-action-plan-gender-equality-and-empowerment-women-swap>

reporting; (iv) Allocating sufficient human and financial resources; (v) Developing and/or strengthening staff capacity and competency in gender mainstreaming; (vi) Ensuring coherence/coordination and knowledge/information management at the global, regional and national levels.

In April 2012, the UN System Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women, was published. It provides a coherent accountability framework to ensure that gender is mainstreamed across 15 performance indicators¹⁹ – and responds to the need to implement a gender perspective throughout the programmes, policies and organizational practices of the UN. All UN entities are expected to complete UN SWAP reporting and, as such, are held accountable for its implementation. The SWAP guides the work of UNFPA, requiring gender to be mainstreamed in programming and women's human rights to be advanced. Notably, the UN Secretary General's Annual Report (2018) on the Implementation of General Assembly Resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) notes that "The UN-SWAP has continued to make progress in gender mainstreaming. Since its rollout in 2012, system-wide performance has improved, with 64% of all 2016 ratings in the "meets" or "exceeds" categories." Building on the significant system wide progress during its first phase, UN-SWAP 2.0 raises the bar for accountability and results for the UN system for the next five years

Gender Marker: To coherently (and consistently) track investment in gender equality across UN entities, in 2009, the UN Secretary General called for all UN managed funds to implement a gender marker; one was developed and guidance was issued by United Nations Development Group (UNDG) Task Team on Gender Equality.²⁰ More recently (in 2018), the Task Team on Gender Equality developed a scorecard, associated indicators and methodology to support UN country teams' efforts to mainstream/integrate gender equality (vis a vis the SWAP).²¹ With the introduction of the Global Programming System – UNFPA's financial and project management tool – in 2014, UNFPA adopted a gender marker in its financial tracking system in 2014.

In addition to the frameworks outlined above, the 2012 Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System details the organizational and operational arrangements needed to foster development effectiveness, including the advancement of gender equality.²² The QCPR acknowledges that gender inequality continues unabated and stresses the need for a stronger focus on gender equality and women's empowerment, recognizing both as crucial to any approach to sustainable development.²³ Importantly, too, the QCPR notes that "no UNCT is meeting the average target for gender mainstreaming, with the strongest performance in the area of programming,

¹⁹ For more information on the UN SWAP and the two other interconnected mechanisms, please see the UN SWAP to Implement the United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact at:

<http://www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf>

²⁰ <http://gender-financing.unwomen.org/en/resources/g/e/n/gender-equality-marker-guidance-note> coherently track

²¹ https://undg.org/wp-content/uploads/2018/06/UNCT-SWAP_Gender-report_Web.pdf QCPR

²² The QCPR is the mechanism through which the General Assembly assesses the effectiveness, efficiency, coherence and impact of UN operational activities.

²³ See the 2012 the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System at: http://www.un.org/esa/coordination/pdf/sg_qcpr_report_adv_unedited_version.pdf

but limited progress when it comes to gender budgeting, accountability, monitoring and evaluation and partnerships.”²⁴

The 2016 QCPR echoed the 2012 QCPR, further reaffirming the fundamental importance of the achievement of gender equality, on the one hand, and noting its multiplier effect for achieving sustained and inclusive economic growth, poverty eradication and sustainable development, on the other. The resolution calls on all entities of the United Nations development system to “continue to promote women’s empowerment and gender equality by enhancing gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women...as well as the United Nations country team performance indicators for gender equality and the empowerment of women (the “scorecard”), in particular with regard to gender-responsive performance management and strategic planning, the collection and use of sex-disaggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels, including in UN-Women, to assist in mainstreaming gender equality in the preparation of the UNDAF, or equivalent planning framework.”²⁵

The UN Secretary-General’s report on repositioning the United Nations development system to deliver on the 2030 Agenda for Sustainable Development also shapes the operational approach of UNFPA.

b) Spaces

The Commission on the Status of Women is the global intergovernmental body dedicated to deliberating issues of gender equality and the empowerment of women at the United Nations. Established in 1946, the Commission works to develop global standards and formulate international conventions. During its annual session, the Commission discusses gaps in the implementation of the 1995 Beijing Declaration and Platform for Action, the key global policy document on gender equality, and the 23rd special session of the General Assembly held in 2000 (Beijing+5), as well as emerging issues that affect gender equality and the empowerment of women (the Commission considers a priority and review theme and further clarifies the existing normative framework on women’s human rights).²⁶

As mentioned above, 2019 marks Beijing+25 and attendant processes (including regional reviews) may be relevant source of data for the evaluation, as could the CEDAW Committee, as well as the Commission on Population and Development.

While not exhaustive, the above provides a snapshot of the key frameworks (and spaces) at global level shaping the work of the UN, and by extension, UNFPA on gender equality.

The Inter-Agency Network on Women and Gender Equality (IANWGE) is a network of Gender Focal Points in United Nations offices, specialized agencies, funds and programmes and is chaired by UN Women that also serves as the Secretariat for the Network. The Network has played a central role in promoting gender equality throughout the United Nations system and in follow-up to the Fourth World Conference on Women in Beijing in 1995 and the twenty-third special session of the General Assembly (Beijing +5) in 2000. The IANWGE consists of approximately 60 members representing 25 entities of the United Nations system, i.e., offices and departments of the United Nations Secretariat, regional commissions, funds and programmes, specialized agencies, and the Bretton Woods institution. Currently, all CEB member entities and

²⁴ Ibid.

²⁵ http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/71/243

²⁶ <http://www.unwomen.org/en/csw>

Departments within the UN Secretariat receive invitations to the annual meeting of the IANWGE which usually takes place in the first quarter of each year.

High Level Task Force on Financing of Gender Equality and Women's Empowerment: Gender equality and women's empowerment (GEWE) are key priorities of the UN system, and the tracking of financial resources and establishment of baselines are important mechanisms for ensuring progress towards that goal. Financial tracking provides a concrete way of determining whether goals articulated in resolutions and other UN commitments are being supported not just in terms of programing initiatives but also in terms of concrete financial resources. Tracking financial resources is also a necessary step for establishing baselines, which in turn can be used to encourage increasing allocations towards GEWE. During an Executive Committee Meeting in 2017, the committee agreed to establish a Task Force on Financing for Gender Equality to review & track UN budgets/expenditures across the system and make recommendations on how to increase financing for gender equality, including through the establishment of baselines and identifying the scope of investment needed to strengthen the gender architecture system wide. The task force is meant to review current spends on gender equality system wide, tracking mechanism, and how the spend can be meaningfully increased, to ensure all entities and agencies are investing in gender.

(c) 2.2 UNFPA strategic framework and response

(d) 2.2.1 UNFPA programmatic support

This section will detail the UNFPA strategic plans and accompanying results frameworks against which the contribution of UNFPA towards gender equality and the empowerment of women will be assessed.

a) UNFPA Strategic Plans

Gender equality – together with human rights and population dynamics – is essential to the realization of UNFPA's overall goal (universal access to sexual and reproductive health, reproductive rights, and reduce maternal mortality to accelerate progress on the ICPD agenda) as captured in the organization's "bull's-eye". Reflecting this commitment, gender equality and the empowerment of women are central to the 2012-2013 Mid-term Review of the Strategic Plan, to the 2014-2017 and the 2018-2021 plan: all feature a dedicated outcome on gender equality and mainstream gender equality across other outcomes. The **2012-2013 Mid-term Review** notes that "UNFPA will continue to build national capacity to implement laws and policies that advance gender equality and reproductive rights with specific emphasis on addressing GBV." The **UNFPA Strategic Plan 2014 - 2017**, establishes accountability for results, including on gender equality.

The current **Strategic Plan 2018-2021** reflects a continued (and deepened) commitment to gender equality and includes more (and varied) indicators under Outcome 3 than the 2014-2017 plan, capturing a broader range of work to advance gender equality. While the strategic interventions to achieve Outcome 3 are not explicitly listed (as they were in the previous plan), the 2018-2021 Plan does note the following: "UNFPA will directly invest its resources in the causal conditions necessary to achieve the outcomes. These causal conditions constitute the strategic plan outputs, which reflect the interventions that UNFPA intends to implement. To support these interventions, UNFPA will apply five key strategies, namely: (a) advocacy and policy dialogue; (b) capacity development; (c) knowledge management; (e) partnership and coordination and (d) service delivery, including south-south and triangular cooperation."

In addition to the strategic commitments outlined in the results framework of the 2018-2021 Strategic Plan, the plan features a "**common chapter**" developed in collaboration with UNFPA, UNDP, United Nations

Entity for Gender Equality and the Empowerment of Women (UN Women) and UNICEF. As stated in the common chapter, the four agencies committed to working together coherently and collaboratively to achieve complementarily. While the organizations committed to working together across six priority areas, UNFPA's most concentrated efforts will be in the areas of Gender Equality and Adolescent and Maternal Health and HIV, which themselves – taken together with the other priority areas – advance multiple SDGs, namely: Goal 5 (Achieve gender equality and empower all women and girls); and Goal 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development).

b) The Strategic Frameworks on Gender Mainstreaming and Women's Empowerment

In addition to the three strategic plans falling under the scope of the evaluation, UNFPA's approach to gender equality and gender mainstreaming is captured in three dedicated frameworks:

- Delivering on the Promise of Equality: UNFPA's Strategic Framework on Gender Mainstreaming and Women's Empowerment 2008-2011
- To align with the mid-term review of the strategic plan, the revised (2012) framework: Gender at the heart of the ICPD: UNFPA Strategic Framework on Gender Mainstreaming and Women's Empowerment 2012-2013; and
- The recently launched 2018-2021 one which is aligned with the current strategic plan.

While the first one falls outside the temporal scope of the evaluation, its content (and underlying theory of change) remains relevant, shaping the current strategy, and should be considered in the evaluation as a dimension of the "performance story" (see scope section of the terms of reference). The 2018-2021 strategy's implementation will have only begun in mid – 2019 and the evaluation must account for this in its analysis (see footnote 38).

Aligned with UNFPA's first policy²⁷ on gender mainstreaming, the **Strategic Framework on Gender Mainstreaming and Women's Empowerment 2008-2011** was developed following an internal needs assessment and consultative process undertaken in 2005/2006. The assessment underscored that while UNFPA was committed to gender equality, UNFPA applied a gender perspective with varying degrees of success (an area the evaluation should query further with the updated frameworks and strategic plans as reference). The aims of the 2008-2011 Framework are as follows:

- To reaffirm UNFPA's policy that promoting gender equality requires a dual approach to programming consisting of both mainstreaming gender and supporting explicit components focused on women's empowerment
- To identify strategic priorities forming the core of UNFPA's gender mainstreaming and women's empowerment efforts, with a view to maximizing the Fund's results in the medium term
- To lay out the principal elements of an operational plan for implementation and follow up of the Framework, with emphasis on capacity development and accountability.

²⁷ As cited in the Framework itself: introduced in a circular in 1997, entitled "Each Staff Person's Responsibility: Mainstreaming a Gender Perspective into all Policies and Programmes in UNFPA" UNFPA's first policy on gender mainstreaming resulted from the Agreed Conclusions adopted by ECOSOC in September 1997. This provided a definition of gender mainstreaming and called for translating the concept into practice across all sectoral areas of the UN System.

In 2011, the **Framework was revised** to align with the mid-term revision of the Strategic Plan, and an updated version covering the period 2012-2013 was developed.²⁸ Re-affirming the previous Framework, the **2012-2013 Framework** placed greater emphasis on the intersection of gender equality, human rights and culturally sensitive programming, noting that “a concerted effort on integrating gender, human-rights and culture programming is...not only timely but central to advancing gender equality.” The framework is explicit in the inextricable link between human rights and gender equality, defining a rights-based approach as one that targets gender equality and is rooted in cultural sensitivity. The Framework calls for UNFPA to re-double its commitment to advance gender equality and human rights programming (using culturally sensitive approaches)²⁹

As with the previous framework, the 2012-2013 framework identified priority areas for gender equality programming and captured both dedicated and mainstreamed efforts, cutting across the 2012-2013 Strategic Plan outcome areas (e.g. integrating gender equality into reproductive health programming, which falls under Outcome 1, with family planning a priority area; or supporting data collection, analysis and dissemination with a gender analysis, under the entry point of mainstreaming women’s reproductive rights in law and regulations, development policies and frameworks, including the MDGs, which falls under outcome 7).³⁰

Six key entry points and associated priority areas for focused efforts are delineated throughout the framework. These are:

- Mainstreaming Women’s Reproductive Rights in Laws and Regulations, Development Policies and Frameworks, Including the Millennium Development Goals
- Integrating Gender Equality into Reproductive Health Programmes
- Ending Gender-Based Violence
- Addressing Adolescents and Youth: Starting Early on the Path to Gender Equality
- Responding to Emergency and Post-Emergency Situations
- Engaging Men and Boys as Partners for Equality

The **current framework – UNFPA Gender Equality Strategy (2018-2021)** – is aligned with the current Strategy Plan 2018-2021 and, while referencing achievements around UN Gender SWAP 1.0, captures areas for further growth/improved contribution to gender equality (to advance UN Gender SWAP 2.0). The Strategy leans toward a more programmatic focus (with strategic focus detailed, but not as readily centred) and covers, as did the previous frameworks, both dedicated and mainstreamed contribution.

²⁸ As shared in the framework itself, while the framework provides comprehensive guidance on programming areas but does not constitute a full inventory of ongoing UNFPA work on gender-equality issues.

²⁹ See page 12 of the 2012-2013 Framework: https://www.unfpa.org/sites/default/files/pub-pdf/Gender_Equality%20Strategy_2011.pdf

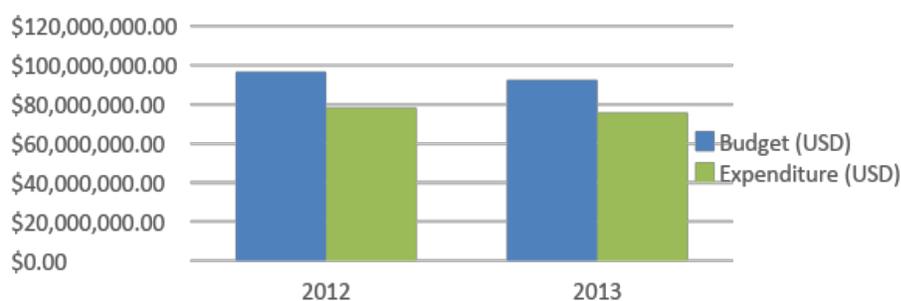
³⁰ From the 2012-2013 Framework: “under its SRH and population goals, UNFPA includes analysis of women’s and men’s differential needs in all areas of its work. Related to this, UNFPA assists national governments in the development of comprehensive data sets that support such gender analysis as one of its key commitments.”

(e) 2.2.2 UNFPA financial support to gender equality and the empowerment of women

The evaluation will assess the contribution of UNFPA to gender equality and the empowerment of women (as operationalized in Outcome 5 of the UNFPA 2012-2013 Strategic Plan, as well as Outcome 3 of the 2014-2017 and 2018-2021 Plans, respectively). The preliminary financial analysis conducted by the Evaluation Office (for this ToR) reflects the scope of the evaluation and includes expenditure under these outcomes.

As 2012-2013 expenditure is not comparable to 2014-2018 (due to methodological changes in the way in which UNFPA financial systems tracked expenditure), the analysis will separate the period 2012-2013 from 2014-2018 for the budget and expenditure snapshot; for all other financial data presented, only 2014 to 2018 will be analysed.

Figure 1.1 Budget and expenditure on outcome 5 of the 2012-2013 Strategic Plan

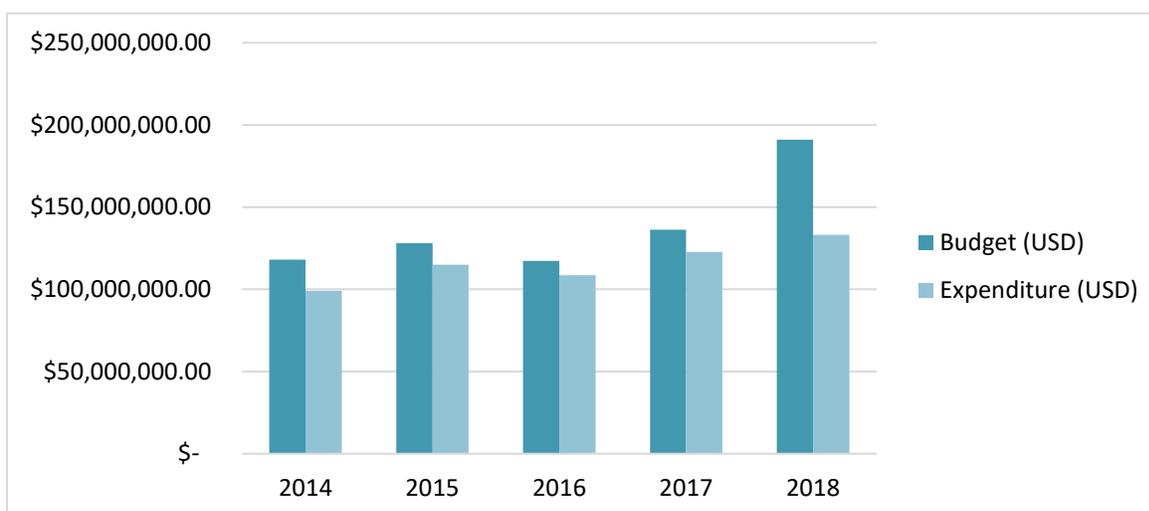


Source: Atlas data, January 2019

From 2012-2013, expenditure under outcome 5 (gender equality and reproductive rights advanced particularly through advocacy and implementation of laws and policy) totalled 154.0 million USD with 188.9 million USD budgeted.

From 2014-2018, expenditure under outcome 3 of the 2014-2017 and 2018-2019 strategic plan (i.e., the dedicated gender equality outcome) totalled 578.7 million USD with 690.8 million USD budgeted. On the whole, expenditure trended upward: 99.1 million USD was spent in 2014, with an uptick to 133.2 million USD in 2018.

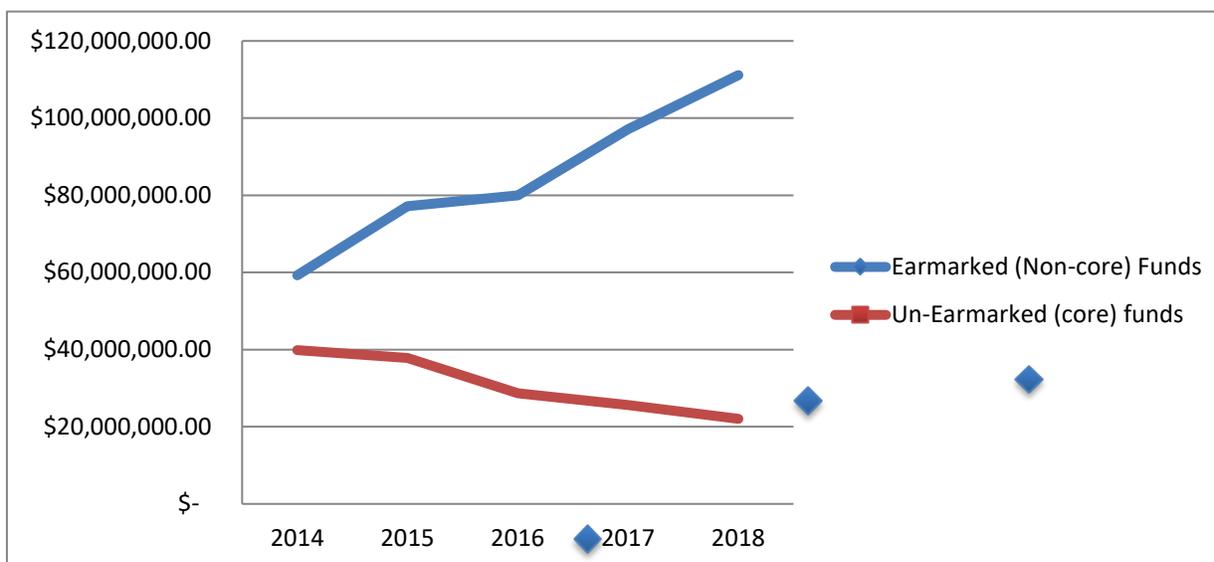
Figure 1.2 Budget and expenditure on gender equality and the empowerment of women (2014-2018)



Source: Atlas/GPS data, retrieved January 2019

While earmarked (non-core) expenditure increased quite significantly during this period, core (or un-earmarked funds) decreased year on year.

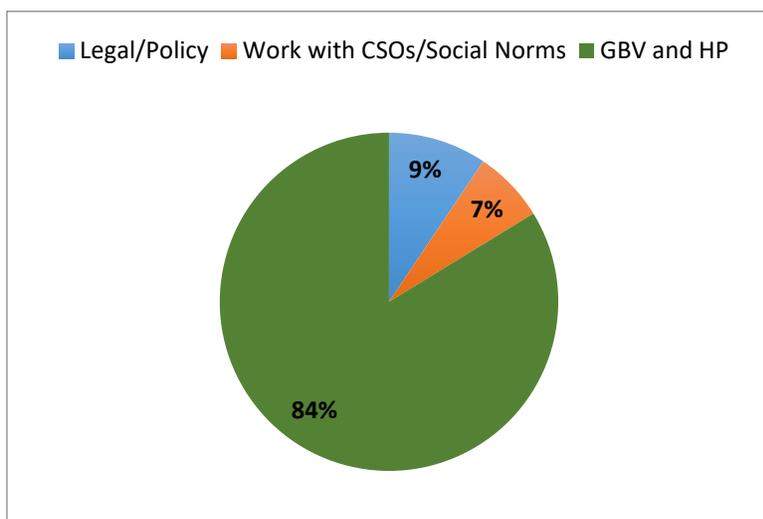
Figure 1.3 Breakdown on type of expenditure (core vs. non-core) on gender equality and women's empowerment from 2014-2018



Source: Atlas/GPS data, retrieved January 2019

Expenditure levels across outputs to advance gender equality and the empowerment of women varied significantly, with the balance of expenditure skewed heavily toward funding for work on GBV and harmful practices. The large majority of expenditure to advance gender equality and women's empowerment at UNFPA (i.e., expenditure on Outcome 3 of UNFPA 2014-10217 and 2018-2012 plans) was spent on this area of work.

Figure 1.4 Portfolio of Support: percentage of spend on gender equality by area of work 2014-2018

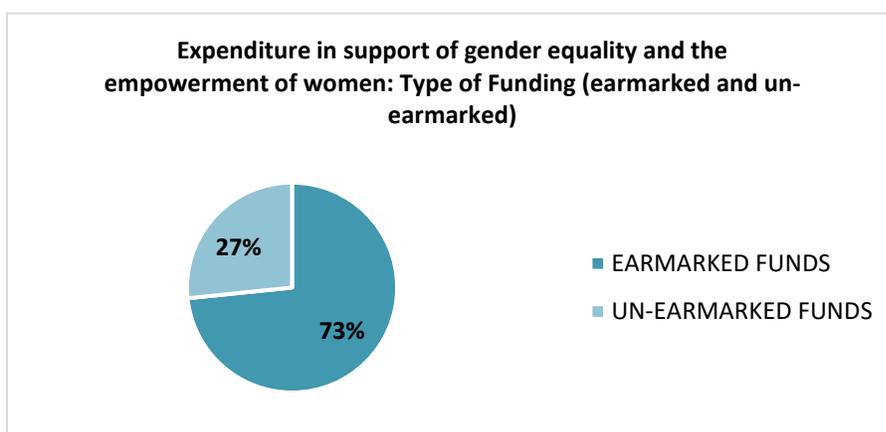


Source: Atlas/GPS data, retrieved January 2019

As captured in Figure 3, 84% of expenditure to advance gender equality from 2014 to 2018 supported work on GBV and harmful practices, with expenditure on strengthened policy, legal and accountability frameworks or protection systems, or engagement with civil society to advance gender equality, including on social norms, accounting for only 16% of funding.

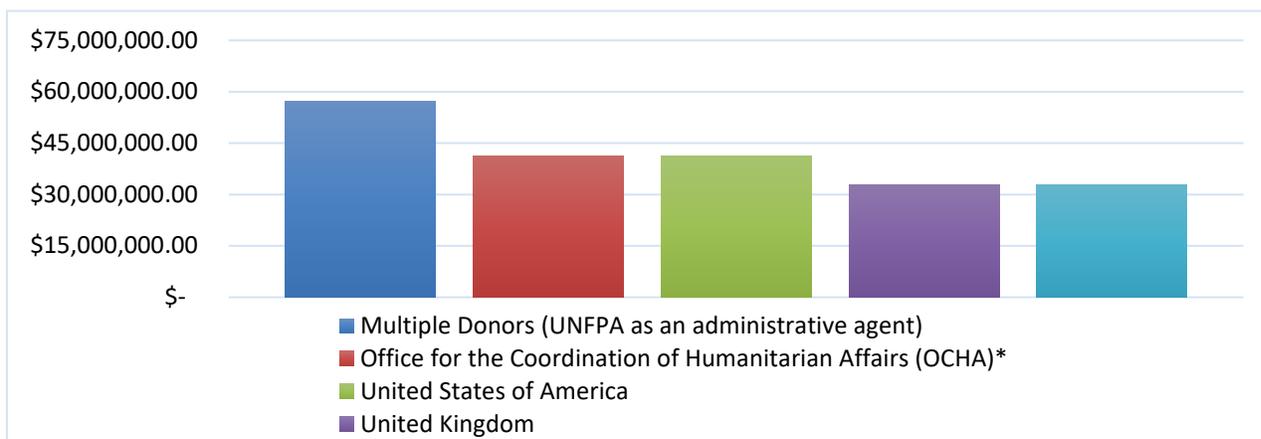
A large majority (73%) of funding for work on gender equality and the empowerment of women is resourced through earmarked funds (representing an increasing share since, at least, 2014). Pooled funds – funding sources comprised of multiple donors – were a critical source of funding. Bilateral contributions were also significant, including from the United States and the UK.

Figure 1.5 Type of Funding: earmarked and un-earmarked 2014-2018



Source: Atlas/GPS data, retrieved January 2019

Figure 1.6 Earmarked funds: Top 5 donors by contribution to gender equality and the empowerment of women (2014-2018)

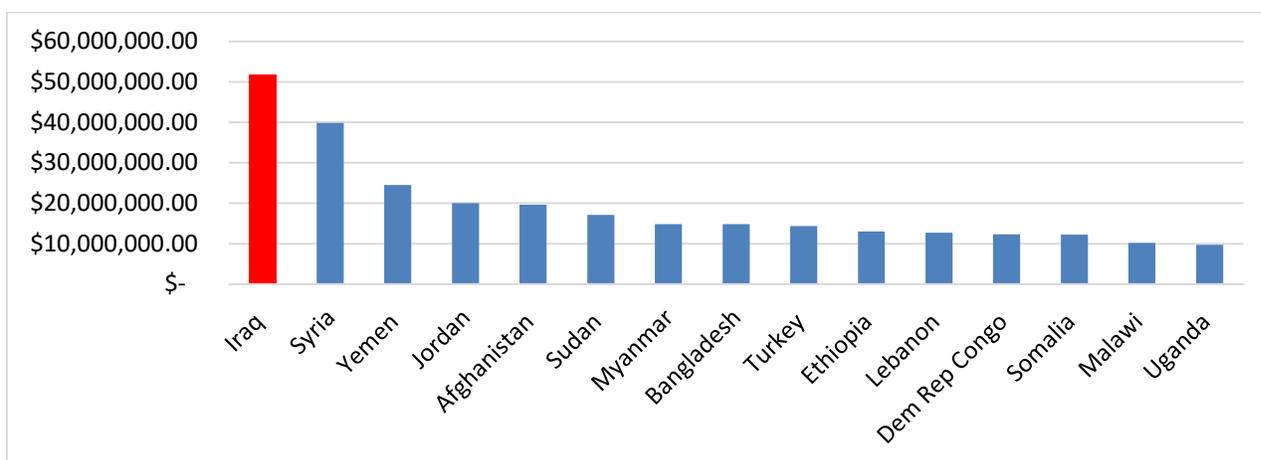


Source: Atlas/GPS data, retrieved January 2019

**OCHA was the recipient/administrator of funds from multiple governments (bilateral donations) and worked together with UNFPA (among other UN agencies) in a co-financing arrangement to fund work in humanitarian contexts.*

The majority of funding came from pooled funds, including the UNFPA-UNICEF Joint Programme on Female Genital Mutilation, the UNFPA Maternal Health Thematic Trust Fund and UNFPA Supplies Thematic Trust Fund. OCHA – through co-financing agreements with UNFPA – disbursed the second highest amount. The United States provided the third highest amount of earmarked funding, with contributions from the UK and Canada following closely behind (see Figure 1.6).

Figure 1.7 Top 15 country programmes by expenditure on gender equality and the empowerment of women (2014-2018)



Source: Atlas/GPS data, retrieved January 2019

Figure 1.7 captures the **top 15 UNFPA country programmes** by expenditure on gender equality and women’s empowerment. While other country programmes may have a higher relative spend on gender

equality (against their total budget), the countries listed here featured the highest levels of absolute expenditure.

Table 1.1 below details UNFPA country classification system which categorizes countries based on need and ability to finance.

Table 1.1 UNFPA country quadrants — modes of engagement by setting (2018-2021)

Modes of engagement	Countries in the red quadrant and countries with humanitarian crises	Countries in the orange quadrant	Countries in the yellow quadrant	Countries in the pink quadrant
Service delivery		Not deployed		
Capacity development	****	***	**	**
Partnerships and coordination, including South-South and triangular cooperation				
Knowledge management				
Advocacy, policy dialogue and advice				

* The focus is on an enabling environment

** The focus is on an enabling environment and on institutional levels

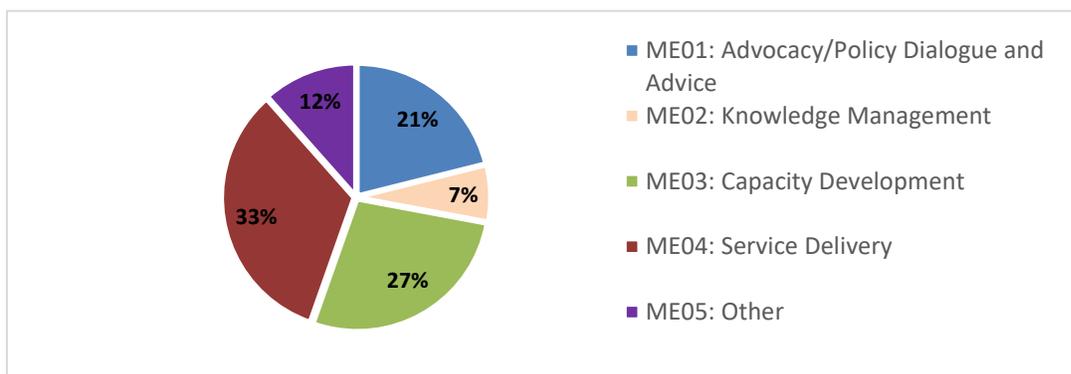
*** The focus is on an enabling environment and on institutional and individual levels

The 2014-2017 UNFPA Strategic Plan formally introduced a new business model which categorized countries in which UNFPA works by need and ability to finance (captured in “country quadrant” classifications) and assigned **modes of engagement accordingly**. A mode of engagement, or modality of support, is a particular combination of intervention strategies adopted by UNFPA in its programmatic support. The 2014-2017 strategic plan identified four modes of engagement: advocacy and policy dialogue and advice, capacity development and technical assistance, service delivery and procurement, and knowledge management. In the 2018-2021 Strategic Plan, UNFPA introduced a fifth mode of engagement: coordination and partnerships, including south-south and triangular cooperation. The mode(s) of engagement used by a country office are based on the country’s quadrant classification, determined, as noted above, by a country’s need and ability to finance.³¹

Figure 1.8 captures expenditure on gender equality and women’s empowerment from 2014-2018 by mode of engagement. As shown, the majority of expenditure on GEEW was through support to service delivery, with expenditure on capacity development following closely behind.

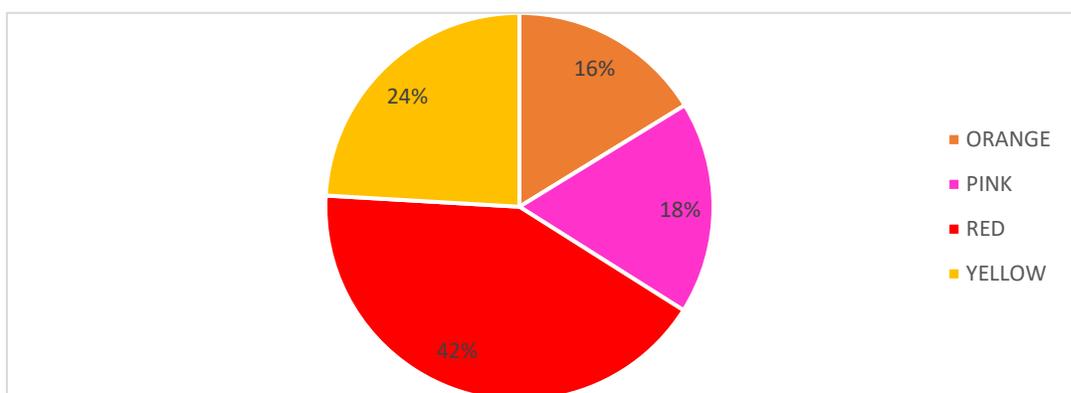
³¹ According to the 2014-2017 Strategic Plan, ability to finance is determined by gross national income per capita (as reported by the World Bank), using an average figure over the preceding three years. The need score is based on the following criteria: Proportion of births attended by skilled health personnel; Contraceptive prevalence rate (modern methods only); Adult HIV prevalence; Adolescent fertility rate; Under-five mortality rate; Maternal mortality ratio; Literacy rate among 15–24-year-old females; Proportion of population aged 10-24 years.

Figure 1.8 *Percentage of expenditure on gender equality and women's empowerment by modes of engagement (2014 – 2018)*



Source: Atlas/GPS data, retrieved January 2019

Figure 1.9 *UNFPA expenditure on gender equality and women's empowerment by country quadrant classification (2014 – 2018)*



Source: Atlas/GPS data, retrieved January 2019

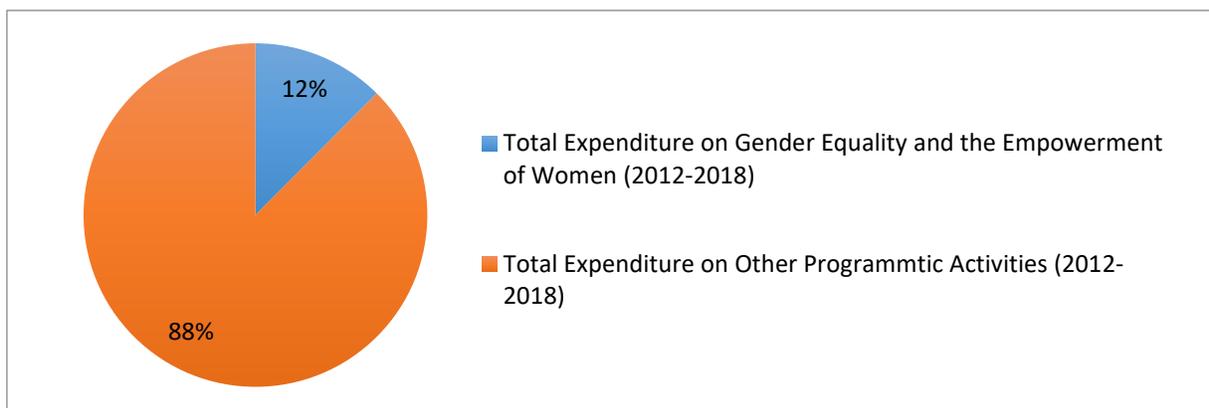
Over time and on the whole, expenditure from 2014-2018 on gender equality and the empowerment of women was highest in the red quadrant, with 42 per cent of expenditure on gender equality (or 212.6 million USD) in countries within this quadrant. This is in line with expectations, as the red quadrant is comprised of countries with the highest unmet need and lowest ability to finance, requiring larger UNFPA investment.

The yellow quadrant registered the second highest percentage of expenditure followed by countries in the pink quadrant following behind. Although, on the whole, countries in the pink and yellow quadrants have the highest ability to finance and the lowest need and would therefore expect the lowest (or lower) level(s) of expenditure, the orange quadrant (which has relatively higher need and lower ability to finance) registered the lowest levels.

Figure 1.10 details expenditure advancing gender equality and women's empowerment as a percentage of total UNFPA programmatic expenditure. From 2012 to 2018, 12% of total UNFPA expenditure was spent on work falling under outcome 5 of the 2012-2013 strategic plan and outcome 3 of both the 2014-2017 and current (2018-2021) strategic plans (i.e., work to, inter alia, strengthen legal, policy, and accountability

frameworks, as well as protection systems; engage civil society to promote reproductive rights and women's empowerment, including through social norm change; and address gender-based violence and harmful practices).

Figure 1.10 Expenditure on work addressing gender equality and the empowerment of women as a percentage of total UNFPA programmatic expenditure 2012 to 2018



Source: Atlas/GPS data, retrieved January 2019

In line with the UN System-Wide Policy on Gender Equality and the Empowerment of Women, UNFPA aims to advance gender equality and women’s empowerment through dedicated support as well as mainstreamed support across its various strategic plan outcomes.

Figure 1.11 Mainstreaming gender: Contribution of UNFPA to advancing gender equality and women’s empowerment across outcome areas 2014-2018

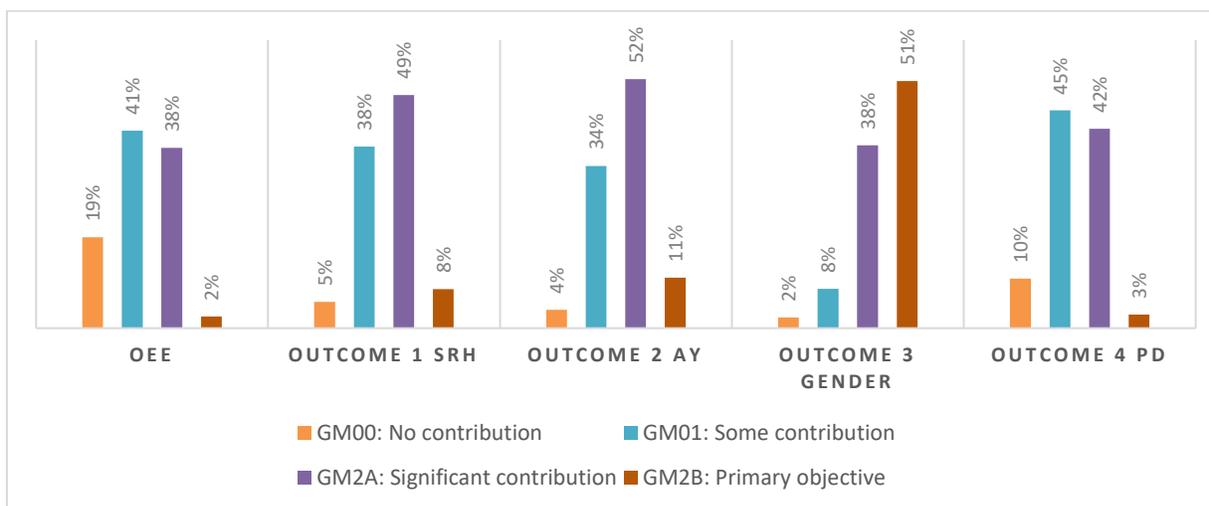


Figure 1.11 captures the extent to which a UNFPA intervention addresses gender inequality, categorizing UNFPA support as having either the primary objective of advancing gender equality or women’s empowerment or having significant, some or no contribution to gender equality.

The majority (51%) of expenditure under Outcome 3 in the 2014-2017 Strategic Plan and the 2018-2021 Plan funded interventions where the advancement of gender equality and women's empowerment was the **primary objective**, while 10% of expenditure had either some or no contribution to the advancement of gender equality.

Across other programmatic outcome areas – sexual and reproductive health (outcome 1), adolescents and youth (outcome 2), and population and development (outcome 4) – as well as organizational effectiveness and efficiency, the contribution to gender equality and the empowerment of women varied. Importantly, gender equality was integrated as a major goal of UNFPA support across all outcome areas, with 45% of expenditure on aggregate across outcome areas supporting interventions which intended **significantly** contribute to advancing gender equality. This demonstrates a strong commitment to mainstreaming gender equality across UNFPA mandate areas. Conversely, however, nearly 47% of expenditure on aggregate across outcome areas either did not contribute or contributed minimally to advancing gender equality and the empowerment of women.

3. Evaluation purpose, objectives and scope

(f) 3.1 Purpose and objectives

The purpose of the evaluation is to assess UNFPA support to gender equality and women's empowerment across development and humanitarian settings. The evaluation provides an opportunity to demonstrate **accountability on** performance against the current and past strategic plan to a range of stakeholders, including member states of UNFPA Executive Board, countries in which UNFPA works, donors, as well as other key stakeholders.

The evaluation will be strategic in nature and will aim to inform the next strategic planning cycle including the strategic direction, gaps and opportunities for UNFPA work on gender equality and women's empowerment. Finally, the evaluation will provide **learning** inputs to inform the strategic positioning of UNFPA in this area of work, reflecting the changing development environment, including the UN reform and alignment with the 2030 development agenda.

The primary objectives of the evaluation are:

- To **assess the relevance, effectiveness, efficiency, and sustainability** of UNFPA support to gender equality and women's empowerment across development and humanitarian settings;
- To assess the extent to which UNFPA has **effectively positioned** itself as a player among national partners, within the UN system, and the broader community working to advance gender equality and women's empowerment;
- To generate knowledge from past and current support and **identify lessons learned**, to inform the design of the next UNFPA Strategic Plan (2021-2024) as well as UNFPA's position within Agenda 2030.

(g) 3.2 Scope

The evaluation will cover the implementation and the results of the UNFPA support to gender equality and the empowerment of women along the development-peace-humanitarian nexus during the **period 2012-2020**.³²

The evaluation will assess the contribution of UNFPA over **three strategic periods** and results frameworks (2012-2013; 2014-2017 and 2018-2021), and will also include an assessment of UNFPA's contribution toward the implementation of the Strategic Framework on Gender Mainstreaming and Women's Empowerment (2012-2013) and the recently released UNFPA Gender Equality Strategy 2018-2021.³³

The evaluation will cover 3 components:

- a) **Fit for purpose:** the extent to which **the institutional systems and process** of UNFPA are fit for purpose to advance gender equality and women's empowerment;
- b) **Integration/Mainstreamed Support:** the extent to which **UNFPA has mainstreamed gender equality across all programming/outcome areas of the strategic plan** (sexual reproductive health and reproductive rights; adolescent and youth, harmful practices, gender-based violence, population data) and in all domains of change: formal (i.e., laws, policies) and informal (i.e., customs and cultural factors) levels;
- c) **Dedicated contribution: programmatic work under the dedicated gender equality outcome** of the Strategic Plan(s), i.e., support that falls under Outcome 3 of the 2018-2021 and 2014-2017 strategic plans and Outcome 5 of the 2012-2013 strategic plan. The evaluation will focus on the contribution to outputs and progress towards outcomes identified in the respective results frameworks. The evaluation will cover all outputs under these outcomes, but will take a deeper dive into the following output areas:³⁴
 - Contribution to policy, legal and accountability frameworks, as well as protection mechanisms, to advance gender equality and empower women and girls
 - Support to strengthened civil society engagement in gender equality to promote reproductive rights and women's empowerment
 - Support to shifting social norms
 - Support to the engagement of men and boys on gender equality
 - The evaluation will also assess the contribution to specific outputs related to **gender-based violence and harmful practices** - child marriage, son preference and female genital mutilation. Given that UNFPA's work on these programmatic areas have recently been evaluated (and the

³² The scope of this evaluation will cover the period January 2012 – July 2020 (which will mark the end of the data collection).

³³ The strategy's implementation will have only begun in mid – 2019; the evaluation will, therefore, consider the strategy as shaping the contours of UNFPA's programmatic work (and strategic direction) on gender equality. Given limited implementation time, the evaluation will be limited in its ability to assess contribution toward the strategy's implementation.

³⁴ See annex 8 for the outcomes and outputs under the dedicated programmatic scope of this evaluation)

recommendations currently being implemented), the evaluation **will draw on the results of these evaluations** (as a key data source for this evaluation), expanding upon these with additional data collection.³⁵

The geographical scope will include UNFPA support at country,³⁶ regional and global levels (as well as their interconnections). The evaluation will cover *all* activities planned and/or implemented (without regard to the source or type of funding/resourcing).

Relevant activities undertaken by other partners (e.g., UN Women, UNHCR and UNDP) on gender equality and women's empowerment will be looked at under the angle of coordination and partnerships but will not be formally assessed.

4. Evaluation criteria, evaluation questions and areas of enquiry

The evaluation will be informed by criteria endorsed by the OECD-DAC.

Table 1.1 *Evaluation criteria*

Relevance	to national needs, the needs of affected populations, government priorities and UNFPA policies and strategies, and how they address different and changing national contexts
Effectiveness	the extent to which intended results were achieved
Efficiency	in terms of how funding, personnel, administrative arrangements, time and other inputs contributed to, or hindered the achievement of results; how well inputs were combined
Sustainability	the extent to which the benefits from UNFPA support are likely to continue, after it has been completed

The evaluation criteria have been translated into evaluation questions (see Table 1.3). These will be used as a starting point for developing the evaluation matrix which will include a final set of evaluation questions, assumptions to be tested and respective indicators against which data will be collected (Annex 5. Evaluation matrix: outline).³⁷ The evaluation questions are intended to give a more precise form to the evaluation criteria and to articulate the key areas of interest thereby optimizing utility of the evaluation. The evaluation questions and areas of enquiry will be further refined within the inception report (when the evaluation team has a clearer understanding of data availability and methodological feasibility and evaluability).

³⁵ See the findings/results of the Evaluation of UNFPA support to the prevention, response to and elimination of GBV and harmful practices; the UNFPA-UNICEF Joint Evaluation of the Joint Programme on FGM; and the UNICEF-UNFPA Joint Evaluation of the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage.

³⁶ Will include countries in UNFPA six regions of operation: (i) Western and Central Africa; (ii) East and Southern Africa; (iii) Asia and the Pacific; (iv) Arab States; (v) Eastern Europe and Central Asia and (vi) Latin America and the Caribbean.

³⁷ The evaluation matrix will be the central organizing tool of the evaluation and provide the guiding structure for data analysis for all components of the evaluation.

Table 1.2 Evaluation questions and areas of enquiry

Evaluation questions and areas of enquiry	Evaluation criteria
<p>1) To what extent is UNFPA support aligned with and responds to 1) partner government priorities, 2) national needs on gender equality and women's empowerment, and 3) UNFPA policies and strategies and overall UN normative framework on gender equality and women's empowerment?</p> <p>Look at the following dimensions:</p> <ul style="list-style-type: none"> • the extent to which UNFPA support is aligned with and responds to the (varied) needs of (heterogeneous) populations, particularly marginalized and vulnerable communities including key populations³⁸ at country level • the extent to which UNFPA support responds to national priorities and needs to advance gender equality and women's empowerment • the extent to which UNFPA support has been guided by existing evidence • the extent to which UNFPA has supported the generation of evidence-based knowledge and guidance to contribute to international normative frameworks and operational mechanisms (including international human rights mechanisms) on advancing gender equality/women's empowerment • the extent to which UNFPA support at country and regional levels is aligned with UNFPA's policies and strategies (mandate) 	Relevance
<p>To what extent has UNFPA contributed to advancing gender equality, women's and girls' empowerment including for the most vulnerable and marginalized women and girls in development and humanitarian settings?</p> <p>Look at the following dimensions:</p> <ul style="list-style-type: none"> • the extent to which UNFPA has contributed to strengthening national policies, accountability frameworks and legal normative frameworks, including laws on gender equality and women's empowerment • the extent to which UNFPA has contributed to the alignment of national laws, policies and regulations on reproductive rights with international human rights norms and standards • the extent to which UNFPA support has contributed to the engagement of men and boys in advancing gender equality (including through national policies and programmes) • the extent to which UNFPA has contributed to preventing, responding to and eliminating gender-based violence and harmful practices (child marriage, FGM, and son preference) • the extent to which UNFPA's work on gender equality and women's empowerment programming is systematically integrated across development and humanitarian settings and adopts a "continuum" approach • the extent to which UNFPA has utilized its synergies at all levels, including its advocacy role at global and regional levels, its convening role at country level, its coordination role within the UN system and partners; How UNFPA brings together and leverages these various roles to support gender equality and women's empowerment across different settings? 	Relevance and Effectiveness

³⁸ UNAIDS considers the following five main "key population groups" particularly vulnerable to HIV and frequently lacking adequate access to services: 1) gay men and other men who have sex with men, 2) sex workers, 3) transgender people, 4) people who inject drugs and 5) prisoners and other incarcerated people. See: <https://www.unaids.org/en/topic/key-populations>. This definition is also reflected in Annex 7 (the results framework for the UNFPA-UNDP-UNCIEF-UN Women common chapter to their strategic plan).

Evaluation questions and areas of enquiry	Evaluation criteria
<p>2) To what extent has UNFPA effectively mainstreamed gender equality across UNFPA policies and programmatic outcomes?</p> <ul style="list-style-type: none"> • To what extent have mainstreaming been supported institutionally (policies, workplans, budget expenditures, human resources etc.) • To what extent has the gender been mainstreamed across UNFPA “priorities for Gender Equality Programming” as articulated in the 2012-2013 UNFPA strategic framework on gender mainstreaming? Where have the limitations been? • What types of gendered results has resulted from mainstreamed efforts (using the GRES)? <p>Note to the evaluation team: data sources to consider include gender marker and UNFPA’s performance vis a vis the UN SWAP on Gender Equality</p>	<p>Efficiency and Effectiveness</p>
<p>3) To what extent has UNFPA applied a human rights-based approach in its support to gender equality and women’s empowerment, in both process and results?</p> <p>Look at the following dimensions:</p> <ul style="list-style-type: none"> • the extent to which UNFPA support has been gender transformative, i.e., contributed to shifting social norms, power dynamics and resources in a sustainable way (assessing the type of gendered change using the gender equality responsiveness scale) • the extent to which programmes, policies supported by UNFPA are broadly and diversely owned at country level including by local civil society groups which are at the forefront of advancing gender equality in a given context. • the extent to which UNFPA programmes are developed and implemented with an intersectional lens, reflecting the multiple, intersecting identities (and of women and their (varied) experiences of gender inequality 	<p>Effectiveness, sustainability</p>
<p>4) To what extent has UNFPA strengthened civil society organizations and contributed to community mobilization to eliminate discriminatory gender and sociocultural norms affecting women and girls?</p> <p>Look at the following dimensions:</p> <ul style="list-style-type: none"> • the extent to which UNFPA partners strategically – and in line with a human rights-based approach - to advance gender equality (examining both <i>how</i> UNFPA selects partners and the <i>way</i> in which UNFPA partners) • the extent to which UNFPA partners with civil society organizations, including diverse women’s rights organizations, to advance the gender equality and women’s empowerment agenda • the extent to which UNFPA supports social movement building to advance gender equality and women’s empowerment 	<p>Effectiveness, sustainability</p>

Evaluation questions and areas of enquiry	Evaluation criteria
<p>5) To what extent are UNFPA's institutional culture, systems and processes "fit for purpose" to advance gender equality and the empowerment of women through a human rights-based approach?</p> <p>Look at the following dimensions:</p> <ul style="list-style-type: none"> • the extent to which financial resources (resourcing mix at UNFPA, core and non – core resources) and human resources (staff profile and gender parity across the organization), corporate policies, internal monitoring and reporting systems (for example the quality of data provided for both the gender marker and SWAP), procurement processes, implementing partner agreements, funding arrangements, and the business model, among other areas support the advancement of gender equality and women's empowerment • Relatedly, to what extent has UNFPA been effective in building in-house gender equality capacity (related to staff profiles) • To what extent is gender equality a priority in the culture and leadership of the organization? • the extent to which the resourcing mix at UNFPA (core and non – core resources) and, more broadly, the global funding environment impacts the ability of UNFPA to advance gender equality and the empowerment of women 	Efficiency

5. Evaluation methodology and approach

The evaluation will be transparent, inclusive, and participatory, as well as gender and human rights responsive. The evaluation will utilize mixed methods and draw on quantitative and qualitative data. These complementary approaches will be deployed to ensure that the evaluation:

- a) responds to the needs of users and their intended use of the evaluation results;
- b) integrates gender and human rights principles throughout the evaluation process including participation and consultation of key stakeholders and final beneficiaries to the extent possible;³⁹
- c) provides credible information about the extent to which UNFPA support targeted and benefited particular groups of stakeholders, especially vulnerable and marginalized groups.

The evaluation will follow the guidance on the **integration of gender equality and human rights principles** in the evaluation focus and process as established in the UNEG Handbook, Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance. The evaluation will follow UNEG Norms and Standards for Evaluation in the UN system and abide by UNEG Ethical Guidelines and Code of Conduct and any other relevant ethical codes.

The evaluation will utilise a **theory of change approach** to the evaluation. A theory of change will make explicit the intended causal links between observed phenomena and UNFPA contribution toward that end—the inputs, the intended outputs and contribution toward outcomes, and the contextual factors that may have had an effect on UNFPA support and its potential to bring about desired outcomes will be outlined.

³⁹ See UNEG Handbook on Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance.

The evaluation team will develop **an initial reconstructed theory of change** during the inception phase of the evaluation. During the pilot mission, the evaluation team will test and validate the assumptions and pathways of change as articulated in the reconstructed model. The evaluation team will then **propose an updated model** to be used in the evaluation. During the evaluation process, the evaluation team is expected to carefully assess whether the hypotheses hold true (i.e., test the assumptions underlying the theory of change). Finally, based on the results of the evaluation, the evaluation team will **present an ex-post theory of change** in the final evaluation report in order to accurately reflect how change occurred in practice (for further details, see the section on the evaluation process).

The evaluation team will design evaluation methods and tools that will allow the evaluation to answer the questions and to come up with an overall assessment backed by well-triangulated, reliable data. The methodological design will include: an **analytical framework**; a **strategy for collecting and analysing data**; a series of specifically designed tools for the evaluation.

Data collection methods should include the following:

- **Documentary review and secondary data:** A preliminary **set of relevant documentation** including key documents related to UNFPA activities, reports from other stakeholders and existing literature in the theme has been prepared by the Evaluation Office. This set of data includes global/regional-level resources available at UNFPA headquarters such as strategic documents, annual reports, preliminary portfolio review containing financial information, thematic papers, related studies, evaluations, etc. A link will be shared (via google drive) with the evaluation team during the inception phase. In addition, evaluators will be responsible for identifying and reviewing additional documentation relevant to the evaluation at global, regional and country levels.

The evaluation team will be responsible for maintaining and further populating (with relevant documentation) the google drive document repository (where all documents for the evaluation will be stored confidentially).

- **Key documentation to be considered** for this evaluation: Previous thematic, country, or programme evaluations, reviews, audits and assessments carried out by UNFPA and key partners should be used to inform the evaluation. Moreover, UNFPA's reporting on the **UN SWAP** (15 criteria) should be reviewed, as should the **gender marker** within UNFPA. The gender marker can provide an indication of the extent to which UNFPA contributions (at the activity level) contribute to advancing gender equality. **Country programme documents** (across regions) and corresponding **country programme evaluations** should be reviewed by the evaluation team to, inter alia, assess the extent to which gender equality was (or was not) incorporated across programming documents (triangulating this with the findings of the corresponding country programme evaluation, where possible). The evaluators will also take into account documentation produced by others (e.g., national governments, donors, civil society, academia, and international institutions).
- **Interviews with key informants:** Interviews (face to face and remote) will be conducted with a range of stakeholders, including 1) key UNFPA staff/colleagues across the organization (at global, regional and country levels) 2) relevant staff from other UN agencies with whom UNFPA partners 3) UNFPA implementing partners, including government and civil society organizations; 4) final beneficiaries/rights holders (those for whom UNFPA programming is meant to benefit); 5) others working in the same thematic areas as UNFPA (policy makers, academics/experts, civil society organizations working to advance sexual and reproductive health and rights and gender equality) but are not direct implementing partners of UNFPA

- **Group interviews and focus groups:** with selected UNFPA staff, implementing partners, beneficiaries and decision/policy makers as well as other actors working to advance gender equality. The specific plans for focus group discussions will be developed during the inception phase. When organising focus group discussions and interviews, attention will be given to ensure gender balance, geographic distribution, cultural sensitivity and representation of stakeholders at all levels.

All interviews and group discussions should be recorded in a logbook (**Annex 6: Interview logbook**).

- **Survey:** An internet-based survey will be designed and implemented to generate additional information from programme countries for the evaluation. The survey will be addressed to both Country/ Regional Office staff and implementing partners. The detailed scope and outline of such a survey will be provided in the inception report.
- **Country case studies:** The prime aim of the case studies is to inform and provide inputs to the evaluation report from a particular support setting/context. The evaluation will assess country level interventions, looking at different programme areas, design and implementation modalities to test the reconstructed theory of change (and its underlying assumptions). Case studies will be selected through a **purposive sampling strategy**, using a series of criteria. This **illustrative sample** will offer a more granular and nuanced understanding of UNFPA contribution to gender equality and women's empowerment over time in several different contexts. The sampling will result in the selection of:
 - **five in-country case studies** (including 5 missions)
 - **ten desk-based country case studies** (documentation review and remote interviews)

Though to varying degrees, both the in-country case studies and desk-based country case studies will provide the opportunity to further delve into the contribution of UNFPA to gender equality and women's empowerment in particular support settings, highlighting successes as well as challenges in the particular context. Both types of case studies will result in the production of country evidence tables (Annex 7: Country evidence table). The 5 in-country evidence tables will constitute volume 3 of the evaluation report. The 10-desk based case studies evidence tables will be for internal use/to triangulate evidence but will not be published as such. The case studies will be selected at the inception phase and proposed in the inception report. Countries selected should meet the parameters/ criteria indicated in annex 9.

The following **methods of data analysis/ tools and synthesis** should be considered for this evaluation:

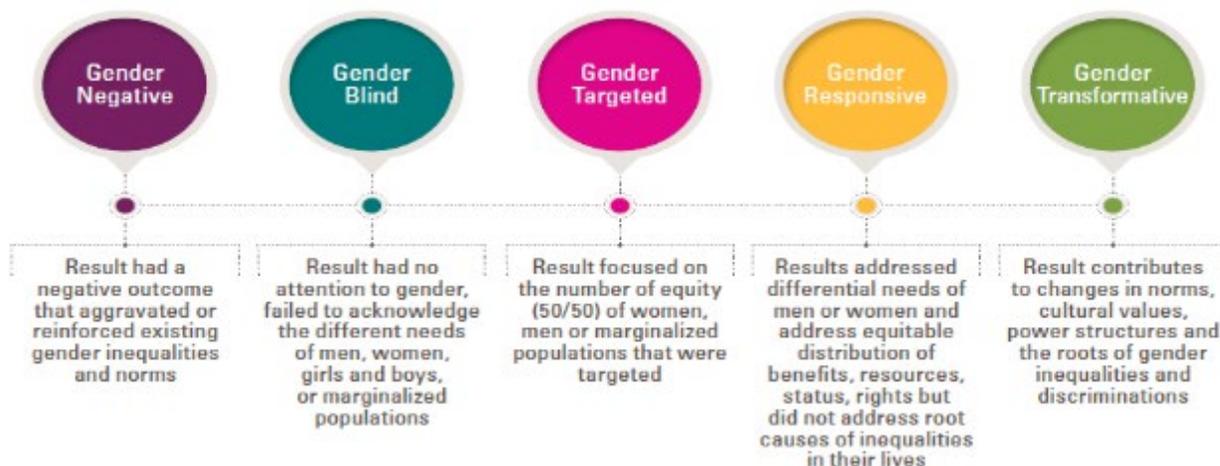
- **Content analysis** - to analyse documents, interviews, group discussions and focus groups notes and qualitative data from the survey to identify emerging common trends, themes and patterns for each key evaluation question, at all levels of analyses. Content analysis can be used to highlight diverging views and opposing trends. The emerging issues and trends provide the basis for preliminary observations and evaluation findings.
- **Comparative analysis** - to examine findings on specific themes or issues across different countries. It can be used to identify good practices, innovative approaches and lessons learned. This type of analysis allows the evaluation to, inter alia, compare findings from the field country case studies with those emerging from the web-based survey.
- **Quantitative analysis and descriptive statistics** - to interpret quantitative data, in particular data emerging from the survey (as well as from other sources)

- **Contribution analysis** - to assess the extent to which UNFPA support contributed to expected results in this area of work. The team will gather evidence to test and confirm the validity of the reconstructed theory of change in different contexts. In so doing, the team will identify any information gaps; will examine whether and what types of alternative reasons exist for noted changes; will test assumptions, examine influencing factors.
- **Gender@Work framework** – an analytical framework, that conceptualizes the “levels”/spheres in which change needs to occur in order to advance gender equality. Four levels are put forward: systemic, individual, formal and informal. ⁴⁰To take a deeper dive into a sphere of change, the Overseas Development Institute’s (ODI) work on measuring change in gender norms could also be consulted/considered by the evaluation to assess the extent to which UNFPA is contributing to changing gender norms.⁴¹
- The “**Checklist for the Integration of Gender Equality, Human Rights and Culture in UNFPA Programming**” (found as Box 22 in the 2012-2013 -2013 UNFPA strategic framework on gender mainstreaming) can be considered as a framework to assess the extent to which UNFPA support has been implemented in line human rights principles/using a human rights-based approach.
- **Gender results effectiveness scale (GRES)** – an analytical tool that can be used to assess the type of gendered results achieved by UNFPA support. ⁴² Ranging from gender negative to gender transformative, the GRES examines the nature/type of gendered change achieved through UNFPA’s contribution. The GRES covers 5 types of results:

⁴⁰ See: <https://genderatwork.org/analytical-framework/>

⁴¹See: “Changing gender norms: monitoring and evaluating programmes and projects” at: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9815.pdf>

⁴² Developed and used in the Evaluation of UNDP’s contribution to gender equality and women’s empowerment. Available here: <http://web.undp.org/evaluation/evaluations/thematic/gender.shtml>



6. Evaluation process



The evaluation shall consist of 5 phases, subdivided into subsequent methodological stages and related deliverables. The deliverables for which the contribution of the team is requested are indicated in bold.

EVALUATION PHASES	METHODOLOGICAL STAGES	DELIVERABLES
1. Preparatory	<ul style="list-style-type: none"> Initial consultations and scoping Documentary review Drafting of terms of reference Setting-up of reference group Recruiting the team 	<ul style="list-style-type: none"> Terms of reference (UNFPA Evaluation Office)
2. Inception	<ul style="list-style-type: none"> Structuring of the evaluation 	<ul style="list-style-type: none"> Inception report
3. Data collection and field	<ul style="list-style-type: none"> Data collection, verification of hypotheses 	<ul style="list-style-type: none"> Presentation of the results of data collection
4. Reporting	<ul style="list-style-type: none"> Analysis Judgments Recommendations 	<ul style="list-style-type: none"> 5 country evidence tables 10 desk-based country evidence tables (internal documents) Evaluation report (professional copy/edited following the UN editing guidelines)
5. Dissemination	<ul style="list-style-type: none"> Dissemination products 	<ul style="list-style-type: none"> Professionally designed Power Point presentation (with infographics and user-friendly data displays) of the evaluation results Translation of the executive summary in French and Spanish

Inception phase

The evaluation team will conduct the design of the evaluation in consultation with the EO lead evaluation manager and EO evaluation analyst. This phase includes:

- a **documentary review** of all relevant documents available at UNFPA headquarters, regional office and country office levels;
- a **stakeholder mapping** – The evaluation team will prepare a mapping of stakeholders – disaggregated across identities and roles to the extent possible – relevant to the evaluation indicating the relationships between different sets of stakeholders;
- a **reconstruction of the intervention logic** or theory of change of the UNFPA support, i.e., the theory of change meant to lead from planned activities to the intended results of the UNFPA support;
- the **evaluation matrix**, the final evaluation questions (drawing on the ToR evaluation questions) the identification of the assumptions to be assessed and the respective indicators, sources of information and methods and tools for the data collection (see Annex 4. Evaluation matrix: outline);
- the development of a **data collection and analysis strategy** as well as a concrete workplan for the field and reporting phases;

- the **pilot mission (10 working days, 2 full weeks not counting the weekend)** is a full-fledged case study⁴³ and, in addition, an opportunity to test and validate core features of the evaluation approach, such as: the evaluation matrix (in particular the evaluation questions, assumptions and indicators) and tools for data collection, analysis and reporting.

The output of this phase is the **inception report**, which will display the results of the above-listed steps and tasks. The evaluation team will present it to the reference group. The inception report shall be considered final upon approval by the lead evaluation manager. The inception report will follow the structure set out in Annex 1. Structure for evaluation deliverables.

Data collection and analysis

Following the pilot mission, the data collection and field phase will continue with an **induction workshop (3 working days)** bringing together the evaluation team and the EO lead and evaluation manager associate to prepare for the data collection and field phase. The workshop will be followed by (0.5 day) interviews to key stakeholders in headquarters and a reference group meeting (0.5 day). The mission to New York will last 4 days in total.

During this phase, the evaluation team will conduct:

- an in-depth documentary review (global, regional and country levels)
- interviews with UNFPA and other UN staff, donors, civil society and academia, implementing partners at global and regional levels (including remote interviews)
- 10 extended desk review country case studies
- field work in 5 countries (including the pilot mission)
- a survey to Country Office staff and implementing partners
- a review of up to 70 country programme evaluations focusing: (i) on the recurrent findings and lessons on UNFPA support to gender equality and women's empowerment; and (ii) the type of gendered results achieved by UNFPA support⁴⁴ (results of the review will be part of the annexes (volume 2)).

With the exception of the pilot mission, which will last 10 working days, each **in-country mission** will last at least **8 working days (not counting the weekend)**. At the end of each mission, the evaluation team will provide the country office with a **debriefing presentation** on the preliminary results of the case study, with a view to validating preliminary findings and testing tentative considerations to feed in the thematic evaluation report. The evaluation team will present the **results of the overall data collection** to the evaluation reference group.

Reporting phase

⁴³ In addition to collecting and analysing the data required in order to answer the evaluation questions as agreed upon at the inception report.

⁴⁴ This review should use the gender results effectiveness scale (GRES) as analytical tool to assess the type of gendered results.

The reporting phase – during which the evaluation report will be written – will open with a **3-day analysis workshop** bringing together the evaluation team and the lead and evaluation manager associate from the Evaluation Office, to discuss the results of the data collection. The purpose of this analysis workshop is to generate substantive and meaningful comparisons among the different case studies. The objective is to help the various team members deepen their analysis with a view to identifying the evaluation's findings. A presentation to the Evaluation Reference Group on the preliminary findings from data collection will be organized immediately after the analysis workshop (in total 4 days mission to New York).

The **first draft of the evaluation report** (no conclusions and recommendations yet) will be submitted to the lead evaluation manager. If the quality of the draft report is satisfactory (form and substance), the evaluation manager will circulate it to the reference group members for review and comments. In the event that the quality is unsatisfactory, the evaluation team will be required to produce a new version of the draft report.

Prior to the submission the second draft final evaluation report, another **2.5-days workshop** will be organized with the evaluation team and the EO evaluation manager and the EO evaluation analyst to review the findings, agree on the **conclusions, and discuss the dimensions of the recommendations**. The mission will close with a **half day work session with the evaluation reference group** to discuss and agree on the recommendations (in total 3 days mission to New York).

The evaluation team will then present the **second draft report** to the evaluation reference group. On the basis of the comments provided by the reference group, the evaluation team should make appropriate amendments and submit the final report. For all comments, the evaluation team will indicate how they have responded in writing (“trail of comments”). The **final report** will be drafted shortly after the evaluation reference group meeting taking into account the comments made by the participants.

The final report should clearly account for the strength of the evidence on which findings are made so as to support the reliability and validity of the evaluation. The report should reflect a rigorous, methodical and thoughtful approach, whereby conclusions and recommendations build upon findings. The final report will follow the structure set out in Annex 1.

The report is considered final once it is formally approved by the lead evaluation manager in consultation with the reference group.

Dissemination

The evaluation report along with the management response as well as its quality assessment rating, will be published on the UNFPA webpage. The Evaluation Office will present the evaluation report to the UNFPA Executive Board session and the evaluation will be widely distributed within and outside the organization.

7. Quality assurance

UNFPA Evaluation Office quality assurance and assessment system, based on the UNEG norms and standards and good practices of the international evaluation community, defines the quality standards expected from this evaluation. Levels of quality assurance:

- The first level of quality assurance of all evaluation deliverables will be conducted by the **contractor** prior to submitting the deliverables to the review of the EO lead evaluation manager.

- a) The “evaluation quality assessment checklist” (see annex 5) should be used as an element of the contractor quality assurance system for both the draft and final versions of the evaluation report. The main purpose of this checklist is to ensure that the evaluation report complies with evaluation professional standards. This checklist should be submitted along with the draft and final evaluation report.
- The second level of quality assurance of the evaluation deliverables will be conducted by the **EO lead evaluation manager**.
- The **Director of the Evaluation Office** signs off the final evaluation report.

Finally, the evaluation report will be subject to assessment by **an independent evaluation quality assessment provider** using an evaluation quality assessment grid.⁴⁵ The evaluation quality assessment grid will be published along with the evaluation report on the Evaluation Office website. For more details on the quality assurance, please refer to the Long-term agreement terms of reference.

8. Management and governance of the evaluation

The evaluation will be managed by an Evaluation Advisor (lead evaluation manager) with the support of and Evaluation Analyst (evaluation manager associate) within the Evaluation Office. The final responsibility for the management and supervision of the evaluation – including the approval of all deliverables - will rest with the lead evaluation manager. The **lead evaluation manager** will have overall responsibility for the management of the evaluation process, including hiring and managing the team of external consultants, and is ultimately responsible for ensuring the quality and independence of the evaluation (in line with UNEG Norms and Standards and Ethical Guidelines – see Annex 3). The main responsibilities of the evaluation manager are to:

- prepare the terms of reference
- lead the hiring of the team of external consultants, reviewing proposals and approving the selection of the evaluation team
- chair the reference group and convene review meetings with the evaluation team
- supervise and guide the evaluation team all through the evaluation process
- participate in the data collection process (conduct interviews, facilitate group discussions and focus groups) both at inception and data collection phases including in selected field missions.
- review, provide substantive comments and approve the inception report, including the work plan, analytical framework, methodology, and selection of countries for in-depth case studies
- review and provide substantive feedback on the draft and final evaluation reports, for quality assurance and independence purposes
- approve the final evaluation report
- led on the communication and dissemination strategy with the support of the EO communication specialist.

⁴⁵ The grid is available here: <https://www.unfpa.org/admin-resource/evaluation-quality-assurance-and-assessment-tools-and-guidance>

- disseminate the evaluation results and contribute to learning and knowledge sharing at UNFPA
- present the results of the evaluation to the relevant stakeholder groups/ users.

The lead evaluation manager will be supported by an **Evaluation Analyst** (evaluation manager associate). Under the guidance of the evaluation manager, the evaluation manager associate will carry out work on:

- an initial literature review on the normative framework
- the portfolio of UNFPA interventions including a financial analysis
- setting up and populating a dedicated google drive with the view to share initial collected data with the evaluation team
- supporting the procurement process (secondary bidding)
- liaising with other business units throughout the evaluation process
- attend meetings and interviews as requested
- organize and take the minutes of ERG meetings/ team workshops
- contribute to the quality assurance of evaluation deliverables (e.g., inception report; country evidence tables; evaluation report)
- contribute to the dissemination products.

The progress of the evaluation will also be followed closely by the **evaluation reference group** consisting of members of UNFPA services who are directly interested in the results of this thematic evaluation. The reference group will support the evaluation at key moments of the evaluation process. Staff from UNFPA - from country, regional and HQ – with thematic and organizational expertise as well evaluation expertise will be represented in the reference group. Members will provide substantive technical inputs, will facilitate access to documents and key informants, and will ensure the high technical quality of the evaluation products. The main responsibilities of the reference group are to:

- provide feedback and comments on the inception report
- provide comments and substantive feedback from a technical expert perspective on the draft and final evaluation reports
- act as the interface between the evaluators and the UNFPA services (in headquarters, regional and country offices), notably to facilitate access to informants and documentation
- assist in identifying external stakeholders to be consulted during the evaluation process
- participate in meetings with the evaluation team as required
- play a key role in learning and knowledge sharing from the evaluation results, contributing to disseminating the results of the evaluation as well as to the completion and follow-up of the management response.

9. The evaluation team

The evaluation will be carried out by a highly qualified, multi-disciplinary team with extensive knowledge and experience in conducting gender responsive evaluations and thematic experience on gender equality, women's empowerment, and sexual and reproductive health and rights (across the development-peace-humanitarian nexus).

The team must also demonstrate a clear understanding of the UN system and ensure that the evaluation is conducted in line with the UNEG Norms and Standards for Evaluation in the UN System and abides by UNEG Ethical Guidelines and Code of Conduct. UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation should also be reflected throughout the evaluation.⁴⁶

The core team is expected to be composed of 3 members, including the team leader. National experts from the individual countries visited will complement the work of the team for the country case studies.

The evaluation team will collectively bring the below expertise and experience:

- Extensive experience in conducting complex thematic evaluations for international development organizations with a specific focus on gender equality and women's empowerment.
- Demonstrable experience conducting gender and human rights responsive evaluations (ensuring a human rights-based approach to evaluation), as evidenced by previous assignments
- In-depth knowledge of evaluation methodology and mix-method approaches
- In-depth knowledge of and expertise in the following areas: (i) social norms; (ii) gender equality and the rights of women and girls with a specific focus on sexual reproductive health and reproductive rights; (iii) community-based development and movement building for social change
- Strong ability to interact with a wide range of stakeholders, particularly on issues that are politically sensitive
- Knowledge of the UN system, including reform processes, and UN programming at the country level, will bring additional points.
- Demonstrable analytical, communication and drafting writing skills in English.
- Fluency in French and Spanish (past work experience in French/ Spanish) will be required for the team members leading on the Francophone and /or Hispanophone country case studies.

A) The team leader (senior evaluator and gender expert: 10 + years)

The team leader must possess the following:

- An advanced degree (Master or PHD) in social sciences or related fields
- A minimum of 10 years of experience working in international development, with demonstrated experience working on gender equality and women's rights
- Out of these 10 years, a minimum of 8 years' experience specifically conducting evaluations for international organizations or development agencies
- Conducting, as team leader, a minimum of 4 evaluations of similar size and complexity.
- Experience conducting gender and human rights responsive evaluations.
- In-depth knowledge of and long-standing experience in developing and implementing evaluation methodologies and methods best able to comprehensively assess complex shifts in power and social, political and economic change.
- Experience working with the United Nations, particularly UNFPA.

⁴⁶ See: <http://www.unevaluation.org/document/guidance-documents>

- Demonstrable analytical and writing/drafting skills in English.
- Fluency in French and/or Spanish (past work experience in French/ Spanish) will bring additional points.

Main responsibilities:

- The team leader is expected to lead and contribute to the large majority of her/his time to the implementation of the evaluation, across all phases and respective deliverables. Specifically, she/he is expected to:
 - draft the inception report (with inputs from the other team members),
 - conduct the pilot mission plus other missions (as relevant), and draft the respective country evidence tables
 - conduct interviews at global and regional levels (including remote interviews)
 - lead the drafting of the evaluation report (with inputs from the other team members)
 - lead the preparation of the PowerPoint presentation with the evaluation results.
 - attend events and present the evaluation results as requested
 - the team leader is ultimately responsible for assuring the quality, internal consistency and soundness of all evaluation deliverables, including the final evaluation report.

B) Senior thematic expert in gender equality and social norms with focus on sexual and reproductive health and rights (8 + years)

The thematic expert should possess the following:

- An advanced degree (Master or PHD) in social sciences or related fields
- A minimum of 8 years of experience in women's human rights and gender equality, with a specific focus on social norm change and sexual and reproductive health and reproductive rights.
- Previous direct experience working with a range of groups and movements to advance gender equality and tackle underlying drivers of discrimination.
- Experience contributing to and/or exposure to thematic evaluations /gender responsive evaluations is preferred will bring additional points.
- Demonstrable analytical and writing/drafting skills in English.
- Fluency in French and/or Spanish (past work experience in French/ Spanish) will bring additional points.

Main responsibilities:

- The **gender equality and social norms expert** is responsible for contributing a significant amount of time to each phase of the evaluation and respective deliverables. The thematic expert is expected to:
 - review and analyse documentation,
 - lead at least one/two missions including drafting the country evidence table,
 - conduct interviews at global and regional levels (including remote interviews),
 - contribute to the country extended desk review (as relevant),
 - contribute to the drafting of the evaluation report,
 - contribute to the power point presentation with the evaluation results.

C) Medium level evaluation/ research expert (6 + years)

The medium level expert should possess the following:

- An advanced degree (Master) in social sciences or related fields.
- A minimum of 6 years of experience working in international development, with demonstrated experience in gender equality and women empowerment.
- Experience contributing to and/or exposure to thematic/programme level evaluations – including specifically gender responsive evaluations will bring additional points.
- Extensive previous experience in data collection and analysis, including designing and analysing data from surveys, documentary review and interviews. Capable of organizing and analysing large sets of data is a requirement.
- Demonstrable analytical and writing/drafting skills in English.
- Fluency in French and/or Spanish will bring additional points.

Main responsibilities:

- **The medium level expert** is expected to conduct the bulk of the desk data collection & analysis, including:
 - conducting the 10 extended desk review country case studies (which include documentary review and remote interviews of key stakeholders such as UNFPA and other UN staff, donors, civil society and academia, and implementing partners at country level).
 - supporting the team leader in designing a survey.
 - administrating the survey, analysing the data generated and reporting back to the team leader
 - conduct a review/synthesis of up to 70 country programme evaluations focusing on the results and lessons learned on UNFPA support to gender equality and women's empowerment (results of the review will be part of the annexes of the evaluation report)
 - contribute to the drafting of the evaluation report,
 - contribute to the power point presentation(s) presenting the results of the evaluation

D) Medium level national experts in countries selected for case studies (6 + years) will complement the core evaluation team (5 national experts/one per field mission). Required qualifications, skills and competencies are:

- Holding an advanced degree in social sciences or related fields
- In-depth knowledge of the political, economic and social context at national and local level, including specifically vis a vis gender equality and women's empowerment
- Demonstrated experience working on gender equality and women's empowerment is a requirement.
- Demonstrable analytical skills
- Fluency in the national language (past work experience in national languages).
- Administrative and logistical experience.

Main responsibilities:

- The primary responsibilities of the **local experts** are:
 - To support the core team on the preparation – including developing the agenda of the mission - for and conduct of the field missions, as well as, contributing to reporting.
 - To contribute to various tasks related to the evaluation, which may include: desk review, stakeholder mapping, mission planning, including the mission agenda preparation, conduct interviews and interview/group discussions, draft interview logbooks, and contribute to country evidence tables.

10. Country teams:

Senior members of the core team are expected to lead the field missions, i.e., each mission will be composed by one senior member of the team and a **local expert**.

E) Interpreters of local languages should be recruited and appropriately briefed well in advance on the objectives and expectations of the evaluation and specifically the data collection. Interpreters should be guided and supervised by the national expert(s) and abide by UNEG Norms and Standards and UNEG Ethical Standards for Evaluation.

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UNFPA Evaluation Reports

Evaluations should be drawn on (as a key data source) during this evaluation, and the evaluation team should expand on the list presented below. Evaluations to be consulted include country and regional programme evaluations managed by UNFPA country /regional offices, as well as corporate/centralized evaluations (managed by the Evaluation Office). Evaluations undertaken by donors/development partners on UNFPA's contribution to gender equality and the empowerment of women should also be reviewed.

UNFPA Evaluation Office:

Thematic evaluations and Global Programme Evaluations can be found on UNFPA Evaluation website: <http://www.unfpa.org/evaluation>. Examples include:

Evaluation of UNFPA Support to the prevention, response to and elimination of GBV and harmful practices: https://www.unfpa.org/sites/default/files/admin-resource/Inception_Report_-_FINAL.pdf

Evaluation of UNFPA Support to Family Planning: <https://www.unfpa.org/admin-resource/evaluation-unfpa-support-family-planning-2008-2013>

Mid-term Evaluation of UNFPA Supplies Programme: <https://www.unfpa.org/admin-resource/mid-term-evaluation-unfpa-supplies-programme-2013-2020-0>

Joint Evaluation of Joint Programmes on Gender Equality in the United Nations System – Synthesis Report: https://www.unicef.org/evaluation/files/JGP_Synthesis_CopyEdit_FINALENDORSED.pdf

Decentralized country programmes evaluations:

UNFPA - Evaluations of UNFPA country programmes managed by UNFPA country offices are available at: <http://web2.unfpa.org/public/about/oversight/evaluations/>

Note: Each evaluation report is accompanied by a quality assessment, which evaluators should consult prior to using the information provided in the reports.

Other Evaluations:

Evaluation of UNDP support to gender equality. Available here: <http://web.undp.org/evaluation/evaluations/thematic/gender.shtml>

Guidance

UNFPA Evaluation Office, **Handbook on How to design and conduct a country programme evaluation at UNFPA**, 2019, 3rd edition: <https://www.unfpa.org/EvaluationHandbook>

*Note: The handbook presents a set of evaluation tools and templates for (i) structuring information; (ii) data collection; and (iii) data analysis. A number of those **tools and templates** can be used for the present thematic evaluation, in particular: Evaluation matrix; Effects diagram; List of Atlas projects by CPAP outputs and Strategic Plan Outcome (notably for country case study notes); Stakeholder map, etc.*

UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation can be found here:

<http://www.uneval.org/document/detail/980>

<http://www.uneval.org/document/detail/1616>;

<http://www.unevaluation.org/document/detail/1452>

Annexes of the Terms of Reference

Annex 1.1 Structure for evaluation deliverables

Refer to the terms of reference of lot 2 UNFPA/USA/RFP/17/035, long term agreement for evaluation services in the thematic areas of female genital mutilation and gender equality.

Annex 1.2. Editing Guidelines

Evaluation reports and notes are formal documents. Therefore, they shall be drafted in a language and style which is appropriate and consistent, and which follows UN editing rules:

Acronyms: In each section of the report, words shall be spelt out followed by the corresponding acronym between parentheses. Acronyms or abbreviations should be used only when mentioned repeatedly throughout the text. The authors must refrain from using too many acronyms. In tables and figures, acronyms should be spelt out in a note below the table/figure.

Capitalization: Capitalize high ranking officials' titles even when not followed by a name of a specific individual. Capitalize national, political, social, civil etc. groups – e.g., Conference for Gender Equity, Committee on HIV/AIDS, Commission on Regional Development, Government of South Africa.

- Capitalize common nouns when they are used as a shortened title, for example, the 'Conference' (referring to the Conference on Gender Equity) or the 'Committee' (referring to the Committee on HIV/AIDS). However, do not capitalize when used as common nouns – e.g., 'there were several regional conferences.'
- Some titles/names corresponding to acronyms are *not capitalized* – e.g., human development index (HDI), country office (CO).
- Use lower case for: UNFPA headquarters; country office; country programme; country programme evaluation; regional office, country programme document; results framework; results-based monitoring framework; monitoring and evaluation system.

Numbers: Spell out single-digit whole numbers. Use numerals for numbers greater than nine. Always spell out simple fractions and use hyphens with them (e.g., one-half of..., a two-thirds majority). Hyphenate all compound numbers from *twenty-one* through *ninety-nine*. Write out a number if it begins a sentence. Use % symbol in tables and "per cent" in the text

Terminology: Use "UN organizations" not "sister agencies." Do *not* use possessive for innate objects (UNFPA's, the Government's, the country's, etc.). Instead, use: the UNFPA programme, the government programme, the UNFPA intervention, etc.

Bibliography

Author (last name first), *Title of the book*, City: Publisher, Date of publication.

Author (last name first), "Article title," Name of magazine (type of medium). Volume number, (Date): page numbers, date of issue.

URL (Uniform Resource Locator or WWW address), author (or item's name, if mentioned), date.

List of people consulted

- should include the full name and title of people interviewed as well as the organization to which they belong

- should be organized in alphabetical order (English version) with last name first
- should be structured by type of organization

See **United Nations Editorial Manual Online** at: <http://dd.dgacm.org/editorialmanual/>

Annex 1.3. Code of conduct and norms for evaluation in the UN system

Evaluations of UNFPA-supported activities need to be independent, impartial and rigorous and evaluators must demonstrate personal and professional integrity. In particular:

- 1) To avoid **conflict of interest** and undue pressure, evaluators need to be **independent**. The members of the evaluation team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject under evaluation, nor should they expect to be in the near future. Evaluators must have no vested interest and should have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.
- 2) The evaluators should protect the anonymity and **confidentiality of individual informants**. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are **not expected to evaluate individuals** and must balance an evaluation of management functions with this general principle.
- 3) At times, evaluations uncover **evidence of wrongdoing**. Such cases must be reported discreetly to the appropriate investigative body.
- 4) Evaluators should be **sensitive to beliefs, manners and customs** and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to, and **address issues of discrimination and gender equality**. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the dignity and self-worth of all stakeholders.
- 5) Evaluators are responsible for the **clear, accurate and fair** written and/or oral presentation of study limitations, evidence-based findings, conclusions and recommendations.

A declaration of absence of conflict of interest must be signed by each member of the team and shall be annexed to the offer. No team member should have participated in the preparation, programming or implementation of UNFPA interventions on GBV during the period under evaluation.

[Please date, sign and write "Read and approved"]

See **Code of conduct for evaluation in the United Nations System** at:

<http://www.unevaluation.org/search/index.jsp?q=UNEG+Ethical+Guidelines>

[See Norms for evaluation in the United Nations System at:](#)

http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21

Annex 1.4. Evaluation matrix: outline

EQ1 : To what extent ...			
Assumptions to be assessed	Indicators	Sources of information	Methods and tools for the data collection
Assumption 1 ...			
Assumption 2			

Annex 1.5. Evaluation quality assessment checklist

Quality criteria	QA Comments:
<p>1. Structure and Clarity of the Report</p> <p>To ensure report is user-friendly, comprehensive, logically structured and well drafted using plain language and in accordance with UNFPA editing guidelines (up to 80 pages)</p>	
<p>2. Executive Summary</p> <p>To provide an overview of the evaluation, written as a stand-alone section including key elements of the evaluation, such as objectives, scope, methodology and conclusions and recommendations (up to 5 pages)</p>	
<p>3. Design and Methodology</p> <p>To provide a clear explanation of the methods and tools used including the rationale for the methodological choice justified. To ensure constraints and limitations are made explicit (including limitations applying to interpretations and extrapolations; robustness of data sources, etc.)</p>	
<p>4. Reliability of Data</p> <p>To ensure sources of data are clearly stated for both primary and secondary data. To provide explanation on the credibility of primary (e.g., interviews and focus groups) and secondary (e.g., reports) data established and limitations made explicit.</p>	
<p>5. Findings and Analysis</p> <p>To ensure sound analysis and credible evidence-based findings. To ensure interpretations are based on carefully described assumptions; contextual factors are identified; cause and effect links between an intervention and its end results (including unintended results) are explained.</p>	

Quality criteria	QA Comments:
<p>6. Validity of conclusions</p> <p>To ensure conclusions are based on credible findings and convey evaluators' unbiased judgment of the intervention. Ensure conclusions are prioritised and clustered and include: summary; origin (which evaluation question(s) the conclusion is based on); detailed conclusion.</p>	
<p>7. Usefulness and clarity of recommendations</p> <p>To ensure recommendations flow logically from conclusions; are targeted, realistic and operationally-feasible; and are presented in priority order. Recommendations include: Summary; Priority level (very high/high/medium); Target (administrative unit(s) to which the recommendation is addressed); Origin (which conclusion(s) the recommendation is based on); Operational implications.</p>	
<p>8. SWAP - Gender</p> <p>To ensure the evaluation approach is aligned with the SWAP.</p>	

Annex 1.6: Interview logbook for recording interviews

Interviewer:		Interview Code:	
Location:		Date:	
Stakeholder type:			
Name(s) of the interviewee(s):	Institutional affiliation	Position	Gender
Synthesis of main points discussed (use stakeholder-specific questionnaire where available)			
Main outcomes of the discussion (2 or 3 points max)			
Areas that require follow up (documentation; additional interviews)			

Annex 1.7. Country Evidence Table

The Country Table is a tool to synthesize information from country case studies. This tool is to be used for remote desk review country studies as well as in-country case studies.

Evidence is reflected through footnotes in every finding, showing if it comes from interviews (generic reference to stakeholder groups without names) or documents (specific documents).

Key testimonies should be captured under quotes in the Testimonies box below.

Context (half a page max)	
Key Interventions	
Expenditure	
Key stakeholders	

EQ 1 –	Responses to the EQs by assumption
Assumption 1.1	Findings ...
Assumption 1.2	
EQ 2 –	
Assumption 2.1	Findings ...
Assumption 2.2	
...	

TESTIMONIES BOX

Evaluation Question	Illustrative Key Testimonies
EQ1	
EQ2	
EQ3	
EQ4	
EQ5	...

CONSIDERATIONS FOR THE OVERARCHING GLOBAL THEMATIC LEVEL

Consideration 1.
...
Consideration 2.
...

SOURCES OF EVIDENCE

List of Interview respondents				
	Name	Position	Organisation	Sex
1				
2				
3				
...				

List of Documents reviewed	
1	
2	
3	
...	

Annex 1.8: Dedicated gender equality outcome and outputs of the Strategic Plan(s) under the scope of the evaluation⁴⁷

UNFPA STRATEGIC PLAN DEVELOPMENT RESULTS FRAMEWORK 2012-2013		
Outcome	Output	Indicators
Outcome 5: Gender equality and reproductive rights advanced particularly through advocacy and implementation of laws and policy	Output 12: Strengthened national capacity for implementation of international agreements, national legislation and policies in support of gender equality and reproductive rights	12.1 Number (and percentage) of countries supported by UNFPA to implement international agreements and national legislation for gender equality and reproductive rights
	Output 13: Strengthened national capacity for addressing gender-based violence and provision of quality services, including in humanitarian settings	13.1 Number of countries supported by UNFPA to develop GBV policy and programmatic responses.
		13.2 Number of persons trained through UNFPA support in programming for GBV in humanitarian settings
	Output 14: Enhanced promotion of gender equality and reproductive rights through	13.3 Number of communities supported by UNFPA that declare the abandonment of female genital mutilation
		14.1 Number (and percentage) of countries where UNFPA supported civil society organizations/networks to engage men and boys in promoting gender equality.

⁴⁷ In addition to the results frameworks of the respective strategic plans under the scope of the evaluation, the evaluation will also consider the gender equality/mainstreaming strategies (2012-2013 and 2018-2021). As they do not have specific results frameworks against which the evaluation can assess contribution, the contents/substance of both will be reflected in the reconstructed theory of change, which will be tested/validated.

UNFPA STRATEGIC PLAN DEVELOPMENT RESULTS FRAMEWORK 2012-2013		
	engagement of community-led organizations and networks	
UNFPA STRATEGIC PLAN DEVELOPMENT RESULTS FRAMEWORK 2014-2017		
Outcome	Output	Indicators
Outcome 3: Advanced gender equality, women's and girls' empowerment, and reproductive rights, including for the most vulnerable and marginalized women, adolescents and youth	Output 9: Strengthened international and national protection systems for advancing reproductive rights, promoting gender equality and non-discrimination and addressing gender-based violence	9.1 Number of countries in which a National Human Rights Institution has conducted a national inquiry concerning the exercise of reproductive rights and the right to sexual and reproductive health
		9.2 Number of countries with a functioning tracking and reporting system to follow up on the implementation of reproductive rights recommendations and obligations.
	Output 10: Increased capacity to prevent gender-based violence and harmful practices and enable the delivery of multisectoral services, including in humanitarian settings	10.1: Number of countries with gender-based violence prevention, protection and response integrated into national SRH programmes
		10.2: Percentage of countries affected by a humanitarian crisis that have a functioning inter-agency gender-based violence coordination body as a result of UNFPA guidance and leadership
		10.3: Number of communities supported by UNFPA that declare the abandonment of female genital mutilation
	Output 11: Strengthened engagement of civil society organizations to promote reproductive rights and women's empowerment , and address discrimination, including of marginalized and vulnerable groups, people living with HIV and key populations	11.1: Number of countries in which civil society organizations have implemented accountability mechanisms for addressing the reproductive rights of women and girls and marginalized and key populations
11.2: Number of countries in which civil society organizations have supported the institutionalization of programmes to engage men and boys on gender equality , sexual and reproductive health and reproductive rights		
UNFPA STRATEGIC PLAN DEVELOPMENT RESULTS FRAMEWORK 2018 - 2021		
Outcome 3: Gender equality, the empowerment of all women and girls, and reproductive rights are advanced in development and humanitarian settings	Output 9: Strengthened policy, legal and accountability frameworks to advance gender equality and empower women and girls to exercise their reproductive rights and to be protected from violence and harmful practices	9.1 Number of countries with strategies to align their laws, policies and regulations on reproductive rights with international human rights standards
		9.2 Number of countries that have a national mechanism to engage men and boys in national policies and programmes to advance gender equality and reproductive rights, with support from UNFPA
		9.3 Number of countries, with support from UNFPA, that have rolled out intervention models or strategies that empower marginalized and excluded groups to exercise their reproductive rights, and that enable their rights to be protected from gender-based violence and harmful practices

UNFPA STRATEGIC PLAN DEVELOPMENT RESULTS FRAMEWORK 2012-2013		
		9.4 Number of countries that, as part of their engagement with international human rights mechanisms, have established platforms for dialogue on reproductive rights, with support from UNFPA, fully engaging civil society, including faith-based and state actors
		9.5 Number of countries in which a national human rights institution has conducted an inquiry into the exercise of reproductive rights
	Output 10: Strengthened civil society and community mobilization to eliminate discriminatory gender and sociocultural norms affecting women and girls	10.1 Number of countries that have completed the social norm assessment or mapping, based on the social norm framework developed by UNFPA
		10.2 Number of countries that utilize the UNFPA manual on social norms change
		10.3 Number of communities that developed advocacy platforms, with support from UNFPA, to eliminate discriminatory gender and sociocultural norms that affect women and girls
	Output 11: Increased multisectoral capacity to prevent and address gender-based violence using a continuum approach in all contexts, with a focus on advocacy, data, health and health systems, psychosocial support and coordination	11.1 Number of countries that have a national mechanism to engage multiple stakeholders, including civil society, faith-based organizations, and men and boys, to prevent and address gender-based violence
		11.2 Number of countries that have national systems to collect and disseminate disaggregated data on the incidence and prevalence of gender-based violence
		11.3 Number of women and girls subjected to violence that have accessed the essential services package
		11.4 Number of countries that have applied the minimum standards for the prevention of and response to gender-based violence in emergencies
		11.5 Proportion of countries affected by a humanitarian crisis that have a functioning inter agency gender-based violence coordination body as a result of UNFPA guidance and leadership
	Output 12: Strengthened response to eliminate harmful practices, including child, early and forced marriage, female genital mutilation and son preference	12.1 Number of countries that have developed a costed national action plan to address harmful practices
		12.2 Number of girls who receive, with support from UNFPA, prevention and/or protection services and care related to child, early and forced marriage
		12.3 Number of girls and women who receive, with support from UNFPA, prevention and/or protection services and care related to female genital mutilation

UNFPA STRATEGIC PLAN DEVELOPMENT RESULTS FRAMEWORK 2012-2013		
		12.4 Number of communities that made public declarations to eliminate harmful practices, including child, early and forced marriage and female genital mutilation, with support from UNFPA

Annex 1.9: Selection criteria for the case studies

Countries for both desk review and in country missions selected should meet the parameters/ criteria below:

- a) The **UNFPA country quadrant classification**: In order to capture various development contexts, the sample will include countries from each of the four quadrants (red, yellow, orange and pink – see table 1).
- b) **UNFPA expenditure** (inclusive of both core and non-core funds) in support of gender equality and women empowerment. The sample for the in-country visits, in particular, will include countries in which UNFPA expenditure has been relatively high, in order to ensure that a range of programming can be evaluated. It would be inefficient to allocate time and resources to conduct an in-country case study in contexts where UNFPA has undertaken limited work on gender equality and women's empowerment, as learning would be limited and the ability to assess progress on the advancement of various outputs related to gender would be marginal.
- c) **Humanitarian/Development Context**: given the specific scope of the evaluation, the sample will include countries in both development and humanitarian settings, as well as countries in which a continuum approach has been utilized.
- d) **Regional distribution**: The sample will ensure that there are countries selected from all six UNFPA regions.⁴⁸
- e) **Income inequality**: the Gini coefficient is used to group countries into quartiles based on their level of inequality and the evaluation will aim to include countries with high levels of inequality as well as those with lower levels.
- f) Different political/ legislation environments (more/less progressive) and democratic space for civil society engagement.

Consideration should also be given to:

- g) **Security concerns/ability to travel**: If the evaluation team is not able to travel to the location due to security concerns/or if there are significant logistical obstacles, the country will not be considered for inclusion as an in-country case study but may be considered for an extended desk.

⁴⁸ (i) Western and Central Africa; (ii) Eastern and Southern Africa; (iii) Asia and the Pacific; (iv) Arab States; (v) Eastern Europe and Central Asia and (vi) Latin America and the Caribbean.

- h) Countries recently selected as case study countries in other corporate evaluations will not be considered for inclusion as an in-country case study but could be considered as an extended desk review.
- i) Countries identified as learning opportunities (positive and negative).

Annex 2 Glossary

GLOSSARY OF TERMS AND DEFINITIONS		
KEY CONCEPTS	DEFINITION	SOURCE
Comprehensive sexual education	<p>Comprehensive sexuality education (CSE) is a curriculum-based process of teaching and learning about the cognitive, emotional, physical and social aspects of sexuality. It aims to equip children and young people with knowledge, skills, attitudes and values that will empower them to: realize their health, well-being and dignity; develop respectful social and sexual relationships; consider how their choices affect their own well-being and that of others; and understand and ensure the protection of their rights throughout their lives. CSE is education delivered in formal and non-formal settings that is:</p> <ul style="list-style-type: none"> Scientifically accurate; Incremental; Age- and developmentally appropriate; Curriculum based; Comprehensive; Based on a human rights approach 	<p>UNFPA <i>Revised International technical guidance on sexuality education: An evidence-informed approach</i> (2018)</p> <p>ISBN: 978-92-3-100259-5</p>
Continuum approach	<p>The continuum approach aims to bridge and harmonize interventions in development and humanitarian settings. Every woman and girl is at increased risk of experiencing gender-based violence during a crisis. When a crisis hits, gender inequalities, marginalization and exclusion deepen. At the same time, women's roles and responsibilities often intensify with repercussions for their own security, health and well-being. Many women and girls lack access to vital services during an emergency, especially to life-saving sexual and reproductive health services, which further increases their vulnerability to gender-based violence. The numbers of disasters and complex emergencies have increased globally, and demographic changes and ongoing challenges associated with climate change, conflict and population movements make traditional delineations between "humanitarian" and "development" programming less and less applicable. To minimize risks, as well as to reinforce national and local systems, there's a high need for a "continuum approach".</p>	<p>UNFPA GE strategy (2018)</p>
Culturally sensitive approach	<p>From within the framework of the human rights-based approach, cultural sensitivity is a programming strategy that helps policymakers and development practitioners to analyse, understand and utilize positive cultural values, assets and structures in their planning and programming, so as to reduce resistance to the ICPD PoA, the Millennium Development Goals and the Beijing Platform for Action. The ultimate goal is to create conditions for ownership and sustainability of development programmes and to ensure change from within, especially in the areas of women's empowerment and the promotion of reproductive health and rights.</p>	<p>UNFPA GE strategy (2018)</p>
Gender	<p>Refers to the array of socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to the two sexes on a differential basis. Whereas biological sex is determined by genetic and anatomical characteristics, gender is an acquired identity that is learned, that</p>	<p>UNFPA GE strategy (2018)</p>

GLOSSARY OF TERMS AND DEFINITIONS		
KEY CONCEPTS	DEFINITION	SOURCE
	changes over time and that varies widely within and across cultures. Gender is relational and refers not simply to women or men but to the relationship between them.	
Gender equality	Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men must become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality concerns men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred sustainable development.	UNFPA GE strategy (2018)
Gender equity	Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. A gender-equity goal often requires built-in measures to compensate for the historical and social disadvantages of women.	UNFPA GE strategy (2018)
Gender mainstreaming	Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.	UNFPA GE strategy (2018)
Gender transformative approach	A gender-transformative approach in programming implies that promoting gender equality — the shared control of resources and decision-making — and women's and girls' empowerment are central to an intervention and programme. It means that while working to meet the main objectives of the programme, the approach also helps challenge underlying, harmful gender norms and stereotypes in the process. In the context of sexual and reproductive health for example, a gender transformative approach entails not only improving women's access to key services including maternal health care and family planning services, but also helping communities understand and challenge the social norms that perpetuate inequalities between men and women. It also involves engaging men and boys in ways that address their sexual and reproductive health and rights while supporting women's and girls' sexual and reproductive health and rights including their decision-making in the process.	UNFPA GE strategy (2018)

GLOSSARY OF TERMS AND DEFINITIONS		
KEY CONCEPTS	DEFINITION	SOURCE
Gender-based violence	An umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (i.e. gender) differences between males and females. The term 'gender-based violence' is primarily used to underscore the fact that structural, gender-based power differentials between males and females around the world place females at risk for multiple forms of violence. As agreed in the Declaration on the Elimination of Violence against Women (1993), this includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty, whether occurring in public or in private life. The term is also used by some actors to describe some forms of sexual violence against males and /or targeted violence against LGBTI populations, in these cases when referencing violence related to gender-inequitable norms of masculinity and/or norms of gender identity.	IASC Gender based Violence Guidelines (2015)
Gender-based violence and forms of GBV	Gender-based violence is any act that results in, or is likely to result in, physical, sexual, or psychological harm or suffering to women, girls, boys, men, gay men and other men who have sex with men and transgender people, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life.	UNFPA GE strategy (2018)
Gender blind result	Result had no attention to gender and failed to acknowledge the different needs of men, women, girls and boys, or marginalized populations.	Evaluation of UNDP's contribution to gender equality and women's empowerment (2015)
Gender negative results	Results had a negative outcome that aggravated or reinforced gender inequalities and norms.	Evaluation of UNDP's contribution to gender equality and women's empowerment (2015)
Gender responsive result	Result addressed differential needs of men or women and equitable distribution of benefits, resources, status and rights but did not address root causes of inequalities in their lives.	Evaluation of UNDP's contribution to gender equality and women's empowerment (2015)
Gender targeted results	Result focused on the number or equity (50/50) of women, men or marginalized populations that were targeted.	Evaluation of UNDP's contribution to

GLOSSARY OF TERMS AND DEFINITIONS		
KEY CONCEPTS	DEFINITION	SOURCE
		gender equality and women's empowerment (2015)
Gender transformative result	Result contributed to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations. The aim was to redefine systems and institutions where inequalities are created and maintained	Evaluation of UNDP's contribution to gender equality and women's empowerment (2015)
Harmful practices	Traditional cultural practices reflect values and beliefs held by members of a community for periods often spanning generations. Every social grouping in the world has specific traditional cultural practices and beliefs, some of which are beneficial to all members, while others are harmful to a specific group, such as women. These harmful traditional practices include female genital mutilation (FGM); forced feeding of women; early marriage; the various taboos or practices which prevent women from controlling their own fertility; nutritional taboos and traditional birth practices; son preference and its implications for the status of the girl child; female infanticide; early pregnancy; and dowry price. Despite their harmful nature and their violation of international human rights laws, such practices persist because they are not questioned and take on an aura of morality in the eyes of those practising them.	OHCHR Harmful Traditional Practices Affecting the Health of Women and Children (Fact Sheet No. 23) (2009)
Human Rights-Based Approach	A conceptual framework for the process of human development that is normatively based on international human-rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities that lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress.	UNFPA Strategic Framework on Gender Mainstreaming and Women's Empowerment (2012)
Nexus approach	Nexus approach refers to the aim of strengthening collaboration, coherence and complementarity. The approach seeks to capitalize on the comparative advantages of each pillar – to the extent of their relevance in the specific context – in order to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict.	DAC Recommendation on the OECD Legal Instruments Humanitarian-Development-Peace Nexus (2019)
SEA - Sexual exploitation (a) and sexual abuse (b)	(a) Actual or attempted abuse of a position of vulnerability, power, or trust, for sexual purposes, including, but not limited to,	UN Secretary General's Bulletin (2003)

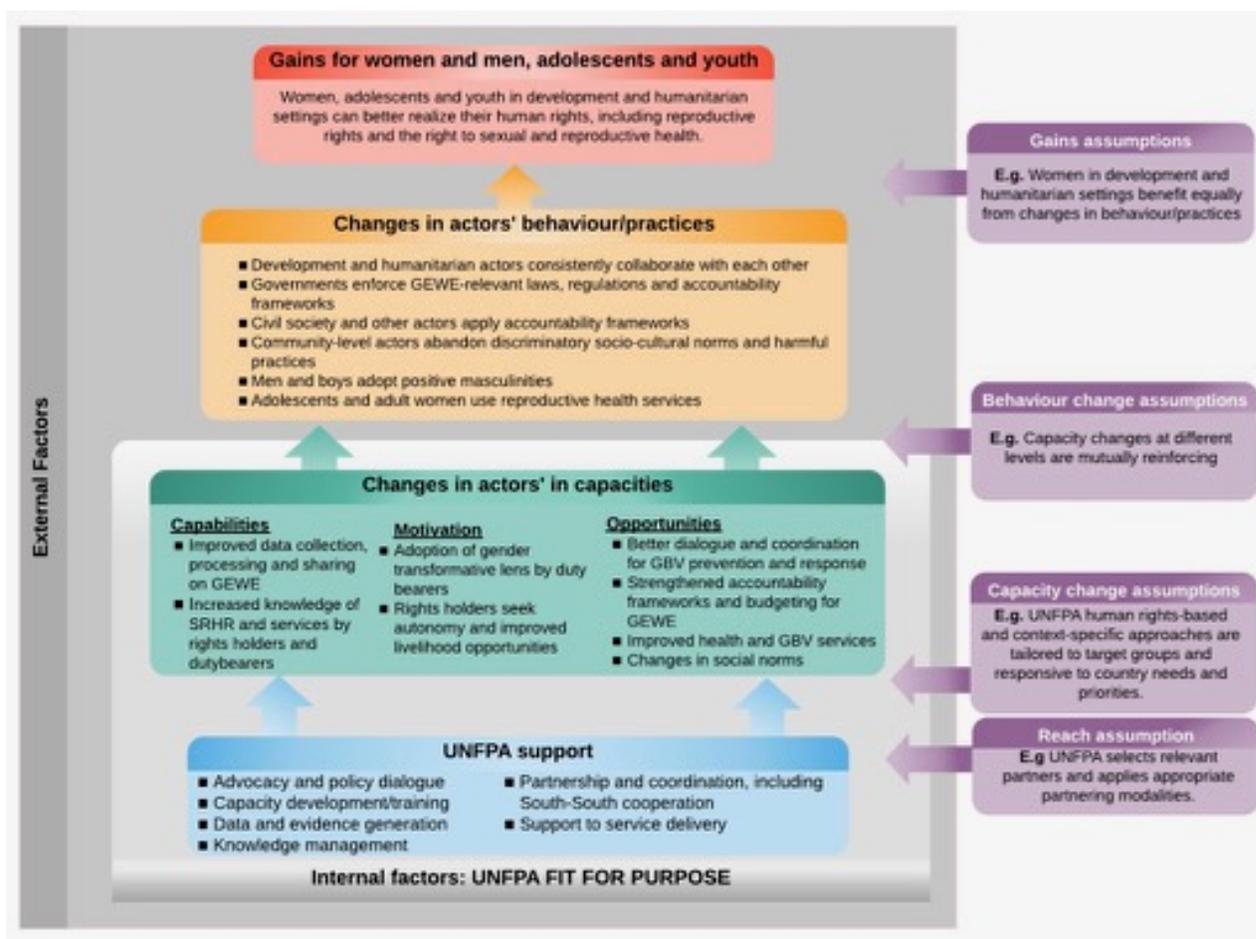
GLOSSARY OF TERMS AND DEFINITIONS		
KEY CONCEPTS	DEFINITION	SOURCE
	<p>profiting monetarily, socially or politically from the sexual exploitation of another.</p> <p>(b) Actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.</p>	<i>ST/SGB/2003/13</i> in UNFPA Policies and Procedures "Special Measures for Protection from Sexual Exploitation and Sexual Abuse" (2003)
Sexual harassment	Sexual harassment is any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation, when such conduct interferes with work, is made a condition of employment, or creates an intimidating, hostile or offensive work environment. Sexual harassment may occur in the workplace or in connection with work.	UNFPA Prohibition of Harassment, Sexual Harassment, Abuse of Authority and Discrimination (2018)
Sexual violence	Sexual violence includes, at least, rape/attempted rape, sexual abuse and sexual exploitation. Sexual violence is "any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic a person's sexuality, using coercion, threats of harm or physical force, by any person regardless or relationship to the victim, in any setting, including but not limited to home and work." Sexual violence takes many forms, including rape, sexual slavery and/or trafficking, forced pregnancy, sexual harassment, sexual exploitation and/or abuse and forced abortion.	IASC Gender based Violence Guidelines (2015)
Violence against women and girls	Violence against women and girls is the act that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women and girls, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life.	UNFPA GE strategy (2018)
Women's empowerment	Empowerment implies women's taking control over their lives: setting their own agendas, gaining skills, increasing self-confidence, solving problems and developing self-reliance. It is both a process and an outcome, which implies an expansion in women's ability to make strategic life choices in a context where this ability was previously denied to them. UNFPA defines women's empowerment through five major components: women's sense of dignity; their right to have and determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order.	UNFPA GE strategy (2018)

Annex 3 Reconstructed Theory of Change

The theory of change (ToC) constructed for this evaluation provides a high-level summary of the core ideas underlying the UNFPA current approach to addressing GEWE with a focus on identifying the main types of change that UNFPA as a whole is aiming to contribute to both through its dedicated GEWE work under Outcome 3 in the 2018-2021 Strategic Plan and 2014-2017 Strategic Plan, Outcome 5 in the MTR of the Strategic Plan 2008-2013 (which served as the Strategic Plan from 2012-2013) as well as through its mainstreaming work. For both of these dimensions, the evaluation takes into consideration how the UNFPA organizational architecture has supported or posed challenges, as well as whether external factors have influenced performance.

The overview (big picture) theory of change shown in Figure 3.1 is deliberately not structured by UNFPA outputs/results statements but is looking across mainstreaming and dedicated gender work to focus on the internal logic of the types of (social) change processes that UNFPA is aiming to influence.

Figure 3.1 Overview Theory of Change



Evaluation insights on the constructed theory of change (summary)

Table 3.1 below lists envisaged capacity and behaviour changes at global/regional, national and community levels that UNFPA's work on GEWE hopes to contribute to.⁴⁹ It also captures the main assumptions that underlie (or are logically implied by) the envisaged transitions from interventions to capacity changes, and from capacity to behaviour changes.⁵⁰ For each of the envisaged changes and assumptions a colour coding was applied to indicate the extent to which the evaluation found evidence of the respective change having taken place or of the respective underlying assumption holding true or not. The colour coding is based on the evaluation team's assessment of available evidence and is intended as a visual aid to summarize overall trends and insights, it does not constitute a formal rating.

Colour coding:

- **Green** = evidence of considerable progress/contribution. For assumptions: underlying assumption holds.
- **Yellow** = evidence of some progress/contribution, but still room for improvement. For assumptions: assumption partly holds.
- **Red** = evidence of no/very limited progress/contribution and significant room for improvement. For assumptions: does not hold.

⁴⁹ These changes were identified by the evaluation team based on a review of relevant UNFPA documents (strategic documents as well as recent evaluations of key programmatic interventions).

⁵⁰ As is common in the use of a Theory of Change-based approach, in compiling this theory of change the evaluation team formulated key types of behaviour changes that (i) were identified through consultations and document review during the inception phase, and (ii) that in our view are logically implied by the priorities and results articulated in UNFPA strategic plans and gender frameworks and strategies.

Table 3.1 Key expected capacity and behaviour changes that UNFPA aims to contribute to

TOC ELEMENT	GLOBAL/REGIONAL ⁵¹	NATIONAL	COMMUNITY
Types of interventions / modes of engagement	<ul style="list-style-type: none"> Global or regional advocacy and policy dialogue Knowledge management, including research and guidance Partnership and coordination, including South-South Cooperation as well as UNFPA role as lead in the GBV Area of Responsibility and sub-cluster in humanitarian settings 	<ul style="list-style-type: none"> Advocacy and policy dialogue Capacity development Data and evidence generation Knowledge management Partnership and coordination, including South-South Cooperation⁵² Support to Service Delivery 	<ul style="list-style-type: none"> Advocacy and policy dialogue Capacity development Support to service delivery (generating demand)
Reach assumptions	<i>UNFPA selects relevant partners and applies appropriate/relevant modalities of “partnering.”</i>		
Key actors targeted by UNFPA support	Development and humanitarian actors, including UN agencies, other multi- and bilateral and regional development actors, and civil society networks	Government at national and sub-national levels; religious leaders with national reach; service provider institutions; national CSOs; media; academia; private sector; foundations	Political/traditional/religious leaders; women and men; male and female adolescents and youth, families, local CSO (youth clubs and associations, women’s groups, coalitions) ⁵³
Capacity Change assumptions	<i>UNFPA has the mandate and reputation required to influence other development and humanitarian actors, governments and community members.</i>		
	<i>UNFPA acts with agility across the development-humanitarian-peace nexus. UNFPA is employing human rights-based and context-specific approaches that are tailored to the respective target groups and responsive to national priorities and the needs of rights holders. There is political will among actors at global, national and (to the extent applicable) community level to address GEWE issues</i>		

⁵¹ The types of interventions here are drawn from UNFPA 2018-2021 Strategic Plan, Global Interventions Action Plan and Regional Interventions Action Plans. The internal support functions, such as technical assistance to country offices, have been excluded here as those would be captured in the analysis of the institutional architecture/fit for purpose.

⁵² This mode of engagement was formally introduced in the UNFPA 2018-2021 Strategic Plan.

⁵³ The UNFPA Gender Equality Strategy 2018-2021 also refers to these groups as the “family influencers” and “social influencers”

TOC ELEMENT	GLOBAL/REGIONAL ⁵¹	NATIONAL	COMMUNITY
<i>UN agencies work in a collaborative way that creates synergies in support of expected changes.</i>			
Expected capacity changes in targeted actors	<u>Capabilities:</u> <ul style="list-style-type: none"> Relevant actors develop programming that addresses needs of most marginalized groups. 	<u>Capabilities:</u> <ul style="list-style-type: none"> Decision makers are aware of and collect and have the skill set to analyse reliable data on existing gender inequalities/threats to the rights and health of women and girls (especially as regards their sexual and reproductive health and rights) and their causes. Non-government actors have the skillset to advocate for legal and policy changes for instance through community mobilization. Service delivery institutions have the knowledge and skills for organizing and delivering essential services (e.g., for GBV response). 	<u>Capabilities:</u> <ul style="list-style-type: none"> Women and girls have increased knowledge of their sexual and reproductive health and rights and of available services.
	<ul style="list-style-type: none"> Relevant development and humanitarian actors⁵⁴ collect, process and share comprehensive and reliable data on existing gender inequalities/threats to the rights and health of women and girls and their main causes. 		<ul style="list-style-type: none"> Girls have new/improved skills to engage in decision-making around their sexual and reproductive health and rights.
		<u>Motivation:</u> <ul style="list-style-type: none"> Relevant political/religious leaders and service providers adopt a gender transformative lens for designing, planning, decision-making and service 	<u>Motivation:</u> <ul style="list-style-type: none"> Women and girls/male and female adolescents seek autonomy around sexuality and reproduction as well as
	<u>Motivation:</u> <ul style="list-style-type: none"> Development/humanitarian actors adopt a gender transformative lens in the designing, planning, implementation and monitoring of their work. 		

⁵⁴ Including other UN agencies that UNFPA partners with (such as UN-Women, UNICEF, UNDP, WHO) and the Office of the United Nations High Commissioner for Human Rights (OHCHR), bilateral and regional development actors, and civil society networks.

TOC ELEMENT	GLOBAL/REGIONAL ⁵¹	NATIONAL	COMMUNITY
		<p>delivery related to women's sexual and reproductive health and rights.</p> <ul style="list-style-type: none"> Decision makers see the social, economic and political benefits of GEWE. 	<p>adequate sexual and reproductive health services.</p> <ul style="list-style-type: none"> Women seek improved livelihood opportunities to benefit themselves as well as their families and communities. Families and communities adopt more participatory dialogue and decision-making processes around GEWE and sexual and reproductive health and rights.
	<p>Opportunities:</p> <ul style="list-style-type: none"> Actors establish or improve existing systems for inter-agency and inter-sectoral (including civil society) dialogue and coordination of gender-based violence prevention and response in development and emergency contexts. Actors establish or improve standards and norms/address trends and gaps for accomplishing the Programme of Action of the ICPD and SDG, as well as Commitments to Action of the World Humanitarian Summit. Actors mobilize to promote progress on gender equality within the global action plan for SDG3. 	<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> Governments strengthen national data systems, as well as relevant policy, legal and accountability frameworks and adequate budget allocations to advance gender equality and empower women and girls to exercise their reproductive rights and to be protected from sexual and gender-based violence and harmful practices. Knowledge management mechanisms (e.g. partnerships) are in place to facilitate exchange between national governments, civil society, academia, and the private sector. 	<p><u>Opportunities:</u> Changes in social norms:</p> <p>(i) lead to sanctions against those continuing harmful practices or committing acts of gender-based violence;</p> <p>(ii) permit women and girls to exercise autonomy around their sexuality and reproduction;</p> <p>(iii) allow women and adolescent girls to engage in more participatory dialogue and assume leadership;</p>
	<p>Actors improve gender-responsiveness within the supply and demand side of all SRH services.</p>	<ul style="list-style-type: none"> Governments establish new or improved integrated health and/or GBV services, including service delivery protocols. 	<p>(iv) allow men and boys to adopt positive masculinities to especially reduce all forms of violence against women and girls</p>
	<p><i>Enough time has passed for behaviour changes to be observable.</i></p> <p><i>The targeted actors are those best positioned to bring about changes in individual and collective behaviours/practices.</i></p>		

TOC ELEMENT	GLOBAL/REGIONAL ⁵¹	NATIONAL	COMMUNITY
Behaviour change assumptions	<i>There are no external factors that prevent these actors from changing their behaviours (i.e., backlash and increasing conservatism do not undermine progress).</i>		
	<i>Capacity changes at different levels (global, national, local) mutually enforce/support each other.</i>		
Expected behaviour changes in targeted actors	<ul style="list-style-type: none"> • Development and humanitarian actors consistently collaborate with each other (and across sectors) for better coverage, efficiency and learning on GEWE and SRHR (with special emphasis on preventing and addressing gender-based violence) • Development and humanitarian actors systematically incorporate evidence into their work • Development/humanitarian actors advance and support implementation of global and regional commitments on GEWE/SRHR 	<ul style="list-style-type: none"> • Governments implement and monitor relevant policies, laws, regulations and accountability frameworks on harmful practices, including child, early, and forced marriage, female genital mutilation and son preference. State actors adopt policies that facilitate access to youth-friendly services that includes removing gender-differentiated barriers. • Civil society and other actors apply accountability frameworks • Government and civil society actors collaborate (including across sectors) on preventing and addressing gender-based violence and harmful practices • Government and non-government actors routinely base interventions on thorough gender-analysis and the aim to enhance GEWE and reproductive rights 	<ul style="list-style-type: none"> • Community-level actors abandon discriminatory socio-cultural norms and practices • Communities take steps to prevent and reduce/end the use of harmful practices including child, early and forced marriage, female genital mutilation and son preference • Individuals and communities take action to prevent and address (report, sanction) cases of gender-based violence • Women and girls/male and female adolescents use available sexual and reproductive health services • Women and girls make autonomous decisions around their sexuality and reproduction • Men and boys, families and communities actively contribute to girls' and women's rights • Men and boys adopt positive masculinities.
Gains assumptions⁵⁵	Women, adolescents and youth in development and humanitarian settings benefit equally from changes in behaviour/practices		
	Positive behaviour changes are sustained		

⁵⁵ The evaluation does directly assess gains as those would be at the impact level. However, the team commented on likely links to observed high level changes when evidence is available.

TOC ELEMENT	GLOBAL/REGIONAL ⁵¹	NATIONAL	COMMUNITY
Expected gains	Women, adolescents and youth in development and humanitarian settings can better realize their human rights, including reproductive rights and the right to sexual and reproductive health as embodied in ICPD and SDG 5		

Cross-cutting assumptions that influence UNFPA support, changes in capacity, behaviour/practices and gains at the global, regional, national and community levels are presented in Table 3.2.

Table 3.2 *Cross-cutting assumptions*

INTERNAL FACTORS	<p>UNFPA is Fit for Purpose by</p> <ul style="list-style-type: none"> • allocating consistent and adequate funding to its support to GEWE at the global, regional, national and community levels • having a programming cycle and programming modalities that enable longer-term work required to advance GEWE • having adequate staffing capacities at HQ, regional and country levels, including adequate gender expertise • having agile practices and systems (e.g., finance, procurement) to support UNFPA programming on GEWE • having adequate partnership strategies to advance GEWE • providing adequate technical assistance to regional and country offices • designing coherent and effective strategic frameworks to guide its work in GEWE • fostering a culture supportive of GEWE
EXTERNAL FACTORS	<ul style="list-style-type: none"> • Global funding for GEWE targets UNFPA and is consistent and adequate. • Executive Board maintains priority on GEWE • UN reform initiatives happen in a timely manner and support GEWE work at global, regional and national levels. • Political environment at the global and national levels continues to support GEWE. • Stakeholders want to engage with UNFPA and UN system at large. • Conflict and instability do not hinder GEWE. • UN agencies have positive incentives and are held accountable for working together across development and humanitarian settings

Annex 4 Integration of human rights and gender equality

Table 4.1 outlines how the evaluation has integrated human rights and gender equality based on applicable criteria of the United Nations System Wide Action Plan Evaluation Performance Indicator (UNEG, 2018).

Table 4.1 Implementation of UNSWAP Evaluation Indicator criteria and main limitations

UNITED NATIONS SYSTEM WIDE ACTION PLAN CRITERION	IMPLEMENTATIOIN IN THE EVALUATION	MAIN LIMITATIONS OF THE APPROACH
<p>1. GEEW is integrated in the evaluation scope and indicators and evaluation criteria and questions are designed in a way that ensures GEEW related data will be collected</p>	<ul style="list-style-type: none"> • All evaluation questions capture the human rights and GE dimensions of the issue, including <ul style="list-style-type: none"> – the alignment of UNFPA interventions at country, regional and global levels with international human rights conventions and normative frameworks that are the drivers for advancing GE and human rights programming – the application of a human rights-based approach to GEWE in UNFPA's dedicated and mainstreaming work. • Evaluation criteria were defined in terms of applicability to gender equality and women's empowerment, GBV and harmful practices. • Assumptions and indicators make explicit reference to human rights norms, standards and principles, gender equality and analysis, and empowerment. • Indicators were disaggregated by sex and other social variables important to the examination of respect and fulfilment of human rights. Intersecting identities were detailed, to the extent possible, for individual stakeholders consulted. 	<p>Disaggregation to sexes and main institutional identities.</p>
<p>2. A gender-responsive methodology, methods and tools, and data analysis techniques are selected</p>	<ul style="list-style-type: none"> • Mixed methods, participatory and culturally sensitive approaches to data collection were used. • Given some of the sensitive topics of this evaluation, ethical guidelines for collecting data were applied. Protocols ensured confidentiality and consent was obtained from each respondent. All respondents received a clear explanation of the purpose of the evaluation and of their contributions. • Attention to power relations with other stakeholders, particularly the team's own positioning, was maintained during the evaluation process. Care was taken to allow stakeholders to express their own views and share information freely. Internal meetings of evaluation team members for cross-comparing data and for updates included self-reflection on the power dynamics. • A selection based on clear and transparent criteria was carried out for sampling, interviews and other data collection methods, site visits, etc. 	<p>Limited involvement of rights holders as agents in data collection; and only consulted in in-country cases.</p> <p>Limited participation of rights holders, duty bearers and rights defenders in validation processes.</p> <p>COVID-19 pandemic limited ability to reach most vulnerable for input.</p>

UNITED NATIONS SYSTEM WIDE ACTION PLAN CRITERION	IMPLEMENTATIOIN IN THE EVALUATION	MAIN LIMITATIONS OF THE APPROACH
	<ul style="list-style-type: none"> • Rights holders, duty bearers, and rights defenders were included in stakeholder mapping and analysis, with particular emphasis on rights holders who constitute the second largest stakeholder group consulted for in-country case studies. Perspectives were obtained from women, men, and adolescent girls and boys. • Intersectional lens was applied, i.e. ensuring that different groups, including indigenous communities and people living with disabilities were included. 	
<p>3. The evaluation findings, conclusions and recommendation reflect a gender analysis</p>	<ul style="list-style-type: none"> • Analysis responds directly to gender and human rights assumptions in the evaluation matrix. • All data processes, especially in the use and analysis of qualitative data, were guided by the principle of transparency. Any data gaps or limitations and their effect on data quantity or quality as well as the validity or credibility of findings were highlighted. • Quantitative analysis includes gender attributes as indicators. • A balanced combination of data sources for triangulation was ensured, including the voices of different social role groups. 	<p>Data sources, such as the CPEs, do not consistently include information as needed from a gender perspective.</p>

Annex 5 Evaluation Matrix (with adjustments to the COVID-19 pandemic)

The **assumptions** represent areas where COVID-19 has a particular importance. The **text in red** represent **revisions introduced to better reflect the response of UNFPA to the COVID-19 crisis**.

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
I. How relevant is UNFPA support to Gender Equality and Women’s Empowerment?			
Evaluation question 1: To what extent does UNFPA support align with and respond to 1) partner government priorities, 2) national needs on gender equality and women’s empowerment, 3) UNFPA policies and strategies and 4) overall global normative framework on gender equality and women’s empowerment?			
1) UNFPA interventions align and respond to national priorities and needs to advance gender equality and women’s empowerment	<ul style="list-style-type: none"> Degree to which UNFPA support is aligned with national frameworks/plans, including humanitarian/ Covid 19 pandemic response plans, in ways that advance progress on GEWE Extent to which UNFPA support at regional and country levels has been guided by existing evidence on country priorities and needs Evidence of UNFPA contributions to UN Development Assistance Framework/UN Sustainable Development Cooperation Framework 	Country case studies Desk-based country case studies Country Program Evaluations (CPE) Corporate evaluations Key informant interviews	Document review Semi-structured interviews Group interviews (possibly FGD) CPE review
2) UNFPA support aligns with/responds to the (varied) needs of different rights holder groups in each country context, particularly marginalized and vulnerable communities. ⁵⁶	<ul style="list-style-type: none"> Extent to which UNFPA support at regional and country levels has been guided by existing evidence on needs Evidence of relevance of UNFPA interventions in relation to varied needs of rights holder groups 	Country case studies Key informant interviews	Document review Group interviews (possibly FGD) In-country observation

⁵⁶ In each country context, these groups may include: women and girls affected by violence, particularly vulnerable population groups such as indigenous or refugee populations, and “key population groups” particularly vulnerable to HIV and frequently lacking adequate access to services. UNAIDS considers the

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
	<ul style="list-style-type: none"> Evidence that the needs of the most at risk groups are being targeted with an intersectional lens during the Covid 19 pandemic 		
<p>3) UNFPA work at country, regional and global levels is aligned with UNFPA’s policies and strategies (mandate), UN frameworks and policy directives, international human rights conventions, instruments, and reports.⁵⁷</p>	<ul style="list-style-type: none"> Degree of alignment of UNFPA support for GEWE with UNFPA policy and strategy⁵⁸ Alignment of UNFPA support with the guidance provided in UN-frameworks and in international normative frameworks (especially ICPD, CEDAW and SDGs) 	<p>Key informant interviews</p> <p>Country case studies</p> <p>Regional case study</p> <p>Desk-based country case studies</p>	<p>Document review</p> <p>Semi-structured interviews</p>
<p>Evaluation question 2: What have been strengths and limitations of UNFPA approach (es) to supporting Gender Equality and Women’s Empowerment at global, regional and country levels?⁵⁹</p>			
<p>1) UNFPA applies a human rights-based and culturally/context sensitive approach in its support to</p>	<ul style="list-style-type: none"> Evidence that programmes, policies supported by UNFPA are broadly and diversely owned at country level including by local civil society groups 	<p>Country case studies</p> <p>Desk-based country case studies</p>	<p>Document review</p> <p>Semi-structured interviews</p>

following five main “key population groups” particularly vulnerable to HIV and frequently lacking adequate access to services: 1) gay men and other men who have sex with men, 2) sex workers, 3) transgender people, 4) people who inject drugs and 5) prisoners and other incarcerated people. See: <https://www.unaids.org/en/topic/key-populations>. This definition is also reflected in the UNFPA Strategic Plan 2018-2021, Annex 7 (the results framework for the UNFPA-UNDP-UNICEF-UN Women common chapter to their strategic plan).

⁵⁷ These include SDG 5, Convention on the Elimination of all Forms of Discrimination Against Women, ICPD, Quadrennial Comprehensive Policy Review, the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women, ECOSOC E/RES/2015/12 on gender mainstreaming, as well as regional declarations such as the Convention of Belém do Pará.

⁵⁸ These include the 2012-2013 Mid-Term Review of UNFPA’s Strategic Plan, the 2014-2017 Strategic Plan, the 2018-2021 Strategic Plan and UNFPA’s Strategic Frameworks on Gender Mainstreaming and Women’s Empowerment 2008-2011 and 2012-2013 and other UNFPA policies and plans, such as UNFPA’s global Adolescent and Youth Strategy, 2010-2013 South-South Cooperation Strategy, the 2017 South-South and Triangular Cooperation Strategy, the 2015 UNFPA Resource Mobilization Strategy, and the 2018-2021 Knowledge Management Strategy.

⁵⁹ The following assumptions are all about the “how” of UNFPA programming.

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
<p>gender equality and women’s empowerment.</p>	<p>which are at the forefront of advancing gender equality in a given context</p> <ul style="list-style-type: none"> • Evidence that UNFPA has engaged men and boys as duty bearers in advancing gender equality • Evidence that engagement of men and boys focuses on transforming systems and addressing harmful/negative social norms • Evidence that UNFPA, in partnership with others in UN system, opens up spaces for rights holders (e.g. feminist organizations, organizations of women with disabilities, human rights organizations) to participate and influence GEWE related decision-making • Evidence of comprehensive gender analysis that identifies underlying causes of gender inequality and strategies for addressing these (including through partnership) in country programming cycle • Evidence of an intersectional lens, reflecting the multiple, intersecting identities of women and their varied experiences of gender inequality in country programming • Results reported in evaluations that are characterized as gender transformative, i.e. contributed to shifting social norms, power dynamics and resources in a sustainable way (based on the Gender Results Effectiveness Scale (GRES))⁶⁰ 	<p>Regional case study CPEs</p>	<p>Group interviews (Possibly FGD) CPE review</p>

⁶⁰ The GRES consists of a five-point scale that measures results as gender negative, gender blind, gender targeted, gender responsive or gender transformative.

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
<p>2) UNFPA work on gender equality and women's empowerment programming is integrated across the development, humanitarian, and peace nexus.</p>	<ul style="list-style-type: none"> • Alignment of UNFPA support with the UN system's guidance on a 'new way of working' across the humanitarian-development-peace nexus • Evidence of UNFPA addressing the nexus in design, implementation and monitoring of its programming as per UNFPA guidance⁶¹) • Evidence that resilience measures address GBV and access to essential services for women and girls with an intersectional lens 	<p>Country case studies Desk-based country case studies Regional case study Key informant interviews Corporate evaluations since 2016 CPEs</p>	<p>Document review Semi-structured interviews CPE review Internet survey (TBD) (e.g. UNFPA offices well equipped to think through what should be different?)</p>
<p>3) UNFPA builds strategic partnerships, especially with civil society to advance gender equality, with a human rights approach.</p>	<ul style="list-style-type: none"> • Evidence of UNFPA strategy for partnership that is based on gender equality goals (clear purposes,⁶² diversity of actors) • Evidence of partnerships based on clear structures, trust, shared goals, mutual accountability 	<p>Country case studies Desk-based country case studies Regional case study Key informant interviews Evaluations of joint programmes</p>	<p>Document review Semi-structured interviews Internet survey (TBD)</p>
<p>4) UNFPA brings together and leverages its various roles and thematic areas⁶³ at global, regional and country levels to support</p>	<ul style="list-style-type: none"> • Extent to which UNFPA has effectively utilized and integrated its advocacy role at global, regional, and country levels 	<p>Country case studies Desk-based country case studies Regional case study</p>	<p>Document review CPE review Semi-structured interviews</p>

⁶¹ This implies investments in both short-term response and longer-term resilience and institution building. It means anticipating and designing the next phase of a programme to ensure that results are sustained in any (and all) phases and to leave no one behind. UNFPA, Enhancing UNFPA's Work to address the Humanitarian-Development-Peace Nexus, draft November 2018.

⁶² The purposes encompass "consultative" and "implementation" partners.

⁶³ For example, the extent to which UNFPA interventions on FGM, Child Early and Forced Marriage, prevention and response to GBV are interlinked to work on early pregnancy, fistula, family planning and comprehensive sexuality education.

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
gender equality and women’s empowerment across different settings.	<ul style="list-style-type: none"> Extent to which UNFPA has effectively utilized and integrated its convening role at country level⁶⁴ Extent to which UNFPA has effectively utilized and integrated its coordination role within the UN system and with partners (including its lead role in coordinating the GBV Area of Responsibility) 	Key informant interviews CPEs	Internet survey (TBD)
II. What were the overall results of UNFPA support to GEWE at global, regional and country levels?			
Evaluation question 3: To what extent has UNFPA’s dedicated programming work under the gender equality outcome of its Strategic Plan(s) contributed to advancing gender equality, the empowerment of all women and girls, and reproductive rights in development and humanitarian settings?			
1) UNFPA has generated evidence-based knowledge and guidance that contributes to international normative frameworks and operational mechanisms on advancing gender equality/women’s empowerment (global level). ⁶⁵	<ul style="list-style-type: none"> Number and type of knowledge and guidance products, including those developed jointly, made available to a diversity of actors promoting GEWE Evidence of stakeholders at global level attributing shifts in norms and standards to UNFPA or UNFPA outputs 	Key informant interviews Corporate evaluations, especially GBV and harmful practices and FGM joint programme evaluations	Document review Semi-structured interviews
2) UNFPA has fostered an enabling environment for gender equality and women’s empowerment ⁶⁶ (regional level).	<ul style="list-style-type: none"> Evidence of use of regional knowledge/analytical products Number of good practices identified and replicated within a region Evidence of increased capacities of regional actors (including civil society organizations) to advocate 	Key informant interviews Regional case study Corporate evaluations, especially GBV and harmful practices and	Document review Semi-structured interviews

⁶⁴ Convening refers to gathering together different kinds of stakeholders to establish a common agenda at national level for a particular topic.

⁶⁵ This links to expected capacity changes in the ToC, including relevant actors’ capabilities (new knowledge and evidence, skills) and the motivation and opportunities (normative frameworks and operational mechanisms) that are part of enabling environment.

⁶⁶ This links to expected capacity changes in the ToC by supporting capabilities, motivation and opportunities.

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
<p>3) UNFPA has contributed to strengthening national policies, accountability frameworks and legal normative frameworks, including laws on gender equality and women’s empowerment (national level).⁶⁷</p>	<p>for/monitor human rights mechanisms and address discriminatory practices</p> <ul style="list-style-type: none"> • Proportion of countries sampled in which UNFPA has contributed to the creation of new or improvement of existing national laws, policies and regulations on reproductive rights so that they align with international human rights norms and standards. • Evidence of UNFPA contributions to also strengthening capacity of national actors to implement and monitor these policies, etc. • Evidence of UNFPA creating opportunities/enabling conditions for policy dialogue 	<p>FGM joint programme evaluations</p> <p>Country case studies Desk-based country case studies Corporate evaluations, especially GBV and harmful practices and FGM joint programme evaluations CPEs Key informant interviews</p>	<p>Document review Semi-structured interviews CPE review</p>
<p>4) Strengthened civil society organizations and social movements sustain efforts to eliminate discriminatory gender and sociocultural norms affecting women and girls.</p>	<ul style="list-style-type: none"> • Evidence of social movement building to advance gender equality and women’s empowerment • Proportion of countries reviewed where there is evidence of sustained engagement of men and boys to eliminate discriminatory norms 	<p>Country case studies Desk-based country case studies</p>	<p>Document review Semi-structured interviews Group interviews</p>
<p>5) UNFPA has contributed to preventing, responding to and eliminating gender-based violence in particular with the rise of GBV during the Covid 19 pandemic (global, regional, national and community levels).</p>	<ul style="list-style-type: none"> • Evidence of changes in relevant actors’ <u>capacity</u> (individual and organizational capabilities, and the enabling opportunities and motivational factors) • Evidence of changes in targeted actors’ <u>behaviours/actions</u> • Evidence of changes in GBV prevalence in programming countries/at regional/global levels 	<p>Country case studies Desk-based country case studies Regional case study Corporate evaluations on GBV and harmful</p>	<p>Document review Semi-structured interviews</p>

⁶⁷ This links to expected capacity change in the ToC by creating opportunities for relevant actors and thus creating an enabling environment.

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
<p>6) UNFPA has contributed to preventing, responding to and eliminating harmful practices - child marriage, FGM, and son preference, including during the Covid 19 pandemic (global, regional, national and community levels).</p>	<ul style="list-style-type: none"> Evidence of gender norms monitoring during the Covid 19 pandemic and ensuring no adverse impacts on women and girls Evidence of changes in targeted actors' capacity (capabilities, opportunities, motivation) Evidence of changes in targeted actors' behaviours/actions Evidence of changes in prevalence of harmful practices in programme countries Evidence of gender norms monitoring during the Covid 19 pandemic so that there are no adverse impacts on women and girls and gender inequalities or discrimination are not accentuated. 	<p>practices and FGM joint programme CPE synthesis on the transformative results from the 2018-2021 Strategic Plan (especially GBV and HP)</p> <p>CPE synthesis on the transformative results from the 2018-2021 Strategic Plan (especially GBV and HP) Corporate evaluations on GBV and harmful practices and FGM joint programme Desk-based country case studies Covid 19 documentation and data</p>	<p>Document review Semi-structured interviews</p>
<p>Evaluation question 4: To what extent and with what results has UNFPA mainstreamed gender equality across UNFPA policies and programmatic outcomes?</p>			
<p>1) UNFPA has mainstreamed gender across its programming.⁶⁸</p>	<ul style="list-style-type: none"> Evidence that gender analysis and gender equality priorities are reflected in relevant <ul style="list-style-type: none"> country programme documents, 	<p>Country case studies Regional case study</p>	<p>Document review</p>

⁶⁸ Including the “Priorities for Gender Equality Programming” as articulated in the 2012-2013 UNFPA strategic framework on gender mainstreaming, which refer to: a) mainstreaming women’s reproductive rights in laws and regulations, development policies and frameworks, including the MDGs; b) integrating

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
<p>2) UNFPA’s mainstreaming efforts have contributed to gendered results across UNFPA policies and programmatic outcomes (reproductive health; population data, adolescents).⁷⁰</p>	<ul style="list-style-type: none"> - workplans, - corporate strategies • UNFPA’s performance vis-à-vis the UN SWAP 1.0 on Gender Equality indicator “B3. Strategic Planning” and “A1. Policy and plan” as well as UN SWAP 2.0 indicator “A. Results-Based Management” • Proportion of activities under outcomes 1, 2, 4 with gender marker ratings of “some contribution”, “significant contribution”, “primary contribution”⁶⁹ • Ratings of UNFPA reported results against the Gender Results Effectiveness Scale (GRES) • Evidence that gender has been considered in programming/ reprogramming • Gender-responsiveness of Population and Development especially in providing real-time data and research support during the Covid 19 pandemic 	<p>UNFPA annual UN-SWAP reports</p> <p>UNFPA corporate strategic documents</p> <p>UNFPA country-level programme documents and relevant monitoring and evaluation reports</p> <p>CPEs</p> <p>Key informant interviews</p> <p>Corporate evaluations</p> <p>Desk-based country case studies</p> <p>Covid 19 documentation and data</p>	<p>CPE review (GRES)</p> <p>Corporate evaluations review (GRES)</p> <p>Semi-structured interviews</p> <p>Group interviews</p>
<p>III. What factors have, positively or negatively, influenced UNFPA support to Gender Equality?</p>			
<p>Evaluation question 5: To what extent are UNFPA’s institutional culture, systems and processes “fit for purpose” to advance gender equality and the empowerment of women through a human rights-based and culturally sensitive approach in both development and humanitarian settings?</p>			

gender equality into reproductive health programmes; c) ending gender-based violence; d) addressing adolescents and youth; e) responding to emergency and post-emergency situations; f) engaging men and boys as partners for equality.

⁶⁹ UNFPA started tracking mainstreamed financial support in 2014 through the gender marker. The gender marker is a self-reporting tool and as such has an inherent risk of subjective bias.

⁷⁰ Assumption 4a focuses on whether UNFPA has made visible efforts to mainstream gender equality, while assumption 4b explores the results that have derived from these efforts.

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
<p>1) The amount and quality of <u>financial resources</u> made available for dedicated programming and mainstreaming support the advancement of gender equality and women's empowerment has been adequate.</p>	<ul style="list-style-type: none"> • Level and type of resources (core and non-core) allocated to the dedicated outcome on GEWE • Level and type of resources allocated to gender mainstreaming • Proportion of activities under OEE outputs with gender marker ratings "some contribution", "significant contribution", "primary contribution" between 2014-2018 	<p>ATLAS /GPS Country case studies</p>	<p>Financial system data review Document review</p>
<p>2) Strategic investment choices enable UNFPA to address social norm change and the deep drivers of gender inequality</p>	<ul style="list-style-type: none"> • Types of outputs supported by UNFPA (focus on response or the drivers/underlying causes) • Evidence of positive/negative effects of prioritization (business model) 	<p>Country case study Regional case study</p>	
<p>3) UNFPA has adequate <u>human resources</u> at global, regional and country levels to advance gender equality through dedicated programming and mainstreaming of GEWE.</p>	<ul style="list-style-type: none"> • Evidence of staff with competencies and accountability for GEWE • Proportion and level of dedicated staff leading on gender, GBV, GBV information management, GBV in emergency at global, regional, and country level • Evidence of value or disruptions due to surge functions in humanitarian settings • Extent to which UNFPA has effective staff capacity assessment and capacity development for its work on GEWE • Evidence of investment in gender architecture • Extent of progress on gender parity at different levels 	<p>UN-SWAP reporting Country case studies Regional case study Key informant interviews</p>	<p>Document review Semi-structured interviews Internet survey (?)</p>
<p>4) Gender equality is a priority in the culture and leadership of the organization.</p>	<ul style="list-style-type: none"> • GEWE reflected/highlighted in corporate policies and strategic plans • Senior and program management with clear accountabilities for gender mainstreaming 	<p>UN-SWAP reporting Global staff survey (questions on culture and gender equality)</p>	<p>Document review Semi-structured interviews Internet survey (?)</p>

ASSUMPTIONS TO BE ASSESSED	INDICATORS	SOURCE OF INFORMATION	DATA COLLECTION METHODS AND TOOLS
	<ul style="list-style-type: none"> • Extent to which resource allocation /business model enables investments that further GEWE, especially social norm change • Quality of data provided for the gender marker and UN-SWAP • Extent to which GEWE issues, including social norm change are explicitly addressed in regular monitoring and performance reporting at country, regional and global levels • Extent to which GEWE concerns are reflected in UNFPA procurement processes, implementing partner agreements, funding arrangements 	Key informant interviews	
5) UNFPA advances collaborative work across UN agencies towards SDG 5	<ul style="list-style-type: none"> • Number and type of initiatives (including as part of the UNFPA 2018-2021 common chapter) that reflect coordination/ collaboration • UNFPA leadership role in coordinating GBV in emergencies recognized, including during Covid 19 pandemic 	Key informant interviews Country case studies	Semi-structured interviews Document review

Annex 6 Evaluation methodological approach

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This Annex outlines the overall approach to the evaluation and provides detail on the methodology that was used and the analytical techniques that helped ensure that evaluation findings are based on credible evidence.

1.1 Analytical framework

This evaluation is both **summative and formative**, looking back at the relevance, effectiveness, efficiency and sustainability of UNFPA support since 2012 and providing lessons that can inform UNFPA positioning within Agenda 2030 and its next strategic plan (2021 – 2024).

The evaluation uses standard OECD Development Assistance Committee (DAC) evaluation criteria as illustrated in Table 6.1. Impact is intentionally excluded since the scale and purpose of the evaluation does not prioritise this criterion, which would require a different design and sampling approach to be applied. A full Evaluation Matrix is included in Annex xx, which outlines evaluation questions, indicators and data sources for each criterion. The evaluation matrix was further adjusted in the spring of 2020 given the implications of the global COVID-19 pandemic on the methodology and approach of the evaluations.

Table 6.1 Application of the OECD – DAC evaluation criteria in this evaluation ⁷¹

CRITERIA	DEFINITION FOR THIS EVALUATION	RELATED EVALUATION QUESTIONS
Relevance	to national needs, the needs of affected populations, government priorities and UNFPA policies and strategies, and how they address different and changing national contexts	<p>EQ 1: To what extent is UNFPA support aligned with and responds to 1) partner government priorities, 2) national needs on gender equality and women's empowerment, 3) UNFPA policies and strategies and 4) overall global normative framework on gender equality and women's empowerment?</p> <p>EQ 2: What have been strengths and limitations of UNFPA approach(es) to supporting Gender Equality and Women's Empowerment at global, regional and country levels?</p>
Effectiveness	the extent to which intended results were achieved	<p>EQ 3: To what extent has UNFPA's dedicated programming work under the gender equality outcome of</p>

⁷¹ The definitions of criteria have been adapted from the Evaluation ToR.

CRITERIA	DEFINITION FOR THIS EVALUATION	RELATED EVALUATION QUESTIONS
		its Strategic Plan(s) contributed to advancing gender equality, the empowerment of all women and girls, and reproductive rights in development and humanitarian settings? EQ 4: To what extent and with what results has UNFPA mainstreamed gender equality across UNFPA policies and programmatic outcomes?
Efficiency	in terms of how funding, personnel, administrative arrangements, time and other inputs contributed to, or hindered the achievement of results; how well inputs were combined	EQ 5: To what extent are UNFPA's institutional culture, systems and processes "fit for purpose" to advance gender equality and the empowerment of women through a human rights-based and culturally sensitive approach?
Sustainability	the extent to which the benefits from UNFPA support are likely to continue, after it has been completed	EQ 2: What have been strengths and limitations of UNFPA approach(es) to supporting Gender Equality and Women's Empowerment at global, regional and country levels?

The evaluation team developed a **reconstructed Theory of Change** (see Annex 3) to:

- Differentiate the various types and levels of GEWE-related changes that UNFPA has been aiming to contribute to, through its dedicated GEWE work and mainstreaming work.
- Categorize the main types of changes that UNFPA has contributed to in formal spheres (i.e. laws, policies) and non-formal spheres (i.e. customs and cultural factors); identify the extent to which actual evidenced results align with those envisaged; and determine likely explanations for why progress in some areas has been stronger or weaker than in others.
- Capture the characteristics of UNFPA work in specific countries as well as of the respective contextual influence on this work by adapting the overarching ToC for individual country case studies.
- Point out which elements of the ToC have changed over time.

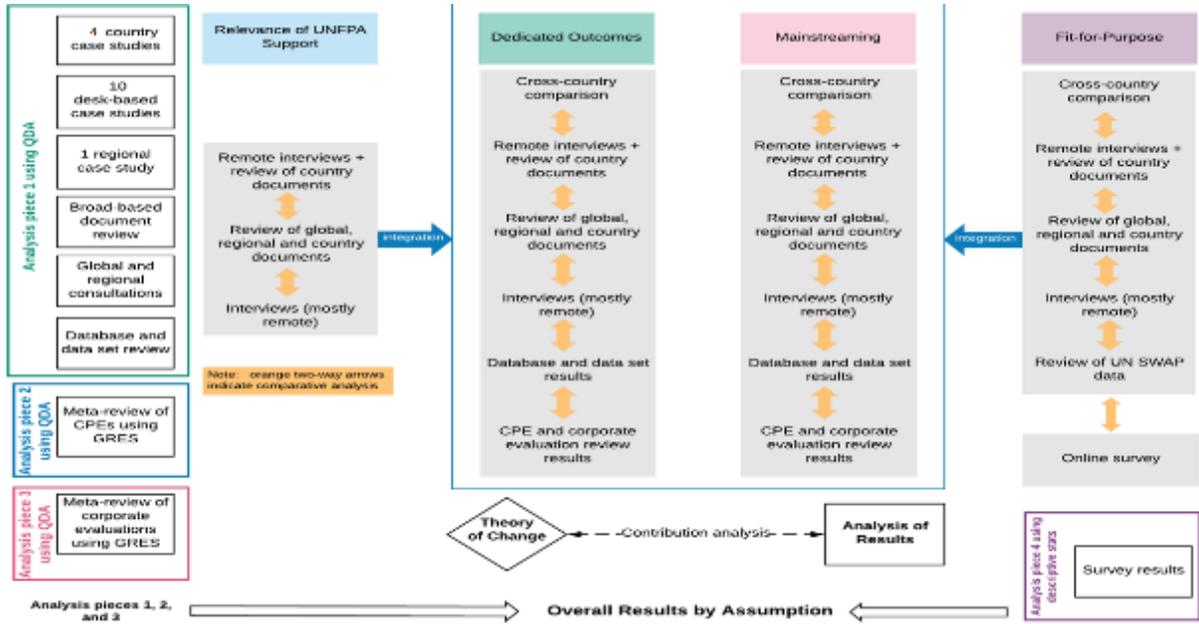
The reconstructed ToC was used as a basis for contribution analysis: (i) qualitative assessment of the contribution programming is making to observed results; (ii) based on verifying the ToC; (iii) taking into consideration other influencing factors, and logically inferring causality.

1.2 Data collection and analysis

The evaluation used a mixed-methods design to generate both qualitative and quantitative data, including: case studies (country and regional level), interviews and focus groups, surveys, and reviews of documents, country programme evaluations (CPE), and databases. The data collection and analysis strategy (see Figure xx below) has been designed to inform the three components of the evaluation described in the ToR and the evaluation questions, as presented in the evaluation matrix (Annex 4). Different lines of evidence informed the evaluation team's analysis of the relevance of UNFPA support to GEWE, the overall results of UNFPA support to GEWE, under both the dedicated outcome area and through gender mainstreaming in

other programmatic areas, and the factors enabling and limiting UNFPA to be fit for purpose for contributing to gender equality and women's empowerment at global, regional, national and community level.

Figure 6.1 Data collection and analysis strategy



Sampling

Case study countries were selected through a purposive sampling strategy that was developed by the evaluation team in collaboration with the Evaluation Office. The strategy allows the evaluation to focus on particular characteristics relevant to assessing the assumptions in the evaluation matrix. The sample is not representative of the overall population of UNFPA programming countries, nor is it random, but rather reflects factors identified as salient to this assignment. The Evaluation Office and evaluation team determined an operational sample of 24 pre-selected countries from the sample frame of 118 UNFPA programme countries based on highest level of disbursement under outcome 3 between 2014-2018, potential availability for country visits, knowledge about diversity of programming and the extent to which they have been covered through other evaluation exercises.

Case study selection criteria:

UNFPA financial disbursements (core and non-core funds): Mix of countries with higher and lower levels of investment under Outcome 3 of the strategic plans from 2014-2018 as well as the country's relative disbursements compared to the regional average.

UNFPA country-quadrant classification: The sample includes countries from each of the four quadrants (red, yellow, orange and pink), based on the most current classification as listed in the 2018-2021 Strategic Plan. Due to COVID-19, the Philippines case study had to be dropped which represented the only 'orange' quadrant country.

Humanitarian/development context: Countries with development or humanitarian settings, while prioritizing countries with "both" contexts (e.g., Colombia, Bangladesh, Lebanon, Nepal, Ukraine).

Regional distribution: All six UNFPA regions represented.

Programme diversity: The sample considers mostly countries with high and medium levels of programme diversity in the dedicated outcome because of the potential for learning about a greater range of programming strategies.

Security concerns: For the in-country case studies, the sample excludes countries that have "very high" security risks based on the Index for Risk Management (INFORM).

Additional criteria: Countries with higher and lower Gini coefficient values, higher and lower ratings on the Social Institutions and Gender Index, higher and lower CIVICUS ratings. The selection of in-country case studies also considers the burden on country offices by taking into account recent visits in the context of other corporate evaluations.

Following a joint review of the rationale and in consultation between country offices and the Evaluation Office, the final selection of **in-country cases** was: Jordan (pilot), Malawi, Cote d'Ivoire, Colombia and Philippines. In light of the global COVID-19 pandemic, in-country visits were cancelled and instead conducted virtually in Côte d'Ivoire and Colombia. Philippines was no longer pursued as a case study due to impeding circumstances.

The sampling process for the **desk-based case studies** used similar selection criteria as for the in-country case studies, with less emphasis on highest level of disbursement. It intentionally oversampled criteria, including 'yellow' quadrant and EECARO countries. The final selection of ten desk-based cases is: Georgia, Kyrgyzstan, Ukraine, Iraq, Lebanon, Bangladesh, Nepal, Peru, Mali, Zimbabwe.

For the selection of the **regional case study**, a purposeful sampling approach based on five criteria was used (namely, absolute and relative expenditure for gender-dedicated outcome, for gender-mainstreamed work, diversity of portfolio, participation in other recent corporate evaluations, and opportunities for learning). The final selection was the Latin America and Caribbean Regional Office. Due to the COVID-19 global pandemic, the planned mission to the regional office in Panama was subsequently conducted virtually.

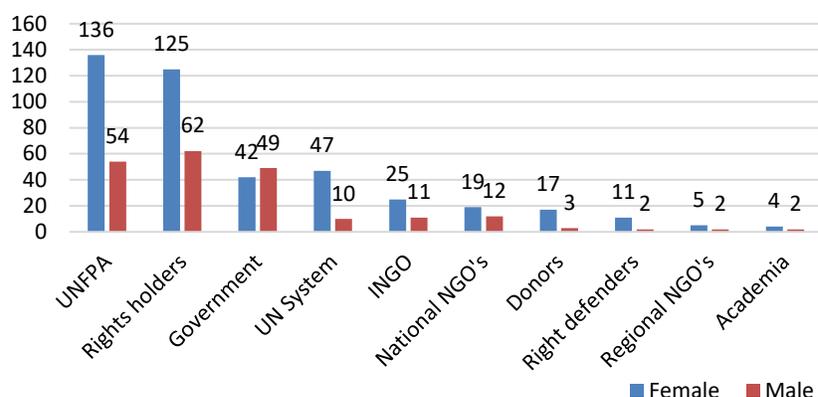
Each case study included consultations with country/regional stakeholders, document review and portfolio analysis and was based on a participatory process that included sense-making session (briefing and debrief workshops) with the country or (sub)regional offices to support participatory analysis and interpretation of

the performance story for UNFPA in a given context. This was captured in the country and regional case study notes (see Volume 3 - Case Studies).

Stakeholder consultations

The evaluation team conducted stakeholder analysis and mapping at country, regional and global levels to identify relevant UNFPA internal and external stakeholders (individuals or organizations) that have a stake in the outcome of the evaluation process and/or that are affected by UNFPA support for GEWE. The mapping included several categories of stakeholders, including rights-holders, duty-bearers and rights defenders (see graph 6.1). Overall, the evaluation team conducted in-person and virtual consultations with a total of **641 stakeholders** through individual and group discussions (68 percent identified as female). 73 global stakeholders were consulted, including UNFPA personnel and representatives of the UN System and INGOs. 109 stakeholders were consulted at the regional level individuals from Latin America and the Caribbean, Asia Pacific, Western and Central Africa, Eastern Europe and Central Asia and Eastern and Southern Africa regions. 459 stakeholders were consulted at the country level through 14 in-country, virtual and desk-based case studies.

Graph 6-1 Female and male interviewees by stakeholder type



The table below illustrates the way in which each data collection technique will apply a human rights and GEWE approach and how the data will be processed after collection.

Online survey

The evaluation team conducted an online survey with UNFPA personnel. Further information can be found in Annex 9.

Broad-based document review and meta-reviews

The evaluation team conducted a broad-based review of global, regional and country-level documentation including UNFPA corporate documents, external reports and assessments, national policies and strategies, etc.). In addition, the evaluation team reviewed UNFPA financial data and programming portfolio, drawing on UNFPA databases and datasets, such as Atlas/GPS, SIS (Strategic Information System), the CPE Synthesis exercise, and UNFPA Gender Marker ratings. Two meta-reviews were conducted using the Gender Results

Effectiveness Scale (GRES): one of Country Programme Evaluations (published between 2014-2020) and one of 14 UNFPA corporate evaluations. A detailed outline of the CPE review can be found in Annex 7.

The table below illustrates the way in which each data collection technique will apply a human rights and GEWE approach and how the data will be processed after collection.

Table 6.1 Data collection and processing with a human rights and gender equality approach

DATA COLLECTION TOOL	INTEGRATION OF HUMAN RIGHTS AND GEWE	DATA PROCESSING
Semi-structured interview	<ul style="list-style-type: none"> • Use of translation where needed. • Respect of respondent's time limitations. 	<p>Interview notes uploaded to Dedoose. Categories for disaggregation (data chunking) applied. List of codes generated and applied to notes (see also a more detailed process of using Dedoose below.)</p> <p>For in-country case studies, the notes will be integrated into country evidence table, which will be uploaded to Google docs and Dedoose.</p> <p>Global and regional interviews will be directly uploaded to Dedoose.</p>
Group interview	<ul style="list-style-type: none"> • Application of the "critical moment reflection" methodology as part of group interviews with UNFPA staff during country case studies to understand the strategic storyline from one strategic plan to the next. • For interviews with rights holders and defenders, focus on <i>how they experienced</i> the UNFPA-supported intervention, allowing for both confirming and disconfirming evidence. • Disaggregation by other social identifiers with rights holders and defenders. 	Same as for semi-structured interviews.
Group interview with rights holders	<ul style="list-style-type: none"> • Disaggregation by other social identifiers. • In language of participants. • Facilitated by a local consultant, as feasible. • Safe space. • In a place and time convenient to participants. • Facilitation techniques to reduce power imbalances. 	Incorporated by the evaluator in the country evidence table
In-country observation	<ul style="list-style-type: none"> • Discretionary use of observation method. • Non-intrusive, by invitation. • Convenience. 	Incorporated by the evaluator in the country evidence table

DATA COLLECTION TOOL	INTEGRATION OF HUMAN RIGHTS AND GEWE	DATA PROCESSING
	<ul style="list-style-type: none"> Respectful of local customs. 	
Secondary data review	<ul style="list-style-type: none"> Making substantial reference to the human rights and GEWE frameworks, strategies, and agreements (international and national) to which UNFPA and partners are accountable as dutybearers and which are upheld for the fulfilment and protection of the rights of target beneficiaries Presenting evidence within a human rights and feminist framework Transparency of evaluators in the process of data collection, tabulation, coding and analysis 	Select background documents will be reviewed using the same coding as for primary data collection
CPE review	<ul style="list-style-type: none"> Use of the GRES rating 	In using the GRES for CPE assessments, an Excel spreadsheet will be populated with the data in systematic fashion.
Online survey	<ul style="list-style-type: none"> Sex disaggregation of respondents Inclusion of a diversity of UNFPA staff (levels, offices, regions) 	In using SurveyMonkey, the data tables in Excel will be downloaded and stored. Frequency tables generated by SM for each data point downloaded and stored. Analysis of results disaggregated by evaluation assumption and used in cross-comparative analysis. Disaggregation of results by region and country, if needed.
Financial system data review	<ul style="list-style-type: none"> The human rights and GEWE elements are reflected in the inquiry of evaluand (the systems and procedures being evaluated), e.g., use of UN-SWAP and gender marker, assessment of procurement policies for accessibility to rights holders and rights defenders, etc. 	Frequency tables generated and stored. Analysis of results recorded and used in cross-comparison of data.
Member checking – debriefs in country and sessions with the Evaluation Reference Group	<ul style="list-style-type: none"> Evaluator transparency in sharing not only data but process and limitations Solicit feedback for verifying causal inferences and interpretation of data, validating conclusions, filling information gaps, eliminating bias 	Detailed notes of feedback and adaptations made to data, results, and conclusions; and to report drafts and final report. Notes were made available to the EO, adjusted, and then shared with the Evaluation Reference Group.

1.3 Ethical considerations

The team took special measures to ensure ethical conduct by developing informed consent forms for the country field visits. In instances where it is culturally inappropriate to sign a document or where respondents are not literate, informed verbal consent was used, with the response recorded (written down)

by the interviewer as part of the interview notes. In the cases of phone and Skype interviews, the team assumed that consent is given once the respondent accepts the interview. Every effort was made to ensure confidentiality and anonymity of respondents. Participants were free to choose whether to participate in the evaluation and were made aware of the scope and limits of confidentiality, as in cases when data was collected in a group interview or focus group. All participants were free to stop the interview at any time and, in instances where sensitive information is being shared, they were asked for their consent a second time at the end of the interview. Particular attention was given to the topic of gender-based violence and to adhering to strict ethical guidelines, should data collection include survivors of violence.⁷²

1.4 Challenges and mitigation strategies

LIMITATION, CHALLENGE, OR RISK	MITIGATION STRATEGY
Application of a human rights and gender equality evaluation process	
<p>(a) It was not possible to conduct an evaluability assessment for each country case study, due to time limitations for each desk-based or in-country case study.</p> <p>(b) Rights holders were not involved in the design nor in the sense-making of findings for reasons of time and logistics.</p> <p>(c) COVID-19 affected the possibilities to consult directly with rights holders given limitations for in-country travel, effects of confinement, and limitations/access to technology.</p>	<p>(a) The inability to perform an evaluability assessment did not hinder the examination of HR and GE; by consenting to inclusion in the evaluation, country offices accept that empirical evidence will be scrutinized under a HR & GE lens.</p> <p>(b) In countries where in-country data collection was possible, a diversity of rights holders – men, women, male and female youth – were consulted and this information was corroborated by rights defenders as well as other sources.</p> <p>(c) In Colombia, a small number of rights holders were consulted by WhatsApp</p>
Nature of contribution analysis	
<p>Contribution analysis is most easily applied in cases where a programme has a relatively clearly articulated theory of change and where there is little or no scope for varying how the programme is implemented.⁷³ In cases such as this thematic evaluation, the 'object' of the evaluation is more amorphous and has many different facets and less clearly defined boundaries. Applying contribution analysis in this evaluation was more challenging; for example, it was not possible to identify all additional factors that could explain changes made in all areas that UNFPA aims to influence.</p>	<p>This limitation did not devalue the systematic data collection and analysis that the evaluation team was able to do. However, it emphasizes the need for the evaluation report to explicitly remind readers that evaluation findings do not claim to constitute definite proof but, rather, present plausible conclusions based on the shared evidence on the types and reasons for UNFPA contributions.</p>
Sampling approach	
<p>One possible disadvantage of purposive sampling is bias (by the evaluators and by UNFPA) in selecting the</p>	<p>The potential for bias was addressed by using clear criteria and a well-defined framework for selecting the</p>

⁷² See, for example, the WHO Ethical and Safety Recommendations for Researching, Documenting and Monitoring Sexual Violence in Emergencies.

⁷³ https://www.betterevaluation.org/en/plan/approach/contribution_analysis

LIMITATION, CHALLENGE, OR RISK	MITIGATION STRATEGY
<p>samples. Sampling was based on 2014-2018 financial data for UNFPA Programme countries, which gives an indication of each country's gender-dedicated and gender-mainstreamed programming based on how activities and results are coded. This approach does not illustrate the context for or the evolution of each country office's work on GEWE. The sample may therefore omit country cases that could provide learning opportunities (positive and negative) for the organization.</p>	<p>samples. In addition, the evaluation team conducted a meta-review of 70 CPEs and was attentive to cases that provided interesting examples for UNFPA, especially from countries that have lower levels of investment in the dedicated outcome. Evaluation Reference Group feedback, global and regional interviews helped highlight such examples.</p>
Survey response rate	
<p>There is often a challenge in achieving a reasonable response rate when using online surveys, and this was the case with the staff survey where the response rate was less than 15 per cent.</p>	<p>The online survey was sent to UNFPA list serve for staff at regional and country level. The Evaluation Office sent regular reminders to increase the response rate. In the data analysis and triangulation process, survey data was treated according to the representativeness of the response rate. Qualitative comments were used as well on questions where there were a larger number of responses, and to corroborate interview data.</p>
Quality and relevance of documentation	
<p>The CPE review, one of the key methods for this evaluation, relies on the relevance of the CPEs in relation to the evaluation questions, which focus on gender equality. Most CPEs did not have substantive discussions on gender dimensions and reported at activity/output level rather than outcome level, which limited application of the Gender Results Effectiveness Scale (see Annex 7 for detail)</p>	<p>CPE data was used primarily to corroborate other data sources and highlight general trends in terms of gender-responsiveness of programming and results across countries.</p>
Limitation of analytical tools	
<p>The Gender Results Effectiveness Scale (GRES) is a fairly recent analytical framework that has not been widely applied in evaluations. CPEs and UNFPA corporate evaluations did not prove to be appropriate sources for assessing the gender-responsiveness of UNFPA work by applying the GRES. In particular, the differentiation between "gender targeted" and "gender responsive" were at times fluid and information provided in CPEs and corporate evaluations was often insufficiently detailed or nuanced to be able to make that distinction. (see Annex 7 for more detail)</p>	<p>The evaluation team adapted the GRES, providing specific guidelines and examples of results for each GRES rating by UNFPA outcome area. In order to mitigate this limitation, the reviewers were trained on GRES and held regular peer reviews.</p>

Annex 7 Meta-review of Country Programme Evaluations (CPE Review)

An assessment of UNFPA's Country Programme Evaluations (CPEs) constitutes one line of evidence in the evaluation of UNFPA's support to Gender Equality and Women's Empowerment (GEWE) in development and humanitarian settings. The assessment is a data source for several (not all) assumptions in the evaluation matrix for this evaluation. In particular, this data source is an input for Evaluation Question 3 on the results of GEWE in the gender dedicated outcome areas – gender-based violence (GBV), female genital mutilation (FGM), child marriage (CM) and other harmful practices – and through gender mainstreaming in the other outcome areas – sexual and reproductive health (SRH), Adolescents and Youth programming (AY), and Population and Development (PD).

Selection of the CPE sample

From 2012 to 15 May 2020, 100 CPEs were conducted and published by UNFPA, of which 80 were rated as “Good” or “Very Good” quality by Evaluation Quality Assessments. This includes CPEs that were part of the 2019 CPE Synthesis Report⁷⁴ and CPEs published and rated since then. The CPE Review only included reports that received high ratings to ensure greater integrity of the analysis. Given that the CPE Review was expected to include up to 70 CPEs, the evaluations conducted before 2014 were subsequently excluded to prioritize more recent programming.⁷⁵

The evaluation team reviewed a final sample 70 CPEs covering 62 countries in all six regions (see Table 7.1).⁷⁶ The sample includes CPEs that were published between 2014 and 2020 and cover programming spanning the period between 2009 and 2020.⁷⁷

Table 7.1 *Geographic coverage of country programme evaluations included in the CPE Review*

REGION	COUNTRY	CPE PERIOD
Asia and Pacific	Democratic People's Republic of Korea	2011-2016
	Vietnam	2012-2015
	Myanmar	2012-2016
	Bangladesh	2012-2016
	Papua New Guinea	2012-2017
	The Philippines	2012-2018
	Nepal	2013-2016

⁷⁴ The CPE review covered a total of 57 CPEs produced from 2012 to 2018 and rated as ‘Good’ or ‘Very Good’ (UNFPA, 2019).

⁷⁵ Excluded CPEs are: 2013 Bosnia and Herzegovina, 2012 South Africa, 2013 Colombia, 2013 Ecuador, 2013 Mexico, 2013 Paraguay, 2013 Venezuela, 2012 Cameroon, 2012 Nigeria, 2012 Togo.

⁷⁶ The review included two CPEs for the following countries: Armenia, Azerbaijan, Bangladesh, El Salvador, Georgia, Tajikistan, Turkey, Turkmenistan.

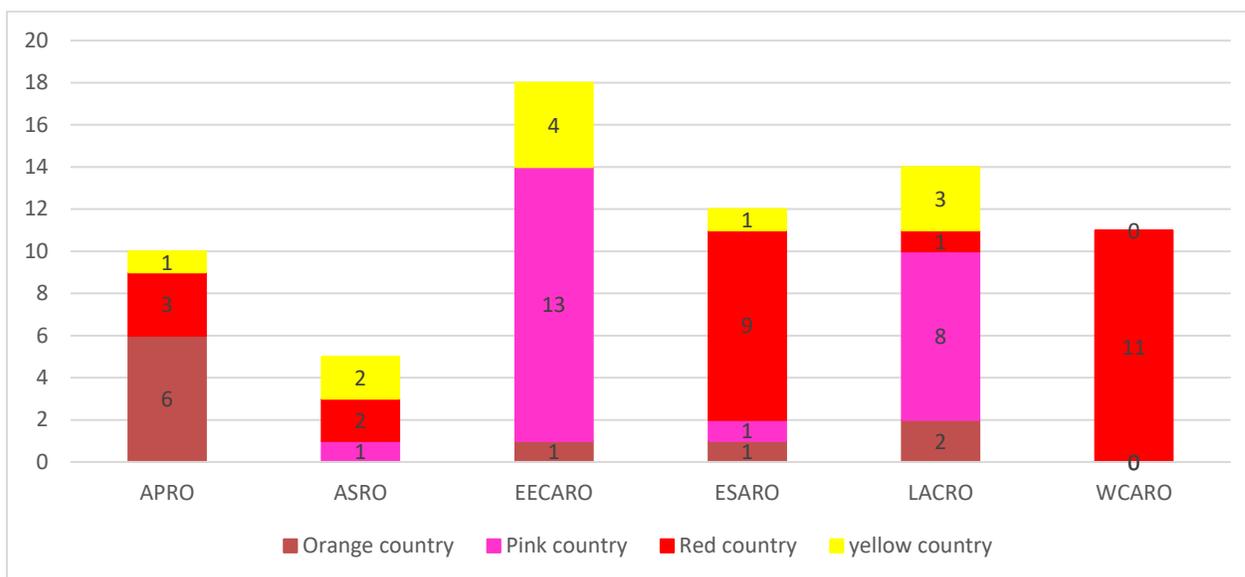
⁷⁷ The Angola CPE 2009-2014 was the oldest CPE, while the 2016-2020 Armenia CPE and 2016-2020 El Salvador CPEs were the most recent ones.

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REGION	COUNTRY	CPE PERIOD
	Pakistan	2013-2016
	India	2013-2017
	Bangladesh	2017-2019
Arab States	Lebanon	2010-2014
	Somalia	2011-2015
	Sudan	2013-2014
	Egypt	2013-2017
	Djibouti	2013-2017
Eastern Europe and Central Asia	Turkmenistan	2010-2014
	Tajikistan	2010-2014
	Uzbekistan	2010-2014
	Armenia	2010-2018
	Azerbaijan	2011-2015
	Turkey	2011-2015
	Georgia	2011-2015
	Albania	2012-2016
	Ukraine	2012-2017
	Kyrgyzstan	2012-2017
	Kazakhstan	2012-2018
	Moldova	2013-2017
	Azerbaijan	2016-2018
	Georgia	2016-2018
	Turkmenistan	2016-2019
	Tajikistan	2016-2019
	Turkey	2016-2019
	Armenia	2016-2020
East and Southern Africa	Angola	2009-2014
	Botswana	2010-2015
	Burundi	2010-2015
	Swaziland	2011-2015
	Zimbabwe	2012-2015
	Malawi	2012-2017
	DRC	2013-2017

REGION	COUNTRY	CPE PERIOD
	South Africa	2013-2019
	Kenya	2014-2018
	Comoros	2015-2018
	Madagascar	2015-2019
	Zambia	2016-2019
Latin America and the Caribbean	Uruguay	2011-2015
	El Salvador	2012-2015
	Honduras	2012-2015
	Peru	2012-2016
	Dominican Republic	2012-2017
	Haiti	2013-2016
	Costa Rica	2013-2016
	Cuba	2014-2018
	Guatemala	2015-2018
	Ecuador	2015-2018
	Venezuela	2015-2019
	Paraguay	2015-2019
	Colombia	2015-2019
	El Salvador	2016-2020
West and Central Africa	Burkina Faso	2011-2015
	Senegal	2012-2016
	Chad	2012-2016
	Mauritania	2012-2016
	Guinea	2013-2016
	Liberia	2013-2017
	Niger	2014-2017
	Togo	2014-2018
	Sierra Leone	2015-2010
	Mali	2015-2019
	Guinea-Bissau	2016-2019

Graph 7.1 below provides a breakdown of country quadrant classifications for the 70 CPEs by region.

Graph 7-1 Country quadrant classifications for the 70 CPEs reviewed by region


Approach to the CPE Review

The CPE Review provides a systematic review and analysis of evidence captured in UNFPA country programme evaluations. The evaluation team reviewed the sample of 70 CPEs using an analytical framework developed based on assumptions outlined in the evaluation matrix. Inquiry parameters were developed as a guide for document reviews, particularly in order to retain a focus on the gender aspects of UNFPA work. For assumptions related to evaluation questions 1 and 2, which focus on UNFPA relevance and approach to GEWE, open-ended parameters were developed for the inquiry. Assumptions pertaining to evaluation question 5 were not covered in the CPE Review.

The framework also included a section that focused on types of GEWE results achieved through UNFPA support (capacity and behaviour changes) and the degree to which these were effective in addressing gender inequality and obstacles to women's empowerment. To classify results in a systematic manner, the *Gender Results Effectiveness Scale (GRES)* was used to assess specific intervention areas in the CPEs. The GRES offers insights on the type of gendered change/results achieved, through a five-point scale that measures results as gender blind, gender negative, gender targeted, gender responsive and gender transformative. Each intervention area was given a rating on a scale of 1 to 5, from low to high (see Table 7.2). See examples of GRES ratings and definitions for each level at the end of this Appendix (see section "GRES Ratings and Definitions").

Table 7.2 Adapted Gender Results Effectiveness Scale⁷⁸

SCALE	CLASSIFICATION	DEFINITION
1	Gender negative	Result had a negative outcome that aggravated or reinforced existing gender inequalities and norms

⁷⁸ See also: UNDP Independent Evaluation Office. *Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment*. August 2015. This evaluation loosely drew on the framework applied in the UNDP evaluation.

SCALE	CLASSIFICATION	DEFINITION
2	Gender blind	Result had no attention to gender, failed to acknowledge the different needs of men, women, girls and boys, or marginalized populations
3	Gender targeted	Policies/programmes took into account the particularities pertaining to women/girls and men/boys. Results or data are sex-disaggregated; Concern is with including females and/or males or providing equitable access to resources for females and males (sex-disaggregated data only; limited to inclusion)
4	Gender responsive	Results addressed differential needs of men and women and addressed equitable distribution of benefits, resources, status, rights while acknowledging the root causes of inequalities and barriers in their lives; Could include individual change in attitudes but not at level of gender norms
5	Gender transformative	Result contributed to changes in norms, cultural values, power structures and the roots of gender inequalities and discriminations; The aim was to redefine systems and institutions where inequalities are created and maintained; Other forms of gender inequalities, outside of SRH and GBV, would also be visible

Using the inquiry parameters and the GRES scale, the evaluation team employed a thematic coding process, categorizing information from the CPEs and providing a GRES score for all results described in the CPEs under each of the four outcomes areas – GBV, FGM/CM and harmful practices, SRH, AY, and PD. To ensure coherence of coding judgements and coding accuracy between the reviewers (inter-rater reliability), an introductory training, regular peer review, and a list of examples for each GRES rating from select CPEs were used throughout the process.

Following coding and data cleaning, the team used Dedoose Qualitative Data Analysis programme for the systematic analysis of the information coded. Data was aggregated and basic descriptive statistics were produced for each GRES rating by outcome area. In addition, qualitative analysis of coded CPE data informed findings on select assumptions taking into account the socio-political context, the tagged text and the frequency of codes.

Challenges and limitations of the CPE Review

The CPE Review only included CPEs with an overall evaluation quality assessment rating of “Good” or higher. While the team considered the assessment rating a helpful threshold in selecting the CPE to be included in the review, this approach excludes potentially useful data that may have emerged from CPEs that, though assessed as “Poor” or “Unsatisfactory” overall, include specific dimensions assessed as “Good” or “Very Good”.

The CPE Review relies on the quality and relevance of the CPEs in relation to the evaluation questions for this evaluation, which bring a gender lens to the UNFPA country programmes and require the use of the Gender Results Effectiveness Scale. Limitations of these CPEs have an effect on the overall quality of the information obtained through the review and include:

- CPEs often do not provide a level of detail that allows for an assessment of the contribution of UNFPA to outcomes, including at the level of behavior and more enduring social norm change. The

majority of results reported remain at the activity and output level with limited insights on longer-term results. As such, coded data in the CPE Review do not always show a clear and explicit link between UNFPA support and its contribution to higher level results (i.e., transformative change).

- CPEs do not consistently employ a gender lens in analyzing results. The extent to which CPEs comment on the level of gender mainstreaming in programming and changes in the lives of women and girls and other vulnerable populations is variable. For instance, coding for results under the gender non-dedicated outcomes show that limited information is available in CPEs on the degree to which results were gender mainstreamed. As such, a large portion of results are coded as 'gender blind' not necessarily because the interventions were in fact gender blind but because the results reported in the evaluation do not unpack the gender dimensions of that result. Similarly, CPEs rarely identify "gender negative" results.
- CPEs tend to be more focused on detailing information related to achievements in gender programming rather than limiting factors. As such, the data from the CPE Review highlights more factors of success than limiting factors.

The GRES is a fairly recent analytical framework that has not been widely applied in evaluations. To address this challenge, the evaluation team had to adapt the GRES for this review providing specific guidelines and examples of results for each GRES rating by outcome area. In particular, the differentiation between "gender targeted" and "gender responsive" were at times fluid and difficult to determine if the information provided in CPEs was not sufficiently detailed or nuanced (see previous limitation). In order to mitigate this limitation, the reviewers were introduced to the GRES through an internal training session and held regular peer reviews.

Gender results are by nature a continuous variable, meaning that results may evolve over time. Gender-targeted or gender-responsive results have the potential to become transformative and induce transformative shifts. Shortcomings in results reporting, including due to the lack of a uniform results framework at the corporate level on how to capture results, limits the effectiveness of a GRES analysis solely based on document review.

GRES Ratings and Definitions

The evaluation team hypothesized on differentiating outcomes in different areas of GEWE for UNFPA's work. Results are potential and illustrative. Importantly, an effort has been made to have a least common denominator of the evidence for any one category on the continuum.

a) For Preventing and Responding to Gender-Based Violence⁷⁹

CLASSIFICATION	ILLUSTRATIVE RESULTS
Gender negative	<ul style="list-style-type: none"> • Increased exposure to GBV of women victims as a result of reporting; • Increased reluctance of GBV survivors to seek justice; • Reduction in reporting of GBV on the part of victims; • No progress <i>or</i> backlash relating to laws to criminalize GBV (for women but also for men), domestic rape or other

⁷⁹ The illustrated results would be similar for child marriage and other harmful practices.

CLASSIFICATION	ILLUSTRATIVE RESULTS
Gender blind	<ul style="list-style-type: none"> • In response, a purely medical approach to women victims of GBV (e.g., clinical management of rape) • A narrow definition of GBV applied (physical/sexual only)
Gender targeted	<ul style="list-style-type: none"> • Some awareness raising among women, girls, men and boys, including service providers and gatekeepers and other important target groups for prevention and protection of women/girls; • Minimal provision of response services to women and girl survivors (male survivors are either ignored or there is only a referral system for male survivors); • Advocacy efforts by NGOs and government policies/programmes acknowledge gender issues and GBV
Gender responsive	<ul style="list-style-type: none"> • Women and girls have access to safe spaces, empowerment or life skills programmes – service provision is more integrated and extensive; • Evidence of a referral system that responds to the various needs of women and girl survivors; • Addresses all forms of GBV, not just physical and sexual violence; • Boys and men are targeted and sensitized to GBV and their effects but there is not necessarily any reporting on change in attitudes; • Training for health service providers and other kinds of service providers (police, judicial system) on GBV response • There has been extensive advocacy efforts to change policies/laws on GBV and to institutionalize a government response on GBV
Gender transformative	<ul style="list-style-type: none"> • Changes in laws and policies that criminalize GBV (e.g., the Penal Code, those relating specifically to SRH, and other gender equality laws); • Changes in attitudes and behaviors among men and boys (positive masculinities); • Changes in attitudes among women and girls that GBV and child marriage are not acceptable; • Communities that declare themselves free of child marriage • Changes in attitudes and behaviors among law enforcement and service providers on GBV • Health services and other kinds of service providers (police, judicial system) adopt a non-discriminatory approach to survivors (and different categories of survivors)

b) For Sexual and Reproductive Health and Reproductive Rights

CLASSIFICATION	ILLUSTRATIVE RESULTS
Gender negative	Any kind of backlash for women, men, youth (young women or young men), or other gender identities as a result of seeking SRH services or changing attitudes or norms (e.g., positive masculinity)
Gender blind	<p>Maternal health, family planning and newborn care services are accessible to women but health staff are gender-insensitive, discriminatory, or non-inclusive;</p> <ul style="list-style-type: none"> • Reproductive health services are not designed from a gender perspective nor a <i>rights</i> perspective; • Data show that the supply of services are insufficient and not meeting the needs of vulnerable populations

CLASSIFICATION	ILLUSTRATIVE RESULTS
Gender targeted	<ul style="list-style-type: none"> • Women and mothers have access to a host of SRH services - family planning, birth spacing, maternal and neonatal health, emergency obstetric care and newborn care services; • Family planning counseling and methods are available to women but there is little to no male engagement; • Adolescent girls and/or youth mothers have access to SRH information at a minimum (better: services, programmes); • Beneficiaries of <i>youth</i> SRH information, awareness raising, or services in SRH, rights, and healthy lifestyles are gender-disaggregated
Gender responsive	<ul style="list-style-type: none"> • SRH services, rights awareness raising, youth SRH, HIV prevention and treatment are inclusive and also target the high-risk populations (the most-hard-to-reach, the most vulnerable, very young girls); • SRH health care staff have increased capacity to deliver respectful, dignified care to all women regardless of age and background; • SRH services and awareness raising engage men as supportive partners to women and in addressing their own needs; • Initiatives to increase the demand for family planning information, services or methods address men's role as well; • The differential SRH needs of young women vs. young men are addressed (e.g., young women have a safe space to seek SRH services and advice, to prevent unwanted pregnancies, HIV, early marriage, GBV; young men have access to SRH and HIV services and advice according to their needs and vulnerabilities)
Gender transformative	<ul style="list-style-type: none"> • Policies that are barriers to accessing SRH rights are being updated; • Adoption of a rights-based approach to SRH services • SRH services are designed to address needs and fulfill the rights of all women and men through a <i>life-cycle</i> approach; • The rights of stigmatized groups – of different gender identities and sexual orientation – are respected in the access to and delivery of services; • Sexual comprehensive education for youth is being adopted and includes modules to address unequal gender relations; • Communities demonstrate their support for the SRH rights of women and youth both in terms of treatment and prevention and to reduce rates of maternal mortality and morbidity; harmful practices such as FGM; harms to young adolescent girls; • Youth (girls and boys) and women participate in advocating for their SRH rights

c) For Population Dynamics

CLASSIFICATION	ILLUSTRATIVE RESULTS
Gender negative	<ul style="list-style-type: none"> • Little to no sex and age-disaggregated data to perform analyses for population policies and programmes; • Influential people or organizations hold sway over the policies and programmes being developed; • Gender and social inequalities in access to SRH and GBV services prevail.
Gender blind	<ul style="list-style-type: none"> • Census data are sex-disaggregated but national statistics are not consistently sex-disaggregated;

CLASSIFICATION	ILLUSTRATIVE RESULTS
	<ul style="list-style-type: none"> National development plans and emergency preparedness plans (for refugee crises) are not informed by gender disparities In general, sex-disaggregation is not evident in support to population statistics
Gender targeted	<ul style="list-style-type: none"> Gender analysis is applied to vulnerability mapping; Sex disaggregation is applied in census data and other major national surveys; Statistics offices and ministries are trained in use of sex-disaggregated data to demonstrate gender inequalities; In general, sex-disaggregation is evident at a minimum in the census and the DHS
Gender responsive	<ul style="list-style-type: none"> National counterparts are trained in the use of a GBV IMS system; There is <i>some</i> evidence that national counterparts are using sex-disaggregated data as well as data disaggregated by other social categories (e.g ethnicity, disability, etc.) to develop action plans and improve policy particularly relating to SRH rights, but not on a broad scale or not in critical rights areas; The government is demonstrating willingness to address <i>some</i> of the critical gaps in relation to the ICPD-SDG goals but many important ones remain (the Pop and Dev division usually is responsible for support to ICPD monitoring systems)
Gender transformative	<ul style="list-style-type: none"> Women, adolescent girls and marginalized groups are consulted and participate in the development, implementation and analysis of census data; There is evidence that national development plans/strategies across diverse sectors (not only health) that integrate demographic dynamics demonstrate a gender perspective (gender mainstreaming); The government is demonstrating its accountability to addressing critical gaps in relation to the ICPD-SDG goals (usually this means UNFPA has also supported them in developing a monitoring system); The SRH sector strategy demonstrates a comprehensive approach that is inclusive, rights-based, rooted in social norm change

 For Youth Programming⁸⁰

CLASSIFICATION	ILLUSTRATIVE RESULTS
Gender negative	<ul style="list-style-type: none"> Programmes in SRH, specific social norms, GBV, leadership, empowerment or any youth-specific activities are creating a backlash for girls (e.g., perception that safe spaces for girls are actually brothels; or advocating for youth LGBTI rights leads to violence against this population group)
Gender blind	<ul style="list-style-type: none"> Youth activities are systematically not sex-disaggregated; Youth activities are conceptualized without regard to gender-differentiated barriers to access and participation or to gender-specific problems (SRH, HIV, social norms) Youth activities do not address gender issues
Gender targeted	<ul style="list-style-type: none"> Youth activities are inclusive of females and males and sex-disaggregated; <i>Not all</i> youth-related activities address gender-differentiated barriers to access and participation or to gender-specific problems (SRH, HIV, social norms);

⁸⁰ Youth programming can be mainstreamed into other outcomes or identified by the Country Office as a specific area of work. The rating system can be used as a guide in both instances.

CLASSIFICATION	ILLUSTRATIVE RESULTS
	<ul style="list-style-type: none"> • Sex education curriculum addresses gender, but not necessarily gender and social norms or gender inequalities • Programmes target boys and girls, but do not necessarily take into account the differential needs of boys and girls
Gender responsive	<ul style="list-style-type: none"> • Youth activities – such as SRH courses, sex education, Y-Peer network, SRH youth-friendly services - made available to female and male youth and address gender-specific SRH/FP needs • Barriers to participation of girls in programmes are acknowledged and addressed • Life skills or empowerment programmes for girls; • Safe spaces for girls; • Programmes to build girls' leadership
Gender transformative	<ul style="list-style-type: none"> • Comprehensive sexuality education curriculum is being adopted in schools and include modules on unequal gender relations; • There is strong evidence that the SRH needs and rights of the most marginalized youth (those with disabilities, indigenous, LGBTI, etc.) are being promoted; • Youth, peace and security initiatives address barriers to participation and leadership of girls at the level of adverse social norms; • National policies and plans that integrate the SRH needs of youth reflect a gender perspective; • Youth-friendly SRH services address both <i>the demand</i> and the supply end for females and for males • Evidence of integrating change in toxic masculinities as part of SRH activities offered to youth

Annex 8 CPEs and Corporate Evaluation Highlights of the Results of GRES

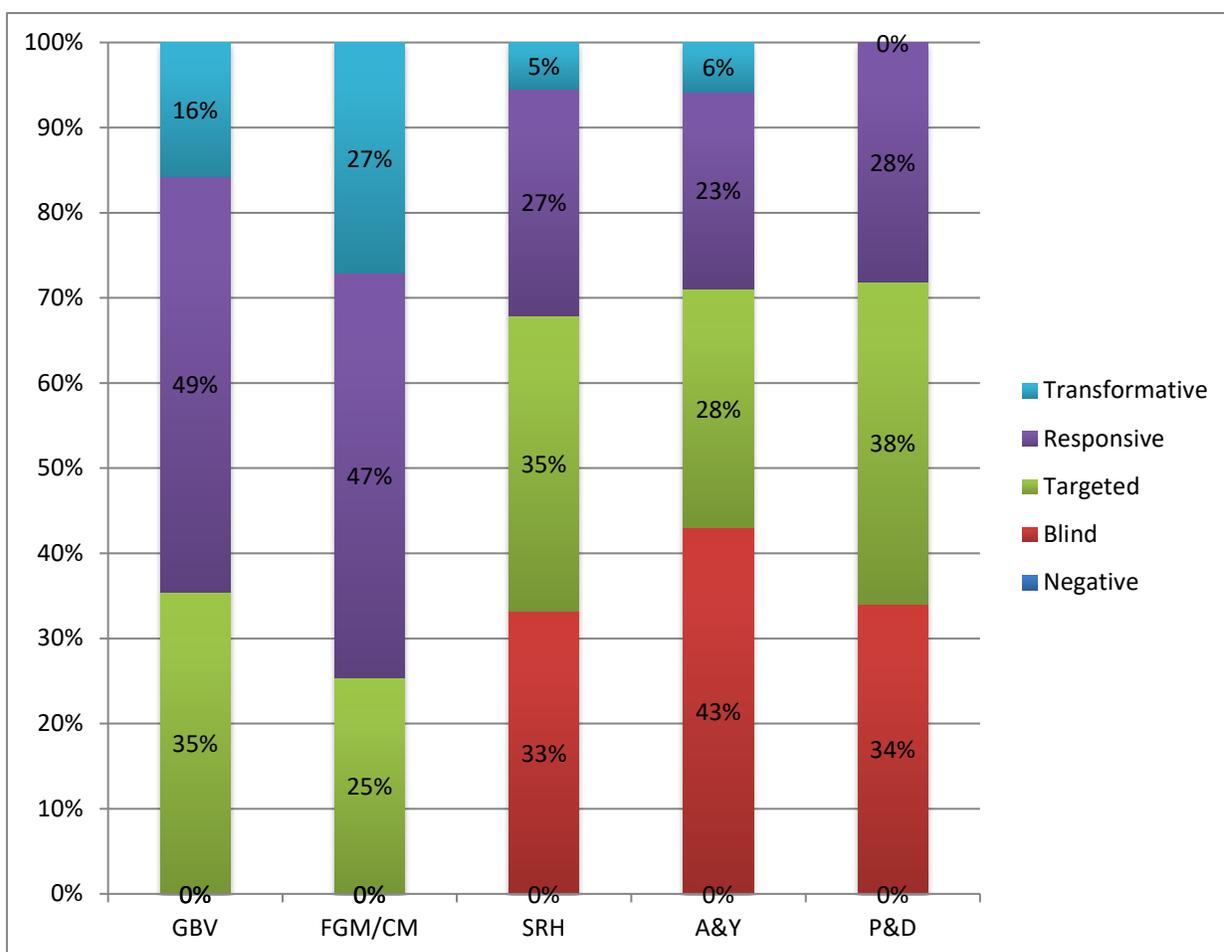
As described in Annex 7, the *Gender Results Effectiveness Scale (GRES)* was used to assess specific intervention areas in the CPEs. The GRES offers insights on the type of gendered change/results achieved, through a five-point scale that measures results as gender blind, gender negative, gender targeted, gender responsive and gender transformative. Each intervention area was given a rating on a scale of 1 to 5, from low to high. A similar scale was also applied to 14 UNFPA Corporate Evaluations conducted after 2014. (The table at the end of the Appendix provides the list of evaluations).

This Appendix provides both overall ratings and illustrative narratives from the GRES analysis conducted on the CPEs and the corporate evaluations.

CPE Review: Overview of GRES Ratings

The following graph illustrates the proportion of results that were classified along the different points of the GRES scale.

Graph 8-1 Comparison of GRES ratings across UNFPA mandate areas



CPE Review: Illustrative narratives extracted from the GRES analysis

RESULTS AREA	GENDER BLIND	GENDER TARGETED	GENDER RESPONSIVE	GENDER TRANSFORMATIVE
<p>GBV/FGM</p>	<p><i>None of the interventions were classified as gender blind under this outcome area.</i></p>	<p><i>(Armenia)</i> UNFPA has significantly contributed to awareness of gender based violence through research and surveys, awareness raising interventions, such as 16 Days of Activism against Gender Violence and White Ribbon (men against violence) campaigns. Interventions have effectively targeted males but this approach requires much greater effort to address deep psychosocial issues.</p> <p><i>(Papua New Guinea)</i> A national taskforce is currently developing new guidelines for medical and psychosocial management of GBV victims, including referral mechanisms. UNFPA supports the work of this taskforce and has provided technical and financial support to the development of these guidelines. These guidelines are to be used at FSCs as well as other health facilities where GBV victims present (including emergency departments and health centers) and are not yet finalized.</p> <p><i>(Egypt)</i> In the case of NGOs and youth network, there was direct training for local NGOs and</p>	<p><i>(Armenia)</i> Pilot interventions to address GBV through religious leaders is important and changing stereotypical behaviors. UNFPA interventions to build capacities of journalists, were exceptionally effective.</p> <p>Regional Training of Trainers (ToT) on “Male Involvement in Advancing Gender Equality and Ending Violence against Women” The importance of male engagement in combating gender-based violence was addressed during a special regional initiative, jointly implemented by UNFPA CGBV projects from Armenia, Azerbaijan and Georgia.</p> <p><i>(Papua New Guinea)</i> UNFPA supported some police training on GBV, but most training is organized internally by RPNGC. No lawyers are trained. The Royal PNG Constabulary has established two service desks where victims of GBV can report, the Sexual Office Squad (for any sexual offence) and the Family & Sexual Violence Unit (for domestic and/or sexual violence). UNFPA supports the training of FSVU staff in</p>	<p><i>(Armenia)</i> In 2010 the National Interagency Committee to Combat Gender-Based Violence in Armenia was established as per Decree (N 213-A) of the Prime Minister. Creation of the National Interagency Committee (NIC) to Combat Gender-Based Violence became an unprecedented act of political will at the highest policy-making levels that demonstrated readiness of the RA Government to take concrete steps towards eradication of GBV in Armenia. In 2010, more than 15 meetings of NIC and working groups on Organizational Issues were conducted. As a result, the NIC developed the Charter of the National Interagency Committee to Combat GBV and elaborated 2011-2015 National Action Plan to Combat GBV in Armenia.</p> <p><i>(Swaziland)</i> Country programme support has also contributed to the integration of gender and gender-based violence into the 2013 Sexual and Reproductive Health Policy and the extended National Multi-sector Strategic Framework on HIV and AIDs.</p>

RESULTS AREA	GENDER BLIND	GENDER TARGETED	GENDER RESPONSIVE	GENDER TRANSFORMATIVE
		<p>young people on different topics mainly peer education, reproductive health national views and extended to gender covering female genital mutilation. The reported numbers of trained/counselled youth were large according to annual progress reports but there was lack of evidence of the ability of the different training to improve the knowledge of the young people.</p>	<p>counseling and reporting, through FSVAC...Since then, the FSVU unit in the RPNGC developed their own training plan, which is partly supported by UNFPA, including training for frontline officers (FSVU desks only exist in provincial centers). <i>(Senegal)</i> Au niveau des jeunes, il y a lieu de noter la constitution d'une masse critique de jeunes (filles et garçons), outillés en genre, leadership transformationnel et techniques de communication. En 2014, 113 clubs EVF (sessions éducatives), 30 jeunes filles (média sociaux) ont bénéficié de renforcement de capacité et se sont engagés à sensibiliser leurs pairs sur les problématiques liées à la SRAJ, aux IST/VIH/SIDA, à l'excision.</p>	<p><i>(Pakistan)</i> Advocacy for increasing the age of marriage has led to bills legislating increased age of marriage to 18 years for girls in Sindh, and 16 in Punjab province. UNFPA was part of a very active consortium of many civil society partners and provided the TA for drafting the bill.</p>
<p>SRH</p>	<p><i>(Kenya)</i> For the sexual and reproductive health component the CO successfully leveraged resources and public-private partnerships to work with the UN H6 partners to support government to develop a dynamic and comprehensive reproductive, maternal, neonatal, child and adolescent health (RMNCAH) project targeting six priority counties (selected as they bear the burden of 50 percent of maternal</p>	<p><i>(Kenya)</i> The capacity development interventions targeted skills development for health care workers (HCWs), health facility infrastructure improvements, and equipment procurement and distribution. Skills development interventions included training in EmONC, focused antenatal care, family planning especially use of long acting reversible contraceptives (LARCs) including Implanon NXT66 and permanent methods,</p>	<p><i>(Kenya)</i> The CP supported establishment of a drop-in centre for FSWs in Kilifi to provide integrated HIV and SRH services. The programme also supported development of sex workers capacity as peer educators for others. Topics included: seeking reproductive health care screening and treatment; promoting uptake of family planning (notably 100 per cent condom uptake focus); enhanced</p>	<p><i>(Kenya)</i> The CO also provided technical and financial support for the development and revision of key SRH policies and strategies, implementation frameworks and guidelines (see EQ1).65 These have improved the SRH policy environment and streamlined implementation across the country (document review supported by KI interviews).</p>

RESULTS AREA	GENDER BLIND	GENDER TARGETED	GENDER RESPONSIVE	GENDER TRANSFORMATIVE
	<p>mortality in Kenya). This increased the availability of infrastructure and equipment, coverage and utilisation of a skilled continuum of care, and advocacy efforts contributed to prioritisation of RMNCAH at national and county government level.</p> <p><i>(Liberia)</i> As part of efforts to increase access to FP, UNFPA Liberia supports innovative market sites to provide FP services to market-going populations.</p>	<p>maternal and perinatal death surveillance and response, obstetric fistula (OF) management, and GBV.</p> <p><i>(Kazakhstan)</i> In 2013, national survey of sex workers and people living with HIV supported by UNFPA was conducted to measure access to SRH and family planning services by these population groups.</p>	<p>skills in negotiation for safe sex; enhanced awareness on legal rights and referral mechanisms in instances of violence or abuse as well as economic empowerment capacity and referrals.</p> <p><i>(Kazakhstan)</i> Reports on government's response to the population needs in family planning and access of law enforcement officers to reproductive health were developed, discussed, and passed to the government.</p>	<p><i>(Kazakhstan)</i> The Concept of Family and Gender Policy in the Republic of Kazakhstan until 2030 was approved by President of Kazakhstan Nursultan Nazarbayev on December 6, 2016. According to the Concept, family is an important social institute, supporting of which creates a base for social policy. UNFPA backed the development of the Concept. First, the government intended to have the Concept of Family Policy (without Gender Policy). UNFPA and other UN agencies insisted the Concept should contain goals, principles, and tools on gender issues including gender equality. Second, the situational analysis of the Concept was based on data obtained with UNFPA support (MICS, youth survey etc.).</p>
<p>AY</p>	<p><i>(Zambia)</i> From 2017 the CO also undertook high level advocacy to revise the minimum age of consent for young people to access SRH information and services. The age of consent has been a major barrier for younger sexually active adolescents to access integrated SRH/HIV services and allows health care providers to turn them away (KI interviews, document review).</p>	<p><i>(Botswana)</i> The Safeguarding Youth Programme launched in 2014 aims at empowering young people on ASRH and promoting gender equality. While not assessed, this appears to have potential to strengthen both ASRH and gender mainstreaming.</p> <p><i>(Zambia)</i> A key programme for this intervention is Safeguard Young People (SYP). SYP, implemented by the Young</p>	<p><i>(Malawi)</i> The Safeguard Young People Programme was coordinated by the Ministry of Health to provide of youth-friendly health services in six districts with high rates of adolescent pregnancy, child marriage, gender-based violence and school dropouts. The primary target audience were all adolescents and young people (10-24) with special focus on</p>	<p><i>(Cuba)</i> UNFPA contributed to the mainstreaming of gender, rights and sexual diversity approach into the school curriculum as part of the Sexuality Education Programme and helped expand the territorial reach of the programme to 16 pedagogical schools. In the province of Villa Clara changes in educational settings were record, including the reduction of unintentional</p>

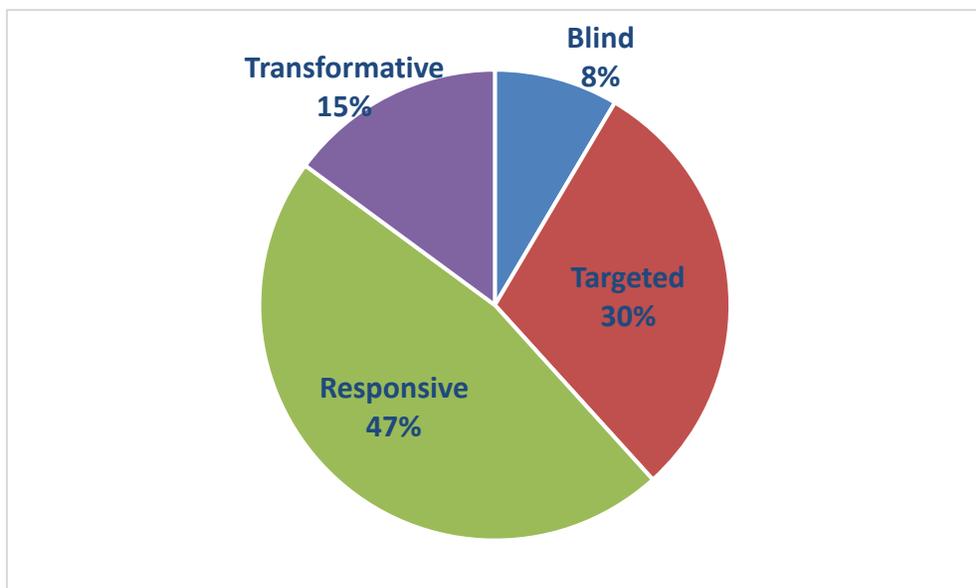
RESULTS AREA	GENDER BLIND	GENDER TARGETED	GENDER RESPONSIVE	GENDER TRANSFORMATIVE
	<p>After wide consultation during the 8CP, at the time of the CPE a proposal had been submitted to the Ministry of Health for approval by the Permanent Secretary (KI IP and CO interviews).</p> <p><i>(Turkey)</i> 275 Turkish and 2073 Syrian young people were trained on youth SRH through peer education activities. Four youth friendly health services training were conducted for service providers in Izmir, Gaziantep and Ankara. In total 94 service providers participated in the training activities. In 2018, the following awareness raising activities were delivered: 1720 young people acquired skills and knowledge on SRH issues through peer education and box game activities; as part of the World Aids Day (WAD) activities in partnership with 10 NGOs covering 22 provinces 900 young people were reached; within the theatre-based training activities on HIV and SRH rights a ToT programme and 6 dissemination sessions were conducted</p>	<p>Christian Women's Association (YWCA) in three districts, Samfya District in Luapula, Mufumbwe District in North-Western, and Kaoma District in Western Province, in conjunction with the Ministry of Health and the Ministry of Youth, Sports and Child Development, aims to contribute to strengthening the SRH status of young people 10-24 through high level advocacy regarding the age of consent to access SRH services, development of comprehensive guidelines and revision of adolescent health standards, as well as advocating for disaggregation of data on age and sex in the HMIS.</p>	<p>adolescent girls 10- 19 years and marginalized groups.</p> <p><i>(Turkey)</i> UNFPA CO in the scope of CP is working on development, implementation and scaling-up of gender-sensitive, rights-based legislation and policies on SRH for vulnerable groups and youth; institutionalizing pre-and in-service training on sexual and reproductive health services, including family planning and HIV and youth peer-education programming, customized for vulnerable groups; designing outreach activities for vulnerable groups and youth-friendly service models for safer sexual and reproductive behaviour; combating child marriage and adolescent pregnancy through prevention programmes.</p>	<p>pregnancy and school dropouts among adolescents, greater attention to gender equality in interpersonal relations, respect for sexual diversity in the school and family environment.</p> <p><i>(Colombia)</i> Intercultural and gender sensitive training helped remove prejudice among teachers and gave them tools to address discrimination on the basis of gender and sexual orientation. In addition, the intercultural approach ensured CSE sensitive to the needs of the Kankuamo People and the space to promote CSE in the community.</p>
PD	<p><i>(Turkmenistan)</i> Specialists of the Departments have said to the evaluation team that they are using the knowledge and skills they received with support of the</p>	<p><i>(Viet Nam)</i> Key findings and indicators (population, population bonus, fertility, mortality, migration, SRB, aging, gender) of the first ever inter-</p>	<p><i>(Viet Nam)</i> A number of quality policy advocacy documents have been produced as a result of UNFPA data generation, and were frequently cited by external</p>	<p><i>None of the interventions were classified as gender transformative under this outcome area.</i></p>

RESULTS AREA	GENDER BLIND	GENDER TARGETED	GENDER RESPONSIVE	GENDER TRANSFORMATIVE
	<p>country programme. At the same time the programme supported development of training materials and a curriculum for Demographic projections course for forthcoming Master’s programme of the Civil Service Academy that directly contributes to creating a national capacity building mechanism in the area of demographic data and projections.</p> <p><i>(Philippines)</i> UNFPA contributed in the development of a cadre of champions for the passage of national and local policies that served as legal framework for the implementation of population and RH programs. During the last stretch of the RH bill deliberations (2012), the national advocacy community consisted of at least 130 legislators and 15 senators.</p>	<p>censal population survey (IPS) were timely and used for development of the report on the direction of the new iteration of the Socio-Economic Development Plan (SEDP) 2016-2020, the final MDG report and discussions on the post-2015 agenda.</p> <p><i>(Turkmenistan)</i> The country programme contributed towards strengthening the national population data management system in such areas as collection of medical and population statistics, monitoring of SDGs indicators and preparation of 2022 census...Important milestones achieved with the support of the country programme include completion of a Baseline Assessment of ICPD related SDG indicators initiated by the UNFPA country office followed by selection of the set of SDGs indicators related to ICPD and assessment of the existing Health Informational Management System (HIMS) that informed and led to the development of the strategy for HIMS strengthening.</p>	<p>stakeholders as highly appreciated. Examples include: migration, disability factsheet, ethnic groups factsheet, masculinity, gender and son preference study, sex imbalances at birth survey study, sex ratio at birth survey study.</p> <p><i>(Philippines)</i> Under CP7, policy dialogues on RPRH, ASRH, GBV, population dynamics, among others, were co-sponsored by parliamentarians, CSOs, faith-based organizations, and the media. Seven out of 7 or 100% of CSOs targeted have organized and/or sponsored evidence-based policy dialogues on population and RH from 2012-2013 in 5 out of the 10 CP7 provinces. ... Given the non-passage of the BBL, the MNCHN amended SRH policy in Bangsamoro was no longer applicable. The amended HIV/AIDS law is still under discussion in Congress. UNFPA policy advocacy assistance included capacity building of local legislators through the support of CSO partners such as the 30 institutional members of the Purple Ribbon Movement.</p>	

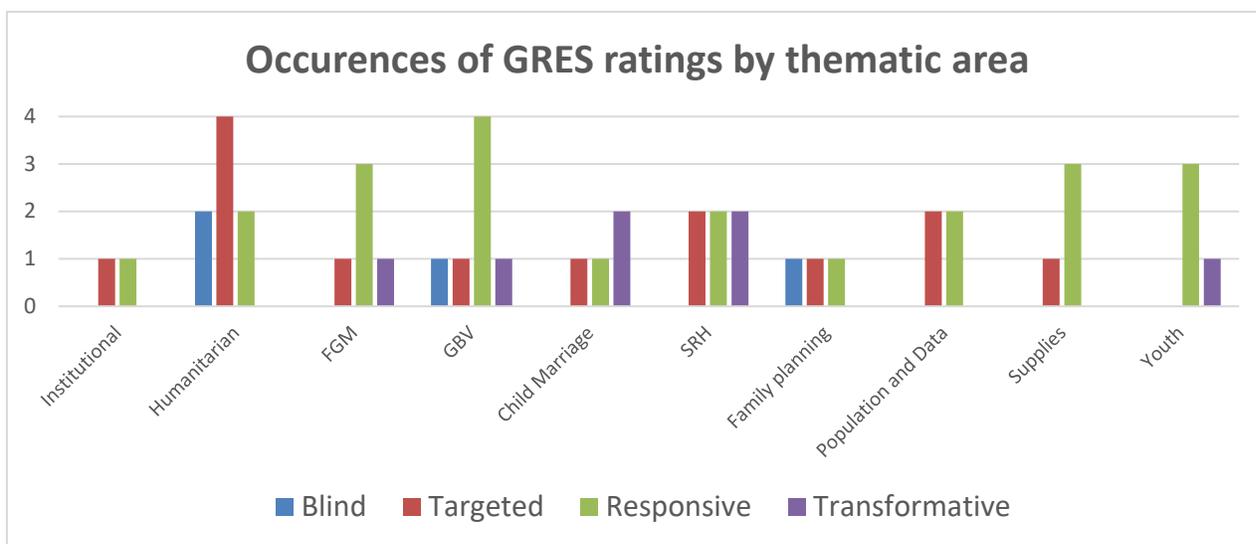
Corporate Evaluation Review - Overview of GRES Ratings

The following graph illustrates the proportion of results that were classified along the different points of the GRES scale. Close to half of the evidenced gender results were rated as “gender responsive.” When evidenced in UNFPA corporate evaluations, contributions to gender results were twice as likely to be transformative than blind.

Graph 8-2 GRES ratings across results reported in Corporate Evaluations



Graph 8-3 Trends in the ratings across thematic areas covered by the evaluations



Gender responsive and transformative results occur more often in evaluations of gender-dedicated areas and programmes, but they were also evidenced in areas where gender equality and women’s

empowerment were mainstreamed, particularly SRH and Youth. On the other hand, evaluations of programmes in humanitarian/emergency settings bring the most evidence of gender blind results.

Table 8.1 Corporate Evaluation Review: Illustrative narratives extracted from the GRES analysis⁸¹

REPORT	GENDER BLIND	GENDER TARGETED	GENDER RESPONSIVE	GENDER TRANSFORMATIVE
Adolescents and Youth evaluation (2008-2015)			<p>Significant and recognized contribution to the priority given to adolescent girls in national development policies and programmes. Evidence of advocacy, including policy dialogue and advice, on child marriage and adolescent pregnancy.</p>	<p>Important gains for adolescents and youth, especially adolescent girls, through a human rights-based approach to programming that is both culturally and gender-sensitive. UNFPA contributed to changing laws, policies and social norms that discriminate against young people, particularly unmarried adolescent girls. UNFPA has provided guidance to countries on human rights-based, and gender and culturally sensitive programming and on responding to cultural, social and political changes that affect adolescents and youth programming.</p>
			<p>UNFPA supported efforts to improve the legal, policy and socio-cultural environment to girls' empowerment. Programming on adolescent girls has focused on ending child marriage, adolescent pregnancy prevention, abandonment of female genital mutilation, sexual and reproductive health education and information and youth-friendly health services targeting very young adolescent girls aged 10 to 14.</p>	
Support to Family Planning (2008-2013)	<p><i>Recognised leader in defining SRH-HIV linkages. UNFPA and IPPF developed a rapid assessment tool contributing to the development of a body of evidence on SRH-HIV links, relating to needs and gaps. There is considerably</i></p>	<p>UNFPA has been an important force in getting family planning and SRH included in the services provided by emergency relief organisations and to continually keeping it on the agenda in emergencies. UNFPA supported the development of the MISIP to</p>	<p>Recognised as a leading global advocate of the rights of vulnerable and marginalised groups, but its leadership does not always filter down to the country level. COs have not systematically conducted & budgeted situation analyses on SRH and rights of vulnerable groups, and</p>	

⁸¹ Examples have been extracted for three out of the fourteen evaluations reviewed

REPORT	GENDER BLIND	GENDER TARGETED	GENDER RESPONSIVE	GENDER TRANSFORMATIVE
	<p><i>less information on how the results of these assessments were used to design interventions and improve linkages.</i></p>	<p>guide emergency responses and the procurement of RH kits.</p>	<p>information on the cultural and social barriers that exist on both the demand and supply side. UNFPA allocates resources for programming for the most disadvantaged groups, promotes the rights and needs of vulnerable and marginalised groups with governments, promotes participation of these groups in programme activities, and supports initiatives that increase access to services for vulnerable and marginalised groups. An area of less attention is UNFPA efforts on the empowerment of vulnerable and marginalised groups.</p>	
<p>Humanitarian Capacity 2012-2019</p>	<p>UNFPA humanitarian responses generally focus on service delivery rather than awareness-raising or fostering social norm changes on women's rights and the prevention of GBV. Monitoring of effectiveness is hampered by the absence of comprehensive humanitarian-specific outcome-level indicators. Awareness-raising activities conducted through WFS tend toward traditional methods of engagement rather than using new, researched approaches to social norms change.</p>	<p>UNFPA support has led to increased quantity and improved quality of GBV services. Robust and consistent quantitative data is limited and is frequently missing measurable targets for results.</p> <p>Limited available evidence suggests various degrees of effectiveness. One widespread approach is the delivery of GBV services and referrals through women-friendly spaces/safe-spaces.</p>	<p>There is evidence across all countries of clear output-level results of maternal and newborn health services, but less evidence of results for the whole spectrum of SRHR. There is also less evidence of consistent GBV service-delivery effectiveness. Youth programming is increasing, but still nascent, with examples across most countries of increased consideration for youth-friendly/adolescent-friendly services.</p>	

Table 8.2 *List of evaluations reviewed using the GRES framework*

1	Evaluation of UNFPA support to population and housing census data to inform decision-making and policy formulation (2005-2014)	2016
2	Evaluation of the UNFPA support to family planning (2008-2013)	2016
3	Evaluation of UNFPA Support to Adolescents and Youth (2008-2015)	2016
4	Formative evaluation of the UNFPA Innovative Initiative (2014-2016)	2017
5	Evaluation of the architecture supporting the operationalisation of the UNFPA Strategic Plan (2014-2017)	2017
6	End line evaluation of the H4+ Joint Programme (2011-2016)	2017
7	Evaluation of UNFPA support to the prevention of, response to and elimination of gender-based violence and harmful practices (2012-2017)	2018
8	Mid-Term evaluation of the UNFPA Supplies Programme (2013-2020)	2018
9	Joint Evaluation of the UNFPA-UNICEF Joint Programme on the Abandonment of Female Genital Mutilation: Accelerating Change - Phase I and II (2008–2017)	2019
10	JOINT EVALUATION - UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage (2016-2018)	2019
11	Evaluation of the UNFPA response to the Syria crisis (2011-2018)	2019
12	Evaluation of the UNFPA capacity in humanitarian action (2012-2019)	2019
13	Developmental evaluation of results-based management at UNFPA	2019
14	Evaluation of the UNFPA support to the HIV response (2016-2019)	2020

Annex 9 Online survey

An online survey with UNFPA personnel was conducted between June 25 and July 22, 2020. Universalialia administered the anonymous, confidential survey using the online application SurveyMonkey. The UNFPA Evaluation Office sent out the survey invitations. The objective of the survey was to collect feedback from individual UNFPA personnel at country and regional level with regards to UNFPA capacities for gender mainstreaming and the organizational factors that can limit or enable the organization's work in support of gender equality. The survey was divided in eight main areas of inquiry:

1. Background information
2. Gender mainstreaming at UNFPA
3. Fit for purpose in gender-dedicated outcome area
4. Gender capacities and competencies
5. Organizational leadership, practices and routines
6. Organizational culture and accountability
7. GEWE during COVID-19
8. For Gender Focal points/officers/advisors

The survey used a combination of multiple choice and open-ended questions to gather quantitative and qualitative information. Respondents were asked to reply from their individual perspective and not from the perspective of the country office or regional office.

The survey was available in English.

The survey sample

The survey sample size was 591, covering UNFPA personnel at the regional and country level⁸². To ensure the inclusion of a diversity of UNFPA personnel (levels, offices, regions), the survey population was not limited to a specific group but was extended to all personnel.

The survey response rate was 12.7 percent (see Table 9.1 below). The Evaluation Office sent out weekly reminders to increase the response rate. Personnel in the Arab States had the lowest response rate (8 percent), while Asia and Pacific and Latin American and the Caribbean regions had the highest response rates at 18 percent and 17 percent respectively (see Graph 9.1).

Table 9.1 Coverage of the UNFPA survey

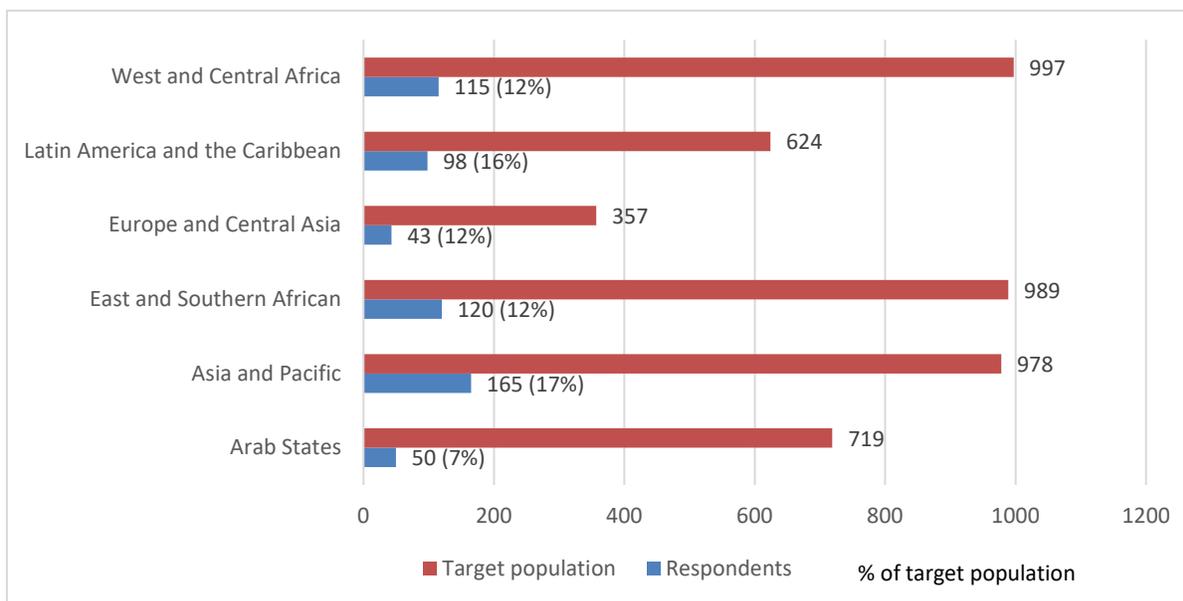
CONCEPT	VALUE	DESCRIPTION
Total population	4664 ⁸³	Number of UNFPA personnel in the survey frame
Estimated target population	2,600	Estimated number of UNFPA personnel involved in gender-dedicated and mainstreamed programming, monitoring and management.
Respondents	591	Number of UNFPA personnel who completed the survey

⁸² UNFPA Personnel includes staff, consultants, contractors, interns, UNVs and other temporary posts.

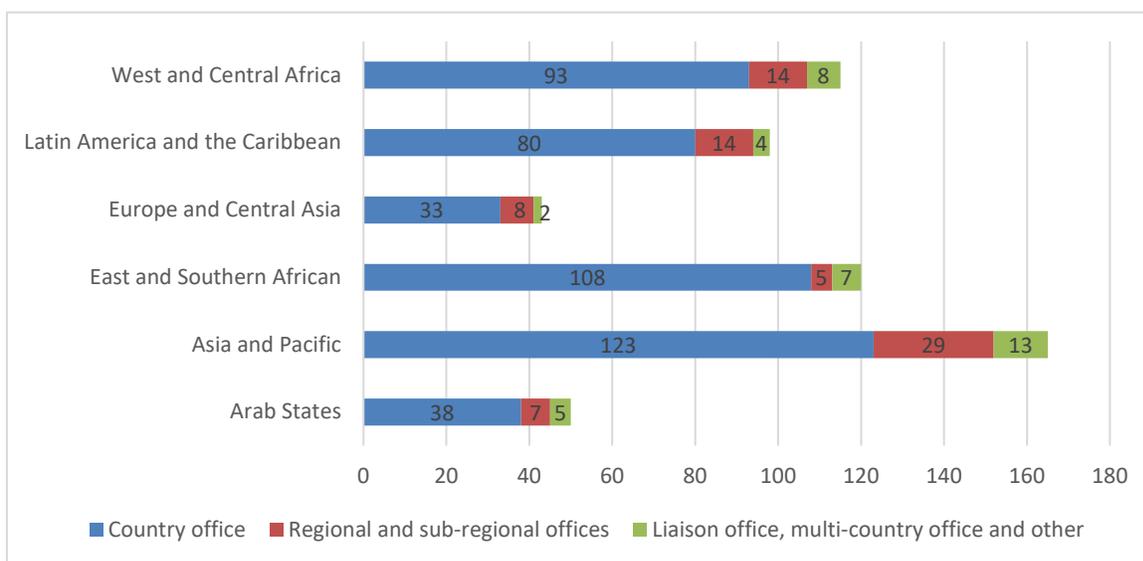
⁸³ The survey was sent to a total of 4664 UNFPA personnel in all six regions, comprising of 4329 people in country offices, and 335 in regional offices.

CONCEPT	VALUE	DESCRIPTION
		Response rate: 12.7 percent of the total population ⁸⁴

Graph 9-1 Comparison of the total target population and respondents by region



Graph 9-2 Number of respondents by types of office and by region⁸⁵



⁸⁴ 22.7 percent of the estimated target population. However, the team could not confirm whether the respondents were part of the estimated target population.

⁸⁵ Under the category “other”, respondents specified “district/field/sub-offices” (majority of responses), “attached to government” (2 responses), “CO and Rep for another country” (1 response), “midwife” (1 response).

Quantitative analysis and descriptive statistics were used in the analysis of the results of the online survey. The application SurveyMonkey provided automated frequency data and charts/graphs. The analysis of results was disaggregated by evaluation assumption and used in cross-comparative analysis. Sample frequencies and crosstab analyses to assess the results of conditional filters (for example, sorting respondents by sex) were conducted as needed.

Survey questionnaire

1. BACKGROUND INFORMATION
<p>1.1 Within which region do you work?</p> <p><input type="checkbox"/> Latin America and the Caribbean</p> <p><input type="checkbox"/> Arab States</p> <p><input type="checkbox"/> Asia and Pacific</p> <p><input type="checkbox"/> East and Southern African</p> <p><input type="checkbox"/> Europe and Central Asia</p> <p><input type="checkbox"/> West and Central Africa</p>
<p>1.2 In which setting do you work?</p> <p><input type="checkbox"/> Multi-country office</p> <p><input type="checkbox"/> Country office</p> <p><input type="checkbox"/> Liaison office</p> <p><input type="checkbox"/> Regional office</p> <p><input type="checkbox"/> Sub-regional office</p> <p><input type="checkbox"/> Other (please specify) _____</p>
<p>1.3 In which setting do you work?</p> <p><input type="checkbox"/> Humanitarian work</p> <p><input type="checkbox"/> Development work</p> <p><input type="checkbox"/> Both</p>
<p>1.4 What is the country quadrant?</p> <p><input type="checkbox"/> Red</p> <p><input type="checkbox"/> Yellow</p> <p><input type="checkbox"/> Orange</p> <p><input type="checkbox"/> Pink</p> <p><input type="checkbox"/> Not a country</p>
<p>1.5 What are your main functional responsibilities?</p> <p><input type="checkbox"/> Programme</p> <p><input type="checkbox"/> Operations</p> <p><input type="checkbox"/> Monitoring and Evaluation</p> <p><input type="checkbox"/> Senior Management at CO/RO</p> <p><input type="checkbox"/> Communications</p> <p><input type="checkbox"/> Resource mobilization</p> <p><input type="checkbox"/> Human Resources</p> <p><input type="checkbox"/> Other (please specify) _____</p>
<p>1.6 What is your position?</p> <p><input type="checkbox"/> Professional</p> <p><input type="checkbox"/> General Service</p> <p><input type="checkbox"/> Consultant/Service contract</p> <p><input type="checkbox"/> Junior Professional Officer/ UN Volunteer</p> <p><input type="checkbox"/> D1 and above</p> <p><input type="checkbox"/> Other _____</p>
<p>1.7 How many years have you been working in UNFPA?</p> <p><input type="checkbox"/> Less than 1 year</p> <p><input type="checkbox"/> 1 – 5 years</p> <p><input type="checkbox"/> 6-10 years</p> <p><input type="checkbox"/> 11- 20 years</p> <p><input type="checkbox"/> Over 20 years</p>
<p>1.8 What is your gender?</p> <p><input type="checkbox"/> Male</p> <p><input type="checkbox"/> Female</p> <p><input type="checkbox"/> I prefer to self-identify as: _____</p>

2. GENDER MAINSTREAMING AT UNFPA
<p>The UNFPA Gender Equality Strategy 2018-2021 defines mainstreaming a gender perspective as the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality. The following questions ask about how well UNFPA mainstreams a gender perspective in all its work.</p>
<p>2.1 Gender is effectively mainstreamed into UNFPA's sexual and reproductive health and rights work</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>2.2 Gender is effectively mainstreamed into UNFPA's population and data work.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>2.3 Gender is effectively mainstreamed into UNFPA's adolescents and youth work.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>2.4 Gender is effectively mainstreamed into UNFPA's harmful practices (Female Genital Mutilation, Son preference and Child Marriage) work.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>2.5 UNFPA programming takes into account gender barriers specific to population groups, which may have overlapping identities and therefore multiple vulnerabilities.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>2.6 OPEN-ENDED QUESTION (response is optional): What are some of the reasons for the answers you provided on gender mainstreaming?</p>

3. FIT FOR PURPOSE IN GENDER-DEDICATED OUTCOME AREA
The following questions ask about the extent to which UNFPA is equipped as an organization to deliver on commitments in its gender-dedicated outcome area in the strategic plan (Outcome 3 in the current Strategic Plan 2018-2021).
<p>3.1 Of all the UN agencies contributing to addressing gender-based violence, UNFPA qualifies as a thought leader in GBV.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>3.2 UNFPA is a recognized and competent leader in work on harmful practices (including female genital mutilation; child, early and forced marriage and son preference, depending on the context).</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>3.3 Evidence of UNFPA's engagement of men and boys across different outcome areas is clear and consistent.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>3.4 UNFPA implementing partners have the capacity to implement programming that addresses root causes/changes social norms.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
4. GENDER CAPACITIES AND COMPETENCIES
Mainstreaming a gender perspective in all actions requires both organizational and individual capacities. This section asks general questions about such capacities and competencies.
<p>4.1 UNFPA is coherent in the way that it mainstreams gender equality considerations in all areas of its mandate.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>4.2 On average, staff in UNFPA have the capacity to carry out the gender analysis that is required at various stages of the Country Programme Document (CPD) cycle.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p>

<input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know
<p>4.3 I have sufficient knowledge and skills to be able to mainstream gender equality considerations in my work.</p> <input type="checkbox"/> Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know
<p>4.4 UNFPA has an adequate set of tools and guidelines for staff to competently mainstream gender in their work.</p> <input type="checkbox"/> Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know
<p>5. ORGANIZATIONAL LEADERSHIP, PRACTICES AND ROUTINES</p>
<p>The following questions explore the organizational practices and systems that may either facilitate or limit UNFPA's support for gender equality and women's empowerment.</p>
<p>5.1 In our office, Senior management provides consistent leadership in promoting gender equality and women's empowerment as part of our mandate.</p> <input type="checkbox"/> Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know
<p>5.2 In this office, gender equality issues are only prioritized if there is a "champion" to get things moving.</p> <input type="checkbox"/> Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know
<p>5.3 UNFPA policies and procedures relating to procurement, human resources, partnership agreements, funding arrangements, and Implementing Partner annual workplanning are aligned with a gender transformative approach in our work.</p> <input type="checkbox"/> Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know
<p>5.4 UNFPA's results monitoring facilitates reporting on gender results in different outcome areas.</p> <input type="checkbox"/> Strongly disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Neither agree nor disagree <input type="checkbox"/> Agree <input type="checkbox"/> Strongly agree <input type="checkbox"/> Don't know

<p>5.5 UNFPA job descriptions include reference to gender equality commitment, capacity, or competency.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>5.6 I am able to take advantage of UNFPA's new policy on flex time.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>5.7 OPEN ENDED QUESTION (response is optional): Please explain what you see to be the greatest challenge in relation to leadership and organizational practices and routines.</p>
<p>6. ORGANIZATIONAL CULTURE AND ACCOUNTABILITY</p>
<p>These questions inquire about the extent to which aspects of organizational culture and accountability enable or limit the organization's support of gender equality and women's empowerment.</p>
<p>6.1 At UNFPA we collaborate across programme teams in order to mainstream gender equality issues.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>6.2 Senior management in my office is held accountable for addressing gender equality issues in programming.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>6.3 I am held accountable for integrating gender equality issues into my work.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>6.4 UNFPA's gender marker that has been used since 2014 to track gender-responsiveness in all financial allocations and expenditures provides a useful reflection of UNFPA commitment to gender equality.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>6.5 Are you familiar with the UN System-Wide Action Plan on Gender Equality and Women's Empowerment?</p> <p><input type="checkbox"/> IF YES → go to 6.6</p> <p><input type="checkbox"/> IF NO → Skip to 6.7</p>

<p>6.6 UNFPA follows up on corporate UN-SWAP results to make the necessary improvements in the organization's policies and practices.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>6.7 Are you familiar with the UN country team (UNCT) gender equality scorecard?</p> <p><input type="checkbox"/> IF YES → go to 6.8</p> <p><input type="checkbox"/> IF NO → Skip to 6.9</p>
<p>6.8 UNFPA follows up on UNCT Gender Scorecard results at country level to make the necessary improvements in the organization's operations.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>6.9 UNFPA Senior management seeks to address inequities or disadvantages in the organization that may cause unequal access to opportunities.</p> <p><input type="checkbox"/> Never</p> <p><input type="checkbox"/> Seldom</p> <p><input type="checkbox"/> Sometimes</p> <p><input type="checkbox"/> Often</p> <p><input type="checkbox"/> Always</p> <p><input type="checkbox"/> Don't know</p>
<p>6.10 OPEN ENDED QUESTION (response is optional): What is it that most concerns you about the organizational culture and accountability for GEWE at UNFPA?</p>
<p>7. GEWE DURING COVID-19</p>
<p>These questions ask you to reflect on the way in which UNFPA has responded to COVID-19, both internally and externally.</p>
<p>7.1 Since the pandemic, UNFPA has demonstrated responsible behaviour in addressing GBV and gender-related issues arising as a result of confinement for staff and partners.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>7.2 UNFPA has been dealing competently in responding to GBV and gender barriers in relation to SRH and other areas of its mandate in humanitarian and development settings.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>

8. FOR GENDER FOCAL POINTS /OFFICERS/ ADVISORS
<p>8.1 Are you part of UNFPA's network of gender and gender-based violence professionals or are you a Focal Point for Gender?</p> <p><input type="checkbox"/> If YES → go to question 8.2</p> <p><input type="checkbox"/> If NO→ Go to concluding section of survey (Thank you for your cooperation)</p>
<p>8.2 The current gender architecture (the gender specialist positions, the gender focal point network, and their respective roles and competencies) is adequate in meeting the needs of programming colleagues across all thematic areas.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>8.3 The gender-dedicated staffing in UNFPA reflects a strong commitment to advancing GEWE in its programming.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>8.4 Gender focal points are expected to be responsible for all gender-related tasks in their respective offices.</p> <p><input type="checkbox"/> Strongly disagree</p> <p><input type="checkbox"/> Disagree</p> <p><input type="checkbox"/> Neither agree nor disagree</p> <p><input type="checkbox"/> Agree</p> <p><input type="checkbox"/> Strongly agree</p> <p><input type="checkbox"/> Don't know</p>
<p>8.5 OPEN ENDED QUESTION (response is optional): Besides the support you provide as gender focal point, what else, if anything, would facilitate a more shared and consistent responsibility across all staff to gender mainstream?</p>
<p><i>Thank you for your cooperation.</i></p>

Annex 10 Normative frameworks on key global and regional commitments on gender equality and empowerment of women and adolescent girls

Global commitments⁸⁶

FRAMEWORK	DESCRIPTION
The Universal Declaration of Human Rights (1948)	The Declaration was proclaimed by the United Nations General Assembly in Paris on 10 December 1948 (General Assembly resolution 217 A) as a common standard of achievements for all peoples and all nations. Article 1 addresses gender equality, as “The freedom and rights expressed in the declaration include the right to equal pay for equal work, the right to education, the right to health and the right to participate and influence the development of society.” The right that one should not be discriminated against based on gender is addressed in Article 2, which reads: “Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.”
The Convention on the Elimination of All Forms of Discrimination against Women and the Optional Protocol (1979) ⁸⁷	The 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) provides a comprehensive framework to guide all rights-based action for gender equality, including that of UNFPA. Under this treaty, gender inequality is understood to be the result of discrimination against women. CEDAW calls for equality in outcomes rather than simply equality in opportunities. CEDAW defines discrimination and the range of steps that states must take to eliminate it, affirms women’s rights in specific areas and makes provisions for ratification, monitoring, reporting and other procedural matters.
UN Declaration on the Elimination of Violence against Women (1993) ⁸⁸	The 1993 Declaration on the Elimination of Violence against Women (DEVAW) is the first international human rights instrument to exclusively and explicitly address the issue of violence against women. It affirms that the phenomenon violates, impairs or nullifies women’s human rights and their exercise of fundamental freedoms. The Declaration provides a definition of gender-based abuse, calling it “any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”
Vienna Declaration and Programme of Action (1993)	The Vienna Declaration and Programme of Action (VDPA) was adopted by consensus at the World Conference on Human Rights on 25 June 1993 in Vienna. It draws attention to the importance of women’s rights and the rights of the “girl-child”. It also explicitly recognizes gender-based violence, sexual harassment and exploitation and concludes by proclaiming women’s rights and gender-based exploitation as legitimate issues for the international community.

⁸⁶ UNFPA GE strategy (2018) https://www.unfpa.org/sites/default/files/pub-pdf/19-132_UNFPA_GenderStrategy-EN.pdf

⁸⁷ <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx>

⁸⁸ <http://www.un.org/documents/ga/res/48/a48r104.htm>

FRAMEWORK	DESCRIPTION
Convention on the Rights of Persons with Disabilities (2006) ⁸⁹	The CRPD adopts a rights-based approach that focuses on ensuring the human rights of persons with disabilities. Article 6 recognizes that “women and girls with disabilities are subject to multiple discrimination”. Article 7 requires States Parties to “take all necessary measures to ensure the full enjoyment by children with disabilities of all human rights and fundamental freedoms on an equal basis with other children.” Article 16 acknowledges the gender aspects of violence and abuse, and requires States Parties to ensure “legislative, administrative, social, educational and other measures to protect persons with disabilities, both within and outside the home, from all forms of exploitation, violence and abuse, including their gender-based aspects.” Finally, Article 25 recognizes that “persons with disabilities have the right to the enjoyment of the highest attainable standard of health without discrimination on the basis of disability,” including sexual and reproductive health.
Multiple Security Council Resolutions – including SCR 1325, 1820, 1888, 1960, 2106	Address the gendered dimensions of conflict and the disproportionate impact of conflict on women, including through sexual violence and outline concrete steps and accountability mechanisms to ensure the equal participation of women in conflict prevention and resolution. Altogether, these resolutions participate at shaping the work of UN and UNFPA on GBV, including in humanitarian settings.
The International Conference on Population and Development (ICPD) (1994) and ICPD beyond 2014	The 1994 International Conference on Population and Development (ICPD) in Cairo was a milestone in the history of population and development and further reinforces the need to tackle VAW. ICPD delegates reached a consensus that the equality and empowerment of women is a global priority. A woman’s ability to access reproductive health and rights is a cornerstone of her empowerment. It is also critical to sustainable development. In 2010, a UN General Assembly resolution called for an open-ended extension of the Programme of Action and a review of progress by the General Assembly in 2014. In spite of progress over the last 20 years, millions of people, especially women and adolescent girls living in poverty, do not have their sexual and reproductive health and rights fulfilled.
Beijing Declaration and Platform for Action and Beijing Plus 20 (1995, 2015)	The Platform provides a blueprint for women’s empowerment and includes gender analysis of problems and opportunities in 12 critical areas of concern and standards for actions to be implemented by governments, the UN system and civil society, including the private sector. In addition, the Platform provides the first global commitment to gender mainstreaming as the methodology by which women’s empowerment will be achieved. In 2015, the international community reviewed 20 years of progress since Beijing to assess how far Member States and other stakeholders have come in implementing the commitments made 20 years before.
Mainstreaming Gender Equality in the ECOSOC (1997)	The ECOSOC agreed conclusions 1997/2 defined gender mainstreaming

⁸⁹ <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>

FRAMEWORK	DESCRIPTION
Millennium Development Goals (MDGs)	The MDGs do not address directly VAW or GBV but the Millennium Declaration understood VAW to be incompatible with the promotion of human rights and fundamental freedom – and called for it to be combated.
Women, Peace and Security Framework (2011) and Commitments (2000, 2008, 2009, 2010, 2013, 2015, 2019)	<p>The Security Council has adopted 9 resolutions on Women, Peace and Security (WPS): Security Council Resolutions 1325 (2000), 1820 (2008), 1888 (2008), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), and 2467 (2019).</p> <p>“Together they form the international policy framework on WPS and were adopted in response to persistent advocacy from civil society. The obligations in the resolutions extend from the international to the national level. They guide work to promote and protect the rights of women in conflict and post-conflict situations. Additionally, as binding Security Council resolutions, they should be implemented by all Member States and relevant actors, including UN system entities and parties to conflict.”⁹⁰</p>
Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime (2000)	The protocol was adopted by the United Nations General Assembly in 2000 and entered into force on 25 December 2003. This protocol defines the crime of trafficking in human beings and commits ratifying states to prevent and combat trafficking in persons, protecting and assisting victims of trafficking and promoting cooperation among states.
UNGA resolution 56/128 on Ending Female Genital Mutilation (2008)	This resolution urges member states to condemn all harmful practices that affect women and girls, in particular female genital mutilation, and to take all necessary measures and allocating sufficient resources to protect women and girls from this form of violence. It calls for special attention to protect and support women and girls who have been subjected to female genital mutilation, and those at risk, including refugee women and women migrants.
UNGA resolution 67/226 the Quadrennial Comprehensive Policy Review (2012)	It provides intergovernmental direction for the UN system’s operational activities for development. The QCPR resolution puts strong emphasis on gender equality and the empowerment of women in the UN system’s programming, advocacy and policy work at a national level.
UN resolution on Child, Early and Forced Marriage (2013)	This is the first-ever resolution on child, early and forced marriage adopted at the Human Rights Council, co-sponsored by a cross-regional group of over 100 countries, including countries with high rates of child marriage. It emphasizes the need to include child, early and forced marriage in the post-2015 international development agenda, and recognizes child, early and forced marriage as a human rights violation.

⁹⁰ <https://www.peacewomen.org/security-council/WPS-in-SC-Council>

FRAMEWORK	DESCRIPTION
The 2030 Agenda for Sustainable Development (2015) ⁹¹	Gender equality is a stand-alone goal (Goal 5) and mainstreamed in other goals and targets. The targets capture key structural constraints to gender equality such as discrimination, violence against women and girls, harmful practices, unpaid care work, participation in decision-making and sexual and reproductive health and reproductive rights. The 2030 Agenda calls for all forms of discrimination and violence against women and girls to be eliminated, including through the engagement of men and boys.
UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (2017)	UN-SWAP is a UN system-wide, mandatory action plan for operationalizing gender equality and women's empowerment and accelerating gender mainstreaming within the UN system that all UN entities are obligated to implement. During the first phase from 2014–2017, UNFPA scored second highest in the entire UN system. Notable progress took place in the areas of organizational culture, evaluation, capacity development, and financial tracking mechanisms (gender marker). UNFPA will implement SWAP 2.0, an updated framework for implementation from 2018–2021 which now includes more challenging criteria and new areas around leadership and refinements to areas such as audit and link to development results.

Regional commitments⁹²

FRAMEWORK	DESCRIPTION
Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women "Convention de Belém do Pará" (1994)	Convention of Belém do Pará is an international human rights instrument concluded within the Organization of American States (OAS) that calls for the establishment in the Americas of mechanisms for protecting and defending women's rights and for combating violence against women's physical, sexual and psychological integrity, whether in the public or the private sphere. It represents a landmark in the struggle to protect the rights of women, particularly because it received more ratifications than any other treaty on human rights in the hemisphere and its the first treaty in history that specifically covers the issue of VAW.
SAARC Convention on Preventing and Combating Trafficking in Women and Children for Prostitution (2002)	The purpose of this Convention is to promote cooperation among Member States so that they may effectively deal with the various aspects of prevention, interdiction and suppression of trafficking in women and children, the repatriation and rehabilitation of victims of trafficking and the prevention of the use of women and children in international prostitution networks, particularly where the countries of the SAARC region are the countries of origin, transit and destination.
Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol) (2004)	This Protocol defines "violence against women" in Article 1 as all acts perpetrated against women which cause or could cause them physical, sexual, psychological, and economic harm. The Protocol promises that states will treat sexual abuse and violence against women in times of conflict or war as war crimes or crimes against humanity.
Accra Agenda for Action (2008)	The importance of gender equality in resource allocation was underscored in the 2008 Accra Agenda for Action (AAA), building on the 2005 Paris

⁹¹ <https://sustainabledevelopment.un.org/?menu=1300>

⁹² UNFPA GE strategy (2018) https://www.unfpa.org/sites/default/files/pub-pdf/19-132_UNFPA_GenderStrategy-EN.pdf

FRAMEWORK	DESCRIPTION
	Declaration on Aid Effectiveness. Developing countries and donors commit to ensure that their respective development policies and programmes are designed and implemented in ways consistent with their agreed international commitments on gender equality, human rights, disability and environmental sustainability.
Council of Europe Convention on Action against Trafficking in Human Beings (2008)	The Convention requires national coordination measures, awareness raising, measures to identify and support victims and a “recovery and reflection period” during which trafficked persons will not be expelled from the receiving state. The forms of exploitation covered by the Convention are, at a minimum, sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude and the removal of organs.
Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention) (2011)	Following its 10th ratification by Andorra on 22 April 2014, it entered into force on 1 August 2014. The Convention is based on the understanding that violence against women is a form of gender-based violence that is committed against women because they are women. It is the obligation of the state to fully address it in all its forms and to take measures to prevent violence against women, protect its victims and prosecute the perpetrators.
Pacific Regional Action Plan on Women, Peace and Security (2012–2015)	The Regional Action Plan, launched in 2012, provides a framework at the regional level for Forum Members and Pacific Territories to enhance women and young women’s leadership in conflict prevention and peacebuilding, mainstream gender in security policy-making, and ensure women and girls’ human rights are protected in humanitarian crises, transitional contexts and post-conflict situations. It also sets out a regional mechanism that will support regional and national efforts.
Regional Action Plan to End Child Marriage in South Asia (2015–2018)	The RAP commits SAARC member states to end child marriage. It recognizes child marriage as a human rights violation and takes a holistic approach to ending child marriage including: an increase in the minimum age of marriage to 18 for boys and girls; access to quality education; increased mobilization of religious and community leaders and the collection of new and existing evidence.
The African Union Agenda 2063 – “The Africa We Want” (2015)	<p>It is a strategic framework for the socioeconomic transformation of the continent over the next 50 years. It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. Gender equality is mainstreamed in all the seven African Aspirations.</p> <p>These are: A Prosperous Africa, based on inclusive growth and sustainable development; An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa’s Renaissance; An Africa of good governance, democracy, respect for human rights, justice and the rule of law; A Peaceful and Secure Africa; Africa with a strong cultural identity, common heritage, values and ethics; An Africa whose development is people driven, relying on the potential offered by people, especially its women and youth and caring for children; and An Africa as a strong, united, resilient and influential global player and partner.</p>
ASEAN Convention Against Trafficking in Persons, Especially	It aims to establish a legal framework for the ASEAN region to effectively address the issue of people smuggling and trafficking. Likewise, it demonstrates the political will and commitment of the ASEAN Member

FRAMEWORK	DESCRIPTION
Women and Children (ACTIP) (2015)	States to protect the victims of trafficking, as well as prevent and combat trafficking in persons within the region.
ASEAN Regional Plan of Action on the Elimination of Violence against Women (ASEAN RPA on EVAW)	ASEAN RPA on EVAW reaffirms Member States international commitments to ending gender based violence including under the Convention on the Elimination of All Forms of Discrimination against Women (General Recommendation No. 19), the Beijing Declaration and Platform for Action and United Nations Security Council Resolutions 1325, 1820, 1888 and 1889 (on Women, Peace and Security). The aims of the RPA are to institutionalize policies to eliminate violence against women and develop sustained support across pillars and sectors.

Annex 11 List of stakeholders interviewed

Stakeholders consulted at global level

NO.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
UNFPA				
1	Alfonso Barragues	External Relations Advisor in Geneva	UNFPA	M
2	Anna vonHorsten	Midwifery Specialist, JPO	UNFPA	F
3	Arturo Pagan	Deputy Director & Chief HR Strategic Partner Branch	UNFPA	M
4	Atanas Grozdev	Change Management Analyst	UNFPA	M
5	Benoit Kalasa	Director, TD, UNFPA	UNFPA	M
6	Danielle Engel	Technical Specialist Adolescent and Youth, SRH Branch	UNFPA	F
7	Dawn Minott	Technical Adviser on SGBV, Gender, HR and Culture Branch	UNFPA	F
8	Diene Keita	Deputy Executive Director, Programme	UNFPA	F
9	Dr. Nkeiruka Didigu	Global Agenda Technical Specialist, Intergovernmental Interagency and Policy Dialogue Branch	UNFPA	F
10	Elizeu Chaves Junior	Executive Coordinator, Change Management (in the Executive Office)	UNFPA	M
11	Emilie Filmer Wilson	Human Rights Technical Adviser, Gender, HR and Culture Branch	UNFPA	F
12	Emily Krasnor	GBV Technical Specialist in Humanitarian, Humanitarian Office	UNFPA	F
13	Esteban Olhagaray	Special Assistant to Deputy Executive Director (Management)	UNFPA	M
14	Eva Bolkart	Coordinator for PSEA and SH	UNFPA	F
15	Farah Usmani	Deputy Director, Policy and Strategy Division	UNFPA	F
16	Geeta Lal	Senior Advisor, Strategic Partnerships Human Resources for Health	UNFPA	F
17	Gifty Addico	Chief, Commodity Security Branch	UNFPA	F
18	Henia Dakkak	Head of Policy and Liaison Unit, Humanitarian Office	UNFPA	F
19	Holly White	Performance Management/Career Development	UNFPA	F
20	Jacqueline Mahon	Director (acting) Policy and Strategy Division / Former Rept Tanzania	UNFPA	F

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NO.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
21	Jose Luna	Technical Specialist Adolescents & Youth	UNFPA	M
22	Josephine Mbithi	HR Director	UNFPA	F
23	Kathrin Weny	Analyst, Population and Development	UNFPA	F
24	Laura Londen	DED - Management	UNFPA	F
25	Leyla Sharafi	Gender, Technical Advisor, Gender, HR, Culture Branch	UNFPA	F
26	Luis Mora	Country Rep in Morocco, was Chief of Gender, HR and Culture; Deputy Director LACRO	UNFPA	M
27	Maria Hadzic	DHR SWAP Focal Point (Reporting & Coordination Specialist)	UNFPA	F
28	Maria Teresa Bejarano	Global Health Advisor, TD	UNFPA	F
29	Mauricio Saavedra	Results Monitoring Advisor, Policy and Strategy Division, Policy Strategic Information and Planning Branch	UNFPA	M
30	Mieko Yabuta	Technical Advisor, Commodity Security Branch	UNFPA	F
31	Nadine Cornier	Head of the Response and Technical Support Unit, Humanitarian Office	UNFPA	F
32	Nafy Diop	Chief, Gender, HR and Culture Branch	UNFPA	F
33	Ndeye Rose Sarr	Policy & Strategy Division, Operational Support & Quality Assurance Branch, Regional Desk Specialist	UNFPA	F
34	Nigina Muntean	Special Assistant - Deputy Executive Director (Programme)	UNFPA	F
35	Nkeiruka Didigu, Dr.	Global Agenda Technical Specialist, Intergovernmental Interagency and Policy Dialogue Branch	UNFPA	F
36	Oscar Sandino	Programme Specialist, Policy Strategic Information and Planning Branch	UNFPA	M
37	Petal Thomas	Multilateral and Intergovernmental Affairs Specialist, Intergovernmental Interagency and Policy Dialogue Branch	UNFPA	F
38	Rachel Snow	Chief, Population and Development Branch	UNFPA	F
39	Ramiz Alakbarov	Director, Policy and Strategy Division	UNFPA	M
40	Raya Alchukr	Humanitarian Programme Specialist	UNFPA	F
41	Satvika Chalasani	Technical Specialist Adolescent and Youth, SRH Branch	UNFPA	F
42	Shoko Arakaki	Director Humanitarian Office	UNFPA	F

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NO.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
43	Tharanga Godallage	Monitoring and Data Specialist, Policy and Strategy Division, Policy Strategic Information and Planning Branch	UNFPA	M
44	Ugochi Daniels	UN Resident Coordinator in Iran / Former head of the Humanitarian Branch	UNFPA	F
45	Upala Devi	Senior GBV Advisor, Gender, HR and Culture Branch	UNFPA	F
46	Vanessa Gomes	Multilateral and Intergovernmental Affairs Coordinator	UNFPA	F
UN AGENCIES				
47	Caroline Meenagh	Joint Global Programme for essential services	UN Women	F
48	Diego Antoni	Gender and Crisis Policy Specialist	UNDP	M
49	Erin Kenny	Head of Technical Unit / Senior Technical Advisor, Spotlight Initiative	Spotlight Initiative	F
50	Jeanne Ward	consultant, wrote the gender guidelines, worked with Katie on Syria and humanitarian eval	External consultant	F
51	Jessica Lenz	Senior Program Manager - Protection	Interaction	F
52	Joanne Sandler	Gender consultant	External consultant	F
53	Jordi del Bas and Joseph	Innovation Evaluation; RBM evaluation; Censos and data Evaluation	External consultant	M
54	Juncal Plazaola-Castaño	Data-Violence against women	UN Women	F
55	Katie Tong	GBV and Humanitarian expert (GBV evaluation; team leader for humanitarian capacity and Syria crisis evaluation; Soount South Evaluation)	External consultant	F
56	Louise Nylin	Chief, Political Analysis and Programme Development Unit	UN Women	F
57	Shreyasi Jha	Gender Unit, Interagency Gender Focal Point	UNICEF	F
58	Silke Staab	Research and Data	UN Women	F
INTERNATIONAL NGO's				
59	Ana Maria Bejar	Advocacy Director	International Planned Parenthood	F
60	Elisabeth Roesch		World Health Organization	F
61	Helena Minchew		International Rescue Committee	F

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NO.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
62	Lyric Thompson	Senior Director, Policy and Advocacy	International Centre for Research on Women (ICRW)	F
63	Magaly Marques	Leads SRHR	Men Engage Alliance	F
64	Martha Murdock	Senior Principal Technical Advisor	Family Care International	F
65	Micah Williams	Global GBV Advisor for International Medical Corps	International Medical Corps	
66	Rachel Sanders	Senior Policy Analyst	Avenir Health, Inc.	F
67	Sarah Mosely		International Rescue Committee	F
68	Seri Wendoth	Senior technical advisor Gender	International Planned Parenthood	F
69	Shelley Megquier	Senior Policy Analyst	Population Reference Bureau	F
70	Tasha Gill	Senior Advisor, Child Protection in Humanitarian Action, GBViE	UNICEF	F
71	Thoai Ngo		Population Council	M
KEY DONORS				
72	Christina Wix Wagner	Senior Policy Advisor Social and Economic Affairs	Permanent Mission of Denmark to the UN in New York	F
73	Kateryna Sherysheva	Senior Programme Analyst, International Humanitarian Assistance Bureau	Global Affairs Canada	F
74	Kimberley Bowlin	GAC's focal point for UNFPA	Global Affairs Canada	F
75	Kirsten MacDonald	Institutional lead and SRO for UN Women and UNFPA United Nations and Commonwealth Department	Foreign, Commonwealth and Development Office (FCDO)-UK	F
76	Lynsey Longfield	Focal point for UNFPA, International Humanitarian Assistance Bureau	Global Affairs Canada	F

Stakeholders consulted at regional level

No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
UNFPA				
1	Alanna Armitage	Regional Director - EECA RO Istanbul	UNFPA	F
2	Barbara Sow	UNFPA Rep in Guinea	UNFPA	F
3	Bjorn Andersson	Regional Director, Asia Pacific RO, Bangkok	UNFPA	M
4	Carol Nettleingham	HR Strategic Partner	UNFPA APRO	F
5	Cecile Compaore Zoungrana	UNFPA Rep. Senegal	UNFPA	F
6	Deguene Fall	Senior Delivery Advisor, Programme and Operations, Regional Office/WCA Region Dakar	UNFPA	F
7	Elke Mayrhofer	Humanitarian Programme Advisor - Arab States Regional Office	UNFPA	F
8	Henrica Jansen	Technical Lead of KNOWVAWData	UNFPA APRO	F
9	Ian Mcfarlane	Deputy Director, UNFPA Regional Office EECA	UNFPA	M
10	Idrissa Ouedraogo	Gender Technical Adviser - WCA RO	UNFPA	F
11	Ingrid Fitzgerald	Gender and Human Rights Adviser - APRO	UNFPA	F
12	Josiane Yaguibou	Representante, Togo Country office	UNFPA	F
13	Julie Diallo	Programme Specialist, Gender - ESA RO	UNFPA	F
14	Julitta Onabanjo	Acting DED Programme, (Former Regional Director - ESA RO)	UNFPA	F
15	Justin Koffi	Coordonnateur régional du SWEDD - Sahel Women's Empowerment and Demographic Dividend project	UNFPA SWEDD	M
16	Justine Coulson	Interim RD - ESA RO	UNFPA	F
17	Luay Shabaneh	Regional Director, Arab States - Cairo	UNFPA	M
18	Lydie Sanka	Senegal CO Programme Coordinator for GBV and FGM	UNFPA	F
19	Mabingue Ngom	Regional Director - WCA RO	UNFPA	M
20	Mamadou Kante	Deputy Director, UNFPA WCA Regional Office	UNFPA	M
21	Nigina Abaszade	Former Regional Gender Adviser/ UNFPA Representative for Moldova and Country Director for Albania	UNFPA	F

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No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
22	Nishan Krishnapalan	Regional Programme Specialist in Human Rights and Gender - Arab States Regional Office	UNFPA	M
23	Nurgul Kinderbaeva	Gender Program Specialist - EECA RO	UNFPA	F
24	Olga Sankara	Assistant Representative, Burkina Faso CO	UNFPA	F
25	Tomoko Kurokawa	Regional Humanitarian Advisor - Asia Pacific Regional Office	UNFPA	F
UN AGENCIES				
26	Dr. Christian MOUALA, MD, PhD	Senior Advisor-Political Partnership & Social Justice	UNAIDS - ESARO	M
27	Gerda Binder	Regional gender advisor	UNICEF - APRO	F
28	Hulda Ouma	Regional Planning and Coordination on Gender Equality	UN Women - APRO	F
29	Mona Aika		UNICEF - ESARO	F
30	Sunita Joergensen	Regional GBV Specialist	UNICEF-ASRO	F
ONGs				
31	Ahmed Gueye	Chargé des programmes	AfriYAN-WCARO	M
32	Alima Drame	AfriYAN Girls	AfriYAN-WCARO	F
33	Boemo Sekgoma		SADC-PF - ESARO	F
34	Jane Kato-Wallace	Director of Programs	Promundo - EECARO	F
35	Maaïke van Adrichem	Gender Advisor, Gender Section	OSCE - EECARO	F
36	Rasa Sekulovic	child marriage coordinator	Plan International-APRO	M
37	Salimata Thiam	Responsable de la politique et des programmes genre	CEDEAO-WCARO	F

Stakeholders consulted for country case studies

No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
JORDAN				
1	Dr Asma Abu Abed	Director	The National Women's Health Care Center	F
2	Ahmad Abu Nimreh	Project Manager	Questcope Social Development	M
3	Ahmad Bawaneh	Program Deputy Director	International Medical Corps (IMC)	M
4	Ana Lukatela	Deputy Representative/Head Resilience and Empowerment Unit	UN Women	F
5	Anna Liboro-Senga	Head of Office/Coordination Specialist	UN RC Office	F
6	Ashraf Abu Alhalaweh	Senior Project Manager	Questcope Social Development	M
7	Asma KHader	SIGI CEO	Solidarity is Global Institute (SIGI)	F
8	Barbara Ratusznik	Second Secretary, Humanitarian	Australian Embassy	F
9	Bothaina Qamar	Youth Program Manager	UNFPA	F
10	Bouchta Mourabit	Humanitarian Coordinator	UNFPA	M
11	Branko Golubovic	Technical Assistant - Jordan, Regional Sectoral Expert, DRR	ECHO	M
12	Dima Hamasha	SRH Programme Associate	UNFPA	F
13	Emily Page	Protection Officer (SGBV)	UNHCR	F
14	Hanan Abed	Youth Program Coordinator	Questcope Social Development	F
15	Haneen Al fayoumi	Youth Program Coordinator	Questcope Social Development	F
16	Ibrahim Aqel	IFH Director	Institute for Family Health (IFH)	M
17	Ibtisam Dababneh	Operations Manager	UNFPA	F
18	Jennifer Miquel	UNFPA Syria Regional Response App	UNFPA	F
19	Laila Baker)	UNDCO Regional Director (Former UNFPA Representatives)	UNDCO (formerly UNFPA Rep)	F
20	Lara Al Alamat	Corporate Communications & Sustainability Team Leader	ZAIN	F
21	Mahmoud Nabulsi	Youth Program Manager	Royal Health Awareness Society (RHAS)	F
22	Mai Nasrallah	Youth Technical Coordinator	NRC	F
23	Majd Swiss	UN project coordinator	National Council of Family Affairs (NCFA)	F

No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
24	Marco Aviotti	Country Director	International Rescue Committee (IRC)	M
25	Mohammad Qatawneh	Case Manager	Institute for Family Health (IFH)	M
26	Mohammed Meqdadi	Secretary General	National Council of Family Affairs (NCFA)	M
27	Nadia Shamroukh	General Manager	Jordanian Women's Union (JWU)	F
28	Nana Watanabe	First Secretary	Embassy of Japan	M
30	Neveen Al samhoury	RH officer	Institute for Family Health (IFH)	F
31	Ola Jundi	Monitoring, Evaluation and Reporting Analyst	UN Women	F
32	Omar Nusairat	Senior Coordinator for Humanitarian Relief Program	Ministry of Planning and International Cooperation (MOPIC)	M
33	Pamela Di Camillo	GBV Specialist	UNFPA	F
34	Salma Nims	Secretary General	Jordanian National Commission for Women (JNCW)	F
35	Sanaa Kanaan	SRH Consultant	UNFPA	F
36	Sawsan Al Dajaa	Director	Higher Population Council (HPC)	F
37	Sawsan Mohammed Sa'ada	Sustainable Development Program Director	CARE Jordan	F
38	Seren Shahin	Regional Humanitarian Officer	Canadian Embassy	F
39	Sheraz Alnasour	Case Manager	Institute for Family Health (IFH)	F
40	Thabet Nabulsi	Former Secretary General	Ministry of Youth	M
41	Waseem Al. Deek	Project Manager	Jordan Health Aid Society (JHAS)	M

Beneficiaries' groups

NAME OF BENEFICIARY GROUP	LOCATION	# OF FEMALES	# OF MALES	TOTAL
Married women 24+, Safe Spaces	Za'atari Camp	5	0	5
Unmarried women, 18-24, Safe Spaces	Za'atari Camp	12	0	12
Youth, male, 18+, Youth Centre	Za'atari Camp	0	8	8
Youth, female, 18-29, Youth Centre	Za'atari Camp	7	0	7
Men, 30-60, benefitting from AWR GBV and RH	Za'atari Camp	0	6	6

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NAME OF BENEFICIARY GROUP	LOCATION	# OF FEMALES	# OF MALES	TOTAL
Women and Girls, 30-49, Safe Spaces, Life Skills Curriculum	Azraq Camp	15	0	15
Married men, 32-50, AWR GBV from IRC	Azraq Camp	0	11	11
Married women/girls, 18- 40, attending the comprehensive centre and safe space	Urban clinic	9	0	9
Girls, 9-13, benefitting from Y peer mentorship sessions	Urban clinic	6	0	6
Unmarried women/girls, 17-24, attending the comprehensive centre and safe space	Urban clinic	4	0	4

No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
MALAWI				
1	Agnes Chimbiri	Portfolio Manager, Responsive Institutions and Citizen Engagement	UNDP	F
2	Andrew Katemba	Officer	MACOHA	M
3	Andrew Mthiko	Economist	Ministry of Transport	M
4	Anne Maganga	Senior Programme Officer (Gender)	Norway	F
5	Austine M.K Mwafuli wa	RH focal person	Ministry of Health/District Health office	F
6	Beatrice Kumwenda	NPO- Gender	UNFPA	F
7	Benjamin Kapuchi	Senior Assistant Social Welfare Officer	Social Welfare	M
8	Bill Chanza	Population & Development Specialist	UNFPA	M
9	Cecilia Chinula	Adolescent and Youth Specialist	UNFPA	F
10	Charles Mazinga	Team Leader, O3 Program	UNESCO	M
11	Chrispine Mvula	Disease control Surveillance Assistant	Ministry of Health	M
12	Christobel Chakwana	Programme Specialist, Gender	UNICEF	F
13	Christophe Kamambasa	Coordinator	Police	M
14	Clara Anyangwe	Representative	UN Women	F
15	Dorothy N yasulu	Assistant Representative	UNFPA	F
16	Dunreck Pande	Program Support Manager	Umoza CSO	M
17	Elizas Phiri	Sargent	Police	M
18	Emily Sangweni	Victim Support Unit	Police	F

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No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
19	Emma Kaliya	Director	Malawi Human Rights Resource Center (MHRCC)	F
20	Emmanuel Ngoma	Medical Assistant	Ministry of Health	M
21	Eneless James	Rights Holder	MACOHA	F
22	Ennet Kalomba	Assistant Human Resource	Ministry of Transport	M
23	Ethel Luhanga	Chief Nutrition, HIV and AIDS Officer	Ministry of Transport	F
24	Fanny Chilembo	District Manager	YONECO	F
25	Frackson Tembo	Sargent	Police	M
26	Funsani Mafika	HTS Supervision, Youth Coordinator	Ministry of Health	M
27	Ganizani Liwewe	Principal Economist	Ministry of Transport	M
28	Getrude Chitika	Technical Coherence Specialist	Spotlight Initiative	F
29	Gonjetso Kumpasa	GBV Coordinator	Ministry of Health/District Health office	M
30	Grace Hiwa	SRHR	UNFPA	F
31	Grant Dulla	Project Officer	YONECO	M
32	Harry Migochi	Director Economic Social and Cultural Rights	Malawi Human Rights Commission (MHRC)	M
33	Harvey Thom	FP Coordinator	Ministry of Health/District Health office	M
34	Henry Chimtengo	Medical Assistant	Ministry of Health	M
35	HW Robert Makaika	Magistrate	Judiciary	M
36	Isaac Machinjiri	Assistant Social Welfare Officer	Social welfare	M
37	Jessie Chiuza	Child Protection Worker CPW	Social Welfare	F
38	Jolly Nywenda	Nurse / Midwife	Ministry of Health	F
39	Joseph Kazima	GBV Analyst	UNFPA	M
40	Joshua Nkhono	Resident Magistrate	Judiciary	M
41	Judith Chirwa	Programme Manager, Education and Gender Focal Person	European Union	F
42	Juliana Lunguzi	SRH Consultant SRH	UNFPA	F
43	Justin Hamela	Deputy Director, Child Affairs	Ministry of Gender	M

UNFPA SUPPORT TO GENDER EQUALITY AND WOMEN'S EMPOWERMENT - ANNEXES

No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
44	Khumbo Nyasulu	Teen Club Service Provider	Ministry of Health/District Health office	M
45	Langani Nyirenda	Principal Nutrition, HIV and AIDS Officer	Ministry of Transport	F
46	Laston Chikopa	Intern	Gender Affairs	M
47	Leticia Mbewe	Safe Motherhood Coordinator	Ministry of Health/District Health office	F
48	Lexha Zachava	Rights Holder	Association of People with Albinism	F
49	Lickson Ng'ambi	District Social Welfare Officer	Social Welfare	M
50	Lizzie Waya	Project Coordinator	GENET	F
51	Macdevex Kadya	Children, Health, Nutrition Coordinator	Ministry of Education	M
52	Mafatiyo Chirambo	CRO	MACOHA	M
53	Margheritta Coco	Coordinator, Joint Programme on Girls Education	WFP	F
54	Marte Wensaas	First Secretary, Health	Norway	F
55	Mary Msindwa	Assistant Social Welfare Office	Social Welfare	F
56	Maryam Jackson	Rights Holder	MACOHA	F
57	Metro Ching'ani	District Gender officer	Gender Affairs	F
58	Michael Mwenifumbo	ACDFO	Community development	M
59	Muses Mwalabu	Nutrition, HIV and AIDS	Ministry of Transport	M
60	Natasha Mbengo	Gender Focal Point	Ministry of Disaster Relief and Management	F
61	Orpah Kabambe	Head, Department of Human Ecology	Lilongwe University of Agriculture and Natural Resources	F
62	Pamela Mkwamba	NPO	UN Women	F
63	Peter Elesani	Chief Gender and Development Officer	Ministry of Gender	M
64	Peter Msefula	Former Director of Gender Affairs, Ministry of Gender	other	M

No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
65	Robert Ngaiyaye	Former Director	Malawi Interfaith AIDS Association (MIAA)	M
66	Roster Milanzi	Crime Prevention Officer	Police	M
67	Ruth Mwandira	Health and HIV Advisor	DFID	F
68	Solomon Mlinda	Programme Officer	National Youth Council	M
69	Tapiwa Gondwe	Lecturer, Faculty of Food and Human Sciences	Lilongwe University of Agriculture and Natural Resources	F
70	Thom Chikusilo	Nurse Midwife	Ministry of Health	M
71	Vasco Thundu	Disease control Surveillance Assistant	Ministry of Health	M
72	William Yakuwawa Msiska	Chief Law Reform Officer	Malawi Law Commission	M
73	Young Hong	Representative	UNFPA	F
74	Youngson Ngwira	District Youth Officer	Youth Department	M

Beneficiaries' groups

NAME OF BENEFICIARY GROUP	LOCATION	# OF FEMALES	# OF MALES	TOTAL
Rights holders/Community Leaders	Mzenga, Nkatabay	6	9	15
Rights holders/Community Leaders	Dedza	12	15	27
Rights holders/Youth (15 - 22)	Kabulika Village 2, Kachindamoto TA, Dedza	6	5	11
Rights holders/Community Leaders	Kabulika Village 2, Kachindamoto TA, Dedza	12	8	20
Rights holders (Disability)	Mangochi	3	0	3
Rights holders (VSL)	Malindi	25	0	25

No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
COTE D'IVOIRE				
1	Abiba OUATTARA	Chargée de programme VBG	Fonds des Nations Unies pour la Population (FNUAP)	F
2	Alain APKADJI	Député	Fonds des Nations Unies pour la Population (FNUAP)	M
3	Alimata KONATÉ /	Chargé de la planification/	Govt_ Comité National de lutte contre les violences	F/

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No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
COTE D'IVOIRE				
			faites aux femmes et aux enfants (CNLVFE).	
4	Almouner TALIBO	Spécialiste de Programme Planning Familiale	Fonds des Nations Unies pour la Population (FNUAP)	M
5	Angaman YOUSOUF	Point focal VBG à l'OSCS	Govt_Observatoire National de la Cohésion Sociale (OSCS)	
6	Berté NANOUROU	Expert lutte contre les Violences Sexuelles en situation de conflits (VSC)	UNDP (Forces Armées Ivoiriennes)	M
7	Constant N'DA AFFI	Point Focal du Projet SWEDD (NPO P&D)	Fonds des Nations Unies pour la Population (FNUAP)	M
8	Dorothee TOUALY	Directrice Exécutive	ONG_Renaissance Santé Bouaké (RSB)	F
9	Eugène BILE	Directeur de la communication et des relations extérieurs/	Govt_Observatoire National de la Cohésion Sociale (OSCS)	M
10	Gilbert NGONGA	Coordonnateur du projet de maintien des jeunes filles à l'école	Volontaire des Nations Unies (UNV)	M
11	Isabelle KOFFI	Chargée de Programme Santé Maternelle/Sage-Femme	Fonds des Nations Unies pour la Population (FNUAP)	F
12	Joseph VYANKANDONDERA	Chargée de programme Santé de la Reproduction Humaine (SRH)	Fonds des Nations Unies pour la Population (FNUAP)	M
13	Kouamé BILÉ	Chargé de programme Fistules	Fonds des Nations Unies pour la Population (FNUAP)	M
14	Léontine KOSSA	Chef de Service Formation	Govt_Observatoire National de la Cohésion Sociale (OSCS)	F
15	Liagui OUATTARA	Coordonnateur bureau Guiglo	Fonds des Nations Unies pour la Population (FNUAP)	M
16	Pauline KOUYE	NPO Genre-VBG-Culture et Droit Humains	Fonds des Nations Unies pour la Population (FNUAP)	F
17	Rachelle Gogoua KOULY	Présidente du Conseil d'Administration	ONG_Organisation Nationale pour l'Enfant et la Femme (ONEF)	F
18	Sanata KONATÉ	Assistante Technique PBF	Fonds des Nations Unies pour la Population (FNUAP)	F
19	Sandra MOULOD	Chargée de programme VIH-SIDA	Fonds des Nations Unies pour la Population (FNUAP)	M

No.	FIRST NAME LAST NAME	POSITION	AFFILIATION	SEX
COTE D'IVOIRE				
20	Seo Dong Sung	Directeur Pays	Korean International Cooperation Agency (KOICA)	M
21	Socrate KOFFI	Responsable du service communication du CNLVFE	Govt_ Comité National de lutte contre les violences faites aux femmes et aux enfants (CNLVFE).	M
22	Sylvie GOGOUA		ONU FEMME	F
23	Yacouba DOUMBIA	Directeur de Cabinet Adjoint	Govt_ Ministère de la Femme, de la Famille et de l'Enfant (MFFE)	M
24	Yacouba TOURÉ	Agent au Département des Études et de la Prospective/	Govt_ Observatoire National de la Cohésion Sociale (OSCS)	M
25	Yao KONAN	Chargé de programme, Adolescent(e)s et Jeunes	Fonds des Nations Unies pour la Population (FNUAP)	F

No.	NOMBRE Y APELLIDO	POSICIÓN	AFILIACIÓN	
COLOMBIA				
1	Alberto Granes	Asesores de la Subdirección de Reducción del Riesgo y referentes en el abordaje del enfoque diferencial, asuntos de género y resiliencia comunitaria	Unidad Nacional para la Gestión del Riesgo de Desastres (UNGRD)	M
2	Ana María Vélez	Coordinadora Proyecto Salud Materna	CO UNFPA	F
3	Andrea Padilla	Dirección de Oferta. Enlace para el proyecto de cooperación sur sur con Burkina Fase -MGF	Agencia Presidencial para la Cooperación (APC)	F
4	Andrea Tague	Oficial de Género	UNICEF	F
5	Andrés Useche	Coordinador general	Colectivo de Hombres Gay	M
6	Angela Garcés	Asociada Administrativa y Financiera	CO UNFPA	F
7	Antonio López	Asesor del Grupo de Cooperación Internacional, y enlace de UNFPA. También trabajó en el Ministerio de Salud en la oficina de cooperación internacional	Unidad Nacional para la Gestión del Riesgo de Desastres (UNGRD)	M
8	Bia Alvernaz	Especialista de programa en género y acción humanitaria	ONU Mujeres	F
9	Carmen Alicia Delgado Aponte	Lideresa	Espacio seguro Cúcuta	F

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No.	NOMBRE Y APELLIDO	POSICIÓN	AFILIACIÓN	
COLOMBIA				
10	Carolina Gonzalez	Enlace de UNFPA en la Dirección de Demanda	Agencia Presidencial para la Cooperación (APC)	F
11	Carolina Melo	Anterior Oficial de género del PNUD	PNUD	F
12	Carolina Tejada	Analista de programa, área humanitaria y Colíder del Subgrupo VBG	ONU Mujeres	F
13	Catalina Quintero	Directora de Oferta	Agencia Presidencial para la Cooperación (APC)	F
14	Cecilia Bertolini	Especialista en GBV en contextos Humanitarios	CO UNFPA	F
15	Claudia Lili Rodriguez	Socio Implementador Humanitario	Fundación Halü Bienestar Humano	F
16	Cristina Cardozo	Equipo de Dirección, enfoque de Género	Instituto Colombiano de Bienestar Familiar (ICBF)	F
17	Daniel García	Coordinador Proyecto Prevención Combinada para VIH	CO UNFPA	M
18	Daniela Maturana	Subdirectora de Gestión Técnica	Instituto Colombiano de Bienestar Familiar (ICBF)	F
19	Daniela Santos		Red de Jóvenes Mujeres	F
20	David Turizo	Asesor de Juventud	CO UNFPA	M
21	Érika García	Coordinadora Humanitaria	CO UNFPA	F
22	Esmeralda Ruiz	Anterior asesora de Género, Derechos e Interculturalidad	CO UNFPA	F
23	Eucaris Olaya	Coordinadora del Observatorio de asuntos de género de la Universidad Nacional	Universidad Nacional de Colombia	F
24	Felipe Roldán	Peacebuilding Program Manager. Acompaña el Subgrupo de VBG, el Task Force de PSEA y el GIG.	Organización Internacional para las Migraciones (OIM)	M
25	Flor Díaz	Oficial Nacional de Programa. Parte de la estrategia interagencial de MIUT	ONU Mujeres	F
26	Gloria del Pilar Cardona/referente de VBG	Dirección Salud Pública - Promoción y prevención, Equipo de violencia de Género y Sexual. Proyecto ASP y Triage Poblacional	Ministerio de Salud y Protección Social (MSPS)	F
27	Gustavo Quintero	Ex directora de desarrollo social.	Unidad Nacional para la Gestión del Riesgo de Desastres (UNGRD)	M

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No.	NOMBRE Y APELLIDO	POSICIÓN	AFILIACIÓN	
COLOMBIA				
28	Ivy Talavera	Salud Materna	OPS	F
29	James Restrepo	Ex -Coordinador Regional Proyectos PASE al desarrollo y Gobernanza Territorial ConSentido Público. Ahora consultor área P&D UNFPA	Corporación de Desarrollo y Paz del Pidemonte Oriental CORDEPAZ	M
30	Jimena Pantoja	Profesional del Grupo de Cooperación Internacional y enlaces con el Sistema de las Naciones Unidas para asuntos de GEWE	Unidad Nacional para la Gestión del Riesgo de Desastres (UNGRD)	F
31	Johanna Reina	Junto con UNFPA y ONU Mujeres, co-líder de la mesa de género para la respuesta humanitaria migratoria	GIFMM	F
32	John Restrepo	Asistente administrativo	CO UNFPA	M
33	Jose Luis Wilches	Asesor de SSR	CO UNFPA	M
34	Juan Andrés Castro	Docente investigador. Coordinador proyecto PASE a la equidad en salud	Universidad Externado de Colombia	M
35	Juliana Martínez Londoño	Enlace para UNFPA de la Mesa	Mesa por la Vida y la Salud de las Mujeres	F
36	Laura Arias	Coordinadora del Grupo Técnico de Gestión de Información	Oficina de Coordinación de Asuntos Humanitarios (OCHA)	F
37	Laura Lozano	Asesora de Género, Derechos e Interculturalidad	CO UNFPA	F
38	Laura Viviana Castro	Lideresa juvenil	Campamento Juventudes Ya	F
39	Liliana Acevedo	Ex Directora de Censos y Demografía, terminó sus funciones en el DANE	Departamento Nacional de Estadística (DANE)	F
40	Luisa Fernanda Velez	Directora de Niñez y Adolescencia	Instituto Colombiano de Bienestar Familiar (ICBF)	F
41	Luz Mery Vanegas	Consejera	Consejo Nacional de Mujeres Indígenas de Colombia (CONAMIC)	F
42	Magaly Pedraza	Directora Centro Regulador de Urgencias Norte de Santander	Instituto Departamental de Salud Norte de Santander	F
43	Malory Briceño	Líder Técnica del Área	Instituto Colombiano de Bienestar Familiar (ICBF)	F
44	María Mercedes Vivas	Gerente	Oriéntame	F
45	Martha Lucía Rubio	Representante auxiliar	CO UNFPA	F

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No.	NOMBRE Y APELLIDO	POSICIÓN	AFILIACIÓN	
COLOMBIA				
46	Neiffi Porras	Asesora	Consejería Presidencial para la Equidad de la Mujer	F
47	Orianna Yisell Durán Colmenares	Lideresa	Espacio seguro Cúcuta	F
48	Pablo Rodríguez	Profesional Especializado - Salud Sexual y Reproductiva	Ministerio de Salud y Protección Social (MSPS)	M
49	Paula Escobar	Proyecto ASP - Triage Poblacional	Departamento Nacional de Planeación (DNP)	F
50	Paulo Javier Lara	Asesor de Población y Desarrollo	CO UNFPA	M
51	Roseli Fiscué	Coordinadora de Tejido de Mujer	Consejo Regional Indígena del Cauca (CRIC)	F
52	Rosmira Izquierdo	Enfermera de Wintukwa IPSI	Confederación Indígena Tayrona (CIT)	F
53	Rubby Martínez	Asesora de Monitoreo y Evaluación	CO UNFPA	F
54	Sebastián Díaz	Coordinador del Clúster de Protección, al cual pertenece el Subgrupo de VBG	ACNUR	M
55	Sergio Ramírez	Estrategia de prevención de riesgos - Prevención del embarazo adolescente	Instituto Colombiano de Bienestar Familiar (ICBF)	M
56	Sylvia Echeverry	Responsable de la unidad de Análisis Situacional / Gestión de información	Oficina de Coordinación de Asuntos Humanitarios (OCHA)	F
57	Verónica Simán	Representante	CO UNFPA	F
58	Viviana Díaz	Asesora departamental de Mujer y Género	Gobernación de Arauca	F
59	Zulema Jiménez	Coordinadora Proyecto Salud para la Paz	CO UNFPA	F

Stakeholders consulted for the regional case study

No.	FIRST NAME LAST NAME	POSITION	ORGANIZATION	SEX
LATIN AMERICA AND THE CARIBBEAN				
1	Abebech Assefa	Director, Central America Development Program/Head of Office	Global Affairs Canada	F
2	Adler Bynoe	Liaison Officer, Guyana	UNFPA/SRO	M
3	Aleida Ramirez	Gender Officer	UNFPA/CO Honduras	F
4	Alejandra Alzérreca	Gender and GBV Specialist	UNFPA RO Gender & Youth team	F
5	Alejandra Valdes	Gender Affaires Division	Economic Commission for Latin America and the Caribbean (CEPAL/ECLAC)	F
6	Alicia Rodriguez	Technical Secretary	Sistema de Integración Centroamericano/Consejo de Ministras de la Mujer de Centroamérica (SICA/COMMCA)	F
7	Alison Drayton	Director	UNFPA/SRO	F
8	Allan Sanchez	Youth Specialist	UNFPA RO Gender & Youth team	M
9	Amalia Alarcon	Regional Head of Gender Transformative Programing & Influencing	Plan Internacional	F
10	Ana Cristina González	Independent consultant		F
11	Ana Elena Badilla	Former Gender Advisor	UNFPA/RO	F
12	Ann-Marie Williams, MA	Deputy Programme Manager, Gender and Development, Directorate of Human and Social Development	Caribbean Community (CARICOM)	F
13	Arie Hoekman	Representative – México, and Country Director for Cuba and the Dominican Republic	UNFPA	M
14	Astrid Marquinez	Programme Assistant	UNFPA RO Gender & Youth team	F
15	Aurora Noguera-Ramkissoon	Liaison Officer, Trinidad and Tobago	UNFPA/SRO	F
16	Catherine Rivera McKinley	Consultant, Afro-american people rights	UNFPA RO Gender & Youth team	F
17	Cecilia Lizeth Sanchez	Project officer	Global Affairs Canada	F
18	Denise Blackstock	Liaison Officer, Barbados	UNFPA/SRO	F
19	Denise Chevannes-Vogel	HIV and AIDS officer	UNFPA/SRO	F

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No.	FIRST NAME LAST NAME	POSITION	ORGANIZATION	SEX
LATIN AMERICA AND THE CARIBBEAN				
20	Diego Rossi	Professor	Facultad Latinoamericana de Ciencias Sociales (FLACSO)	M
21	Dora Arosemena	Analyst, Gender and Human Rights Programme	UNFPA/CO Panama	F
22	Doretta Di Marco	Programme Specialist	UNFPA/RO	F
23	Dorotea Wilson	Former Coordinator	Red de Mujeres afrolatinoamericanas, afrocaribeñas y de la diáspora (RMAAD)	F
24	Dr. Gabrielle Hosein	Head of the Department and Lecturer	Institute of Gender and Development Studies, University of the West Indies (UWI)	F
25	Elena Zuniga	Representative for CO Nicaragua, Country Director for Costa Rica and Panama	UNFPA	F
26	Elisabeth Diaz	Strategic Planning and Coordination Specialist	UN Women (Regional Office for the Americas and the Caribbean)	F
27	Esteban Caballero	Former Regional Director	UNFPA/RO	M
28	Eugenia Piza-Lopez	Regional Team Leader- Gender Cluster for Latin America and the Caribbean	UNDP	F
29	Evelyn Durán Porras	Analyst, Reproductive Health Programme	UNFPA/CO Costa Rica	F
30	Fabiana Del Popolo	Coordinator of the Demographic and Information on Population Area	Latin American and Caribbean Demographic Centre (CELADE)	F
31	Federico Tobar	Regional Technical Advisor	UNFPA/RO	M
32	Flavia Cherry	Chairperson	Caribbean Association for Feminist Research and Action (CAFRA)	F
33	Hugo Gonzalez	Representative El Salvador	UNFPA	M
34	Jayne Adams	Regional Programme Advisor	UNFPA/RO	F
35	Jeannie Ferrera	Gender Officer	UNFPA/CO Dominican Republic	F
36	Jose Antonio Ruiz	Spotlight Initiative Programme Coordinator	UNFPA/CO Mexico	M
37	Jose Antonio Ruiz	Spotlight Initiative Programme Coordinator	UNFPA/CO Mexico	M
38	Jozef Maerien	Regional Resource Mobilization Advisor	UNFPA/RO	M

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No.	FIRST NAME LAST NAME	POSITION	ORGANIZATION	SEX
LATIN AMERICA AND THE CARIBBEAN				
39	Juan Mere	VIH Advisor	UNFPA/CO Uruguay	M
40	Judith Brielle	Liaison Officer, Suriname	UNFPA/SRO	F
41	Julia Escalante de Haro	Regional Coordinator	Comité de América Latina y el Caribe para la Defensa de los Derechos de las Mujeres (CLADEM)	F
42	Juliana Lopez Fajardo	Project Officer	Global Affairs Canada	F
43	Karina Cimmino	Professor	Facultad Latinoamericana de Ciencias Sociales (FLACSO)	F
44	Kathleen Taylor	Programme Coordinator (Pacific Sub-regional office), former member of LACRO Gender team	UNFPA/RO	F
45	Lola Valladares	Gender, Rights and Interculturality Officer	UNFPA/CO Ecuador	F
46	Luis Mora	Former Deputy Regional Director	UNFPA/RO	M
47	Marcela Suazo	Former Regional Director	UNFPA/RO	F
48	Maria Victoria Vaccaro	Gender specialist	UNFPA/CO Argentina	F
49	Mariana Santoyo Bahamón	GBV in emergency Specialist	UNFPA/SRO	F
50	Mariela Cortes	Liaison Officer	UNFPA/CO Chile	F
51	Mary Carmen Villasmil	Programme Officer	UNFPA/CO Venezuela	F
52	Mirtha Rivarola	Gender and Adolescent NPO	UNFPA/CO Paraguay	F
53	Monica Yaksic	National Programme Officer, Gender	UNFPA/CO Bolivia	F
54	Morena Herrera	Feminist Activist	Sombrilla Centroamericana	F
55	Neus Bernabeu	Regional Advisor Gender and Youth	UNFPA/RO	F
56	Ondina Castillo	Gender and Youth Officer	UNFPA/CO El Salvador	F
57	Pablo Salazar	Programme Advisor (Population and Development)	UNFPA/RO	M
58	Paola Yañez	Coordinator	Red de Mujeres afrolatinoamericanas, afrocaribeñas y de la diáspora (RMAAD)	F
59	Patricia Aguilar	HIV/AIDS Advisor	UNFPA/CO Paraguay	F

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No.	FIRST NAME LAST NAME	POSITION	ORGANIZATION	SEX
LATIN AMERICA AND THE CARIBBEAN				
60	Patricia Sheerattan-Bisnauth	CEO	Caribbean Family Planning Affiliation (CFPA)	F
61	Pedro Vera Pineda	Regional Advisor on the rights of women and gender issues	OHCHR	M
62	Rosa Romero	Programme Officer	UNFPA/CO Nicaragua	F
63	Sandra Oyarzo	Regional Representative	International Confederation of Midwives (ICM)	F
64	Seth Broekman	Deputy Director	UNFPA/SRO	M
65	Sheila Roseau	Deputy Regional Director	UNFPA/RO	F
66	Shelly Abdool	Regional Gender Advisor	UNICEF (Latin America and Caribbean Regional Office)	F
67	Tarcila Rivera	Vice President	CHIRAPAQ	F
68	Tisa Grant	Liaison Officer, Belize	UNFPA/SRO	F
69	Tyrone Buckmire	Executive Committee Member, former Chairman	Caribbean Male Action Network (CariMAN)	M
70	Virginia Camacho	Programme Advisor (Sexual and reproductive health)	UNFPA/RO	F
71	Yeliz Osman	Policy Specialist - Violence Against Women	UN Women (Regional Office for the Americas and the Caribbean)	F
72	Yolanda Avila	Gender and Human Rights Officer	UNFPA/CO Guatemala	F

Stakeholders consulted for extended desk reviews

No.	FIRST NAME LAST NAME	POSITION	ORGANISATION	SEX
BANGLADESH				
1	Bimal Chandra Dey Sarker	Chief Executive	Mukti, Cox's Bazar	M
2	Eiko Narita (Phd)	Deputy Representative	UNFPA CO Bangladesh	F
3	Md. Al Amin	Assistant Project Director	Department of Women Affaires (DWA), Advancement of Women's Rights	M
4	Md. Matiur Rahaman	Deputy Inspector General (DIG)	Department of Inspection for Factories and Establishment (DIFE)	M
5	Md. Saifullah	Additional SP- Special Crime	Bangladesh Police Headquarters	M
6	Murshida Akhter	Humanitarian Specialist	UNFPA CO Bangladesh	F
7	Mushfiqua Satiar	SRHR and GBV Prevention Advisor	Embassy of Netherlands	F
8	Shamima Pervin	Chief of Gender Unit and Programme Specialist	UNFPA CO Bangladesh	F
9	Veronika Flegar	First Secretary for Human Rights	Embassy of Netherlands	F
GEORGIA				
1	Lela Akiashvili	Head of Commission, Advisor of the PM on Human Rights	Inter-Agency Commission on Gender Equality	F
2	Lela Bakradze	Head of office	UNFPA	F
3	Mariam Bandzeladze	Gender portfolio manager	UNFPA	F
4	Shorena Tsiklauri	Chief Specialist at Population Census and Demography Division	Geostat – National Statistics Office of Georgia	F
5	Tamar Bortsavdze	Program Coordinator	State Fund for the Protection of the Statutory Victims of Human Trafficking	F
IRAQ				
1	Ayub Mirza	Program Coordinator	Harikar (NGO)	M
2	Florin Seudin	Director General	High Commission for Women's Affairs – KRG	F
3	Ibrahim Isamel Ibrahim	Executive Director	Al Messala	M
4	Isam Taha	PD Programme Specialist	UNFPA	M
5	Khanzad Ahmed	Secretary General	High Commission for Women's Affairs – KRG	F
6	Lionel Laforgue	Head of GBV Programming Unit	UNFPA	M

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No.	FIRST NAME LAST NAME	POSITION	ORGANISATION	SEX
7	Nawa Farooq Asi	Programme Manager	Al Messala	F
8	Nicia El Dhawani	Former GBV Coordinator (humanitarian)	UNFPA	F
9	Sadia Atta	Youth Programme Specialist	UNFPA	F
KYRGYZSTAN				
1	Azamat Balinov	Head of Office	UNFPA Country Office Kyrgyzstan	M
2	Meder Omurzakov	International Program Coordinator in Almaty	UNFPA EECA Regional Office	M
3	Nazira Satyvaldyeva	National Programme Analyst on Gender	UNFPA Country Office Kyrgyzstan	F
4	Sagipa Djusaeva	Programme Specialist	UN Women	F
5	Zhypara Rakisheva	National Program Coordinator	UNODC GFP	F
LEBANON				
1	Alessia Mortada	Program Coordinator	Intersos	F
2	Alexander Devort	Head of Mission	Intersos	M
3	Asma Kurdahi,	Assistant Country Representative	UNFPA Country Office	F
4	Gaelle Kibranian	Governance Program Officer and Gender Focal Person	UNDP Lebanon	F
5	Joumana Moufarege	Manager	National Commission for Lebanese Women (NCLW)	F
6	Lucie Sagherian,	Former AY Programme Specialist (2014-2017)	UNFPA Country Office	F
7	Maguy Ghanem,	RH programme Specialist	UNFPA Country Office	F
8	Nicia El Dannawi,	GBV Programme Specialist	UNFPA Country Office	F
9	Patricia Al Arou	Protection Coordinator	Intersos	F
10	Rania Zaatari	Head of Program	Makassed	F
MALI				
1	Albert Mirindi	Gender Specialist	UNDP Mali	M
2	Bréhima Ballo,	Chargé de programme	Association Malienne pour le suivi et l'orientation des pratiques traditionnelles (AMSOPT)	M
3	Caroline Muller	Project Coordinator SRHR/GBV	UNFPA Mali	F
4	Eugene Kongnyuy	Country Representative	UNFPA Mali	M

UNFPA SUPPORT TO GENDER EQUALITY AND WOMEN'S EMPOWERMENT - ANNEXES

No.	FIRST NAME LAST NAME	POSITION	ORGANISATION	SEX
5	Faye Nana Toure	Coordinator – Gender/GBV/FGM	UNFPA Mali	F
6	Josiane Yaguibou	Former Country Representative	UNFPA Mali	F
7	Keita Yiraba Keita	Conseillère Technique Genre	Ministère de la Promotion de la Femme, de l'Enfant et de la Famille	F
8	Moussa Diallo	National Coordinator	Tostan International	M
9	Rokia Traore	Chargé de programme SSR (jeunes et adolescents)	UNFPA Mali	F
NEPAL				
1	Dhangadhi, Madan Bagchan, RSO	Technical Officer - Gender & Population	UNFPA Nepal	M
2	Ghanshyam Bhatta, Dr.	Team Leader Health	ADRA	M
3	Latika Maskey Pradhan	Asst. Representative	UNFPA Nepal	F
4	Roshani Amatya, Dr.	Senior Programme Manager	Jhpiego	F
5	Sabin Adhikari	Programme Coordinator	Nepal Red Cross Society	M
6	Sudha Pant	Gender Program Officer	UNFPA Nepal	F
PERU				
1	Carmen Murguia	Programme Analyst (AY)	UNFPA Peru	F
2	Liz Melendez	Director	ONG Flora Tristan	F
3	Maria Eugenia Mujica	Deputy Representative	UNFPA Peru	F
4	Melissa Bustamante	Gender and Human Rights Specialist	UNFPA Peru	F
5	Miriam Rojosilva	SRH Specialist	UNFPA Peru	F
6	Silvia Romero	Director of Technical Assistance GBV and UNFPA focal person (former assistant to Deputy Minister)	Ministry of Women and Vulnerable Populations (MIMP)	F
7	Zilda Carcamo	Specialist in Vulnerable Groups and Risk Management	UNFPA Peru	F
UKRAINE				
1	Bohdan Pidverbetsky	SRH Officer	UNFPA	M
2	Halyna Skipalska	Executive Director	Ukrainian Fund for Public Health (UFPH) and Health Right International	F
3	Kateryna Cherepakha	Vice-president	CSO «La Strada-Ukraine»	F
4	Maryna Saprykina	Head	Center for Social Reforms (CSR)	F

UNFPA SUPPORT TO GENDER EQUALITY AND WOMEN'S EMPOWERMENT - ANNEXES

No.	FIRST NAME LAST NAME	POSITION	ORGANISATION	SEX
5	Natalka Fedorovich	Former Deputy Minister of Social Policy	Ministry of Social Policy	F
6	Olesya Kompaniets	Programme Manager, GBV	UNFPA	F
ZIMBABWE				
1	Beatrice Ndarugirire	Health Advisor	EU	F
2	Eunice Njovana	Chairperson	Anti-Domestic Violence Council	F
3	Isabelle Jost	Programme Analyst, Gender and Youth (JPO)	UNFPA	F
4	Linda Kalenga	Gender Focal Point	EU	F
5	Loveness Makonese	Gender Specialist	UNFPA	F
6	Magdalane Chavunduka	GBV Programme Officer (also Coordinator of the ADVC)	Ministry of Women's Affairs	F
7	Penelope Kasere	Acting Programme Specialist AY and SRH	UNFPA	F
8	Precious Taru	Director	Musasa (NGO)	F
9	Verena Bruno	GBV Technical Specialist	UNFPA	F
10	Walter Vengesai,	National Director	PADARE/Engunleni/Men's Forum on Gender	M

Annex 12 Minutes of Evaluation Reference Group Meetings



Thematic evaluation of UNFPA support to gender equality and women's empowerment
First Meeting of the Evaluation Reference Group (ERG)
February 13, 2020
10:00AM – 12:30PM
Minutes

Present:	<p>Alexandra Chambel, UNFPA, Evaluation Office, Evaluation Adviser, chair of the ERG</p> <p>Natalie Raaber, UNFPA, Evaluation Office, Evaluation Analyst</p> <p>Youri Bless, UNFPA, Evaluation Office, Evaluation Research Assistant</p> <p>Katrina Rojas, Universalialia, Senior Consultant, Evaluation Team Leader</p> <p>Mary Picard, Universalialia, Senior Gender Consultant</p> <p>Natalie Martin, Universalialia, Evaluation Analyst Consultant (minute taker)</p> <p>Leyla Sharafi, UNFPA, Gender, HR and Culture Branch, Technical Adviser</p> <p>Nafy Diop, UNFPA, Gender, HR and Culture Branch, Chief</p> <p>Mauricio Saavedra, UNFPA, Policy and Strategy Division, Results Monitoring Adviser</p> <p>Henia Dakkak, UNFPA, Humanitarian Office, Technical Adviser</p> <p>Emily Krasnor, UNFPA, Humanitarian Office, GBV in Emergencies Technical Specialist</p> <p>Nigina Muntean, UNFPA, OED, Special Assistant to the DED for Programmes</p> <p>Ingrid FitzGerald, UNFPA, APRO, Gender and Human Rights Regional Advisor</p> <p>Julie Diallo, UNFPA, ESARO, Gender Regional Specialist</p> <p>Nurgul Kinderbaeva, UNFPA, EECARO, Gender Programme Specialist</p> <p>Maria Teresa Bejarano, UNFPA, Technical Division, Global Health Advisor</p>
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I. Opening/Introduction

The meeting opened with a welcome from **Alexandra Chambel**. Alexandra briefly introduced the evaluation, which was followed by a round of introductions from the ERG and the evaluation team.

The evaluation team has revised the Inception Report following the pilot country case study mission in Jordan, which was conducted in December 2019. The pilot mission led to some changes to the evaluation methodology.

Today's meeting serves to present the changes made, as well as to present some of the early lessons and reflections that have come out of the Jordan mission in order to obtain input from the ERG.

The overall results from this evaluation will feed into the next strategic cycle.

II. Presentation of Slides

A PowerPoint presentation was shared, that covers the purpose and objective of the evaluation, the scope of the evaluation, the evaluation criteria and overarching questions, the methodological approach used, including adjustments made, the data collection and analysis strategy (including the several lines of inquiry that will be used to triangulate data), an overview of the case study countries, and finally an overview of observations and reflections from the Jordan Pilot mission.

Some key points on the evaluation approach:

- **Scope:** The evaluation will look at three components: 1) Whether UNFPA is Fit for Purpose to deliver on GEWE results; 2) Gender mainstreaming across all outcome areas; 3) Gender dedicated outcome area.
- **Criteria and overarching questions:** There are three “umbrella” questions: the relevance of UNFPA’s support to GEWE, factors that positively or negatively influenced UNFPA’s support to GEWE, and the overall results of UNFPA’s support to GEWE at global, regional and country levels. These overarching questions are translated into 6 evaluation questions. Each key evaluation question is broken down into assumptions to be assessed through indicators.
- **Changes to methodological approach:** There were some changes made to the evaluation matrix following the pilot mission. Some of the countries from the case studies were changed, although the selection criteria remain the same. There was also an increase in the budget to include a regional case study following recommendations by the ERG members.
- **Data collection/analysis strategies:** The evaluation includes several lines of inquiry: 5 in-country case studies, 10 desk-based country case studies, a regional case study in LAC, an analysis of 70 CPEs using the GRES tool, and a survey, which will be used to fill remaining gaps.
- **Storyline:** The evaluation will look at the period 2012-2020, which covers three strategic periods. There has been increasing and more explicit references to gender equality, particularly to addressing social norms and engaging men/boys over the course of the three periods. The evaluation will try to capture the internal and external factors that led to this evolution.
- **Theory of change:** The ToC encompasses both the dedicated and mainstreamed gender approaches and captures the internal logic of UNFPA’s work in trying to change the capacities of actors, with the end result of achieving GEWE. Change in capacities does not just include capabilities (i.e., skills, knowledge), but also institutional capacities and UNFPA’s work done in changing the enabling environment. These have already been reflected in UNFPA’s modes of engagement.

Key observations and reflections from Jordan pilot mission:

- **High level learnings:**
 - **Humanitarian context:** The nature of the context illustrates challenges around sustaining and institutionalizing some of the good practices in GBV and SRH seen within the humanitarian programs. Staff retention is also a challenge.
 - **Service Delivery in a “pink country”:** Although Jordan is a pink country, they have used humanitarian funding for service delivery, integrating both development and humanitarian funding to address needs.
 - **Demographic dividend:** It is an entry point for leveraging government commitment to family planning, SRH and child marriage. UNFPA is engaging more strongly in child marriage.

- **Strategic partnerships:** Advancing GEWE will require a more careful selection of partners. It will also require a partnership strategy to identify partners that have the capacity to address social norm changes.
- **Fit-for-purpose:** Will to think strategically around staffing structure and convenor role that is needed to promote GEWE. If the representative is now going to be a project coordinator, what does that mean for UNFPA in terms of working with other partners and engaging with governments. This was a concern for the CO and other stakeholders.
- **Addressing harmful practices:** CO already has a strong base in GBV but is beginning to do more work in preventing child marriages. It is still not clear how they are going to develop this part of their programming and their approach with existing partners. It is still a work in progress.
- **Observations and reflections:** The comments provided in the inception report are what pushed us in this direction
 - **Balancing the focus in the evaluation between gender dedicated outcome and gender mainstreaming outcome.** There are results under both, but it is the interrelation between the two that will allow UNFPA to do transformative work. For example:
 - youth work is inclusive and engaging, but there is not much done to address barriers for young girls or to address toxic masculinities
 - SRH work is very supply driven, but there is no strategy on reaching out to men or working on the demand side of the issue
 - Mainstreaming is key in order to achieve GEWE goals. Going forward, we will need to capture these dimensions.
 - **Applying a culturally sensitive, rights-based approach is challenging in this context.** There is a fear of backlash. For example, in youth work, one IP held back on SRH work because of fear of backlash from parents. But it was later shown that parents were supportive of it.
 - **UNFPA's positioning on male survivors.** What is UNFPA's approach and position? Donors and IPs don't have clarity on this and there are multiple demands being received by the CO. Is it an issue around communication? Is it a lack of understanding? There is a need to unpack this.
 - **Engaging with men and boys.** What approaches are being used and what is their accountability towards women/girls? There is limited outreach being done to get men involved. In family planning for example, even though men are allowed to come to the clinics, women are not being encouraged to bring their husbands and there is little change in men's attitudes on SRH.
 - **Strategizing for gender norm change.** In youth work, they are trying to mainstream SRH and GBV. But there is not much being done in terms of changing norms. This is an oversight in our view, and we will continue to explore this in other case studies.
 - **Gender analysis in country program planning.** We are trying to get a sense of what the entry-point is for this analysis. It is assumed that this has been done, but it is not clear at what point of the planning process this is done.
 - **Gender marker.** This tagging system that says that certain activities contributed to gender, but this may not be the case in practice. We are trying to understand how offices are using the gender marker data and how reports are illustrating this.

III. Discussion

Comments and discussions that came up throughout the presentation:

GBV and SRH in humanitarian settings

- **Henia and Nigina:** The wording around sustaining good practices in GBV and SRH in Jordan is not clear. These projects are already being replicated with other partners in other host communities. What is meant is perhaps that the humanitarian response in these areas is informing practices to be adopted on a national level?
 - **Alexandra** (in response): In Jordan most of the funding is coming from the humanitarian side. The CO integrated approach would be taking what is done and works in humanitarian settings and replicating it whenever relevant at a national level.
 - **Mauricio:** It would also need to be clear if this is being framed as a challenge or an opportunity?
- **Leyla:** In terms of sustaining good practices, was it specifically limited to GBV and SRH, or was it also related to GEWE and the broader issues around gender equality?
 - **Mary:** It is not just GBV and SRH, but that rose to the top because they are trying to integrate GBV and SRH within the humanitarian setting. The question is can they do this more broadly and nation-wide. For instance, the youth work is only being done within the camps. Can this also be replicated nation-wide?

Demographic Dividend

- **Leyla:** Did anything come up regarding women's roles or contributions to this topic?
 - **Mary:** Gender equality is being reflected, but the issues that have come to the top are women's participation in the labor force and women's decision-making in family planning. There were addressed in a paper.

Harmful Practices

- **Leyla:** Child marriage is possibly an issue that UNFPA Jordan wants to work more strongly on. What is UNFPA's strategic role in this area?
 - **Henia:** They have been able to work on child marriage by supporting girls' education in order to delay marriage. They are working on changing norms and providing support systems. This work predates the current humanitarian issues in the country.
 - **Mary:** Child marriage is still new on the agenda. It will require an eco-system approach with different actors. Some stakeholders are questioning whether UNFPA is the best organization to lead that.
 - **Katrina:** The feedback from the camps is that there is a lot of work done on awareness raising, but there needs to be more of a multi-stakeholder approach, working with other actors and doing things differently.
 - **Mary:** Child marriage has increased due to refugees, so it is related to the humanitarian crisis. This came out in the 2014 and 2017 DHS.

Male survivors of GBV

- **Julie:** What do we mean by UNFPA's position? Is it our capacity? Is it, are we working with the right partners?

- **Katrina:** Agreed that there are different dimensions that we need to explore. We are trying to better understand and unpack these. Is there a position or a policy? Is it an issue of capacity (question of skills, drivers)? We need to understand what the issue is here. **Alexandra:** This is a controversial issue that needs to be unpacked. There are several dimensions: understanding UNFPA's position; the issue of capacities in UNFPA (is UNFPA equipped to work in this area?), the issue of communication and clarity of UNFPA mandate (both externally but also internally). These all need to be looked at by the evaluation and the evaluation needs to determine what is appropriate for UNFPA (given the aspects above-mentioned) to be doing on this issue from a gender equality perspective.
- **Mayte:** It is also an issue of how it is being reflected in UNFPA documents. When we say GBV, do it just mean is violence against women?
- **Henia:** We need to differentiate sexual violence and gender-based violence. Also, whether it is the development setting, or the humanitarian setting is important. In humanitarian, we only get 50% of requested funds. There are not enough resources, so we need to be more targeted. We also need to understand the context. In some contexts, GBV against men is an issue. We also need to see who is presenting themselves at clinics. It doesn't mean we don't handle men who come to clinics, but it needs a different approach. Its case by case. In most places, there are no protocols in place, no training, no referral services available. So before even having this conversation, we need to see what is available. It is very difficult to know where to start to be strategic on this. In development setting, there may be other more prevalent issues than this, we need to prioritize.
- **Leyla:** The structure to analyze this issue is good. Everything Henia is saying makes sense, but communication is not clear. When we say GBV, we need to mean GBV and not just VAW. We need to be clear on our stance and then we can invest in terms of our capacity.
- **Nigina:** We do provide for boys/men. In Greece for example. But right now, the issue is around sensitivity, particularly around homosexuality. Are communities and countries even open to talking about it if we decide to address this? It is not just an issue of availability of services, it is also a question of recipients. With women, we have been working on removing stigma, but there is still stigma around male survivors.
- **Mayte:** If we are talking about transformative results, then we need to talk long-term solutions. So not just treating the symptoms of violence, but the causes of this violence.
- **Emily:** There is also a false narrative around men being turned away. We need to push back on this as they are not being turned away. We are referring them elsewhere and there are guidelines on this. We don't always serve men/boys because we can't. I agree that the strategic plan doesn't mention this issue, but it can also be a distraction from working with women and girls.

Male engagement

- **Julie:** What do we mean by engagement? It is not clear what we are trying to achieve. Is it just a buzz word? What does it mean to engage meaningfully with men and boys?
 - **Leyla:** UNFPA has developed metrics for measuring men's attitudes and values. It is about strategically being more purposeful. Right now, we are using a very light touch. Are existing tools and metrics being used?

Addressing gender norms

- **Nafy:** It is important to determine what is the ideal, what are the benchmarks of standards for each area, in terms of youth engagement, male engagement, etc. There are standards set out in the

strategic plan. But was the objective at the start of the project? Was the objective of the youth engagement work to change gender norms? There is a need perhaps for more guidance and tools to integrate these issues. But the original objective when the project was set up may have been something else.

- **Leyla:** we should assume that all of our work integrates gender even if that it is not the original objective. We suspect this is not happening, but that is what we are trying to find out. Even if the objective was to mobilize youth for other purposes, there should be a gender component integrated.
- **Ingrid:** Agreed that all work should be gender transformative, which we are not always doing. There are issues around capacity and the lightness of our work around social norm change. These are critical issues for the evaluation. In humanitarian contexts, for instance, it is very difficult to do the harder longer-term gender transformative work.
- **Mary:** The youth programming was intended to increase youth involvement. It includes boys and girls, but they didn't look at how to improve the involvement of girls or address barriers. The orientation right now is just mainstreaming youth into SRH work. But adding gender mainstreaming into youth mainstreaming is adding another layer of work.
- **Katrina:** There are issues around competencies and capacities of staff to be able to navigate this type of work. The Adolescent and Youth team asked about how they could do more gender mainstreaming.

Gender marker

- **Mauricio:** The SP is not just a marketing strategy. There is a theory behind it which is explained in the ToC. Even when we use the gender marker, can we really say that an activity has 0 contribution
- **Mayte:** The gender marker needs to be revamped. Only 12% of the budget goes to gender issues. Staff need to be better trained in using the marker. UNFPA should not be coding 0.
- **Leyla:** The gender marker is meant to be an indicative tool, not an accurate measure of how funds are used. It was to help bring awareness on gender contributions and to abide by UN standards. Important to note that not all staff tagging codes are knowledgeable about gender. Also, UNFPA codes at the activity level, compared to UNDP that codes at the output level, so it is normal to see 0s as some activities can have no direct contribution.

Five questions for discussion presented in the PowerPoint:

1. What is expected of countries similar to Jordan that have a significant humanitarian portfolio that tends to trump their development work?
 - **Alexandra:** 75 percent of the work in Jordan is humanitarian, 25% is data and the rest is SRH, AY and Child marriage.
2. How can an integrated approach (GBV-SRH) adequately address the needs of both host and refugee populations?
3. What expectations should UNFPA be setting with regard to systematic gender analysis and aims for gender transformative work?
4. What progress markers (besides SP indicators) does UNFPA have for social norm change that can help the evaluation to realistically assess changes and not set the bar too high?
5. Where and when are countries expected to report on outcomes in terms of behavior and structural change

Ingrid: These are useful questions. We may come back in writing. Question 4 on progress markers is critical. We need more on how we understand social norm change. This relates to question 5 on measuring real change. We don't have an answer. In terms of expectations, UNFPA's message is very contradictory. There is no clear set internal accountability and there is mixed messaging on how serious we are about gender transformative work. When we cut gender programming, it shows that we are not serious.

Leyla: I fully agree with Ingrid. The rhetoric is there, but the budget allocation is not. With the changes to country financial allocations, the gender outcome usually gets the cut. In relation to expectations, it should be high as we are supposed to have systematic gender analysis in all programs. If we are serious about gender transformation, then are we saying that all programming should be pushing for gender transformative work? Do all staff agree with that?

Nafy: We need to evaluate against something. We are going back to 2012. Some of the concepts we are using is new, such as gender transformation. This is a high bar. We need to find good examples of gender transformation or something that could lead to gender transformation. We also need to be careful in this evaluation and look at the continuum. If the goal was to be gender-sensitive than did it reach that target? If it was gender-blind, then the evaluation needs to acknowledge that that was the objective and that is why gender was not considered.

Another point on progress markers. These may be different from country to country. Need to see potential for change and we need to go back to program objectives.

Alexandra: Need to be clear that this is not a programme level evaluation but a thematic evaluation which requires a more complex methodological approach. We are not assessing against specific programme objectives. This evaluation covers 3 strategic plans with different results frameworks. Thus, the importance of getting the ToC and the reconstruction of the story line right. Moreover, country cases are used as illustrative samples.

Katrina: The evaluation team will take context into account and properly frame what were the different expectations under each strategic plan. But we also need to take stock of what has been done, while being careful not to apply the 2018 framework to a 2012 program.

Emily: There was a study that came out about Jordan on gender transformative work. It would also be good to check with HR about staff abilities to conduct gender analyses.

IV. Next steps

Alexandra presented the timeline and key milestones:

- Up-coming country missions to Malawi, Cote d'Ivoire, Philippines and Colombia (March – May)
- Up-coming mission to Panama – LAC regional case study (May)
- In parallel: 10 desk-based case studies (including remote interviews to key stakeholders) and the review of 70 Country Programme Evaluations recurrent findings and lessons using the GRESS assessment tool.
- A global survey will be launched before May- June.
- Next ERG meeting to discuss the preliminary results of the data collection possibly over the summer
- Draft final evaluation report is expected for November

- Presentation to the board June 2021.

Alexandra thanked the ERG members and comments provided will help the evaluation team moving forward. A thank you for everyone's input in the inception report and participation in interviews.

Final inception report will be shared soon. We can still take in comments but need to be provided by Wednesday 19 February the latest and Alexandra will share updates on advancement of the evaluation.

Meeting closed



Thematic evaluation of UNFPA support to gender equality and women's empowerment
Second Meeting of the Evaluation Reference Group (ERG)
Preliminary Findings Presentation
November 17, 2020
09:00AM – 12:00PM
Minutes

Present:	<p>Alexandra Chambel, Chairperson, UNFPA, Evaluation Office, Evaluation Adviser Youri Bless, UNFPA, Evaluation Office, Evaluation Research Assistant Katrina Rojas, Universalialia, Senior Consultant, Evaluation Team Leader Mary Picard, Universalialia, Senior Gender Consultant Ecem Oskay, Universalialia, Evaluation Consultant (minute taker) Nafissatou Diop, UNFPA Gender and Human Rights Branch, Chief Leyla Sharafi, UNFPA, Gender, HR and Culture Branch, Technical Adviser Mauricio Saavedra, UNFPA, Policy and Strategy Division, Results Monitoring Adviser Henia Dakkak, UNFPA, Humanitarian Office, Technical Adviser Nadine Cornier, UNFPA, Humanitarian Office, Technical Adviser Julie Diallo, UNFPA, ESARO, Gender Regional Specialist Laura Gonzalez, UNFPA LACRO, Monitoring and Evaluation Regional Adviser Olugbemiga Adelakin, UNFPA ASRO, Monitoring and Evaluation Regional Adviser Enshrah Ahmed, UNFPA Jordan CO, Programme Coordinator</p>
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I. Opening/Introduction

The meeting opened with a welcome from **Alexandra Chambel** and provided with a brief update on the status of the evaluation:

- Four analysis data workshops were conducted; document review and analysis are completed.
- Colombia case study was submitted and is available on the Google Drive. This concludes the data collection phase. All case studies saved here:
<https://drive.google.com/drive/folders/1p61LmxjiARcRuLCVZYbTZ5fg58vy9yCN?usp=sharing>

The purpose of the second ERG meeting is to present and validate the preliminary findings of the evaluation data collection.

II. Presentation of Slides

A PowerPoint presentation was shared, covering the purpose and objectives of the evaluation, the scope and methodological approach used, including adjustments made due to the COVID-19 pandemic, the preliminary findings on the relevance and effectiveness of UNFPA work on GEWE and the organizational factors that have influenced results.

Presentation available here: <https://drive.google.com/file/d/1xorJ6qHQHiW9IsSfXwDn9myiF3fWPL2-/view?usp=sharing>

Some key points on the evaluation approach:

- The evaluation used multiple lines of inquiry to triangulate data: 14 country case studies, consultations with 641 stakeholders at global, regional and country levels, one survey of UNFPA personnel, extensive document review and consultation of UNFPA databases and datasets, a meta-review of 14 UNFPA corporate evaluations using the GRES, and a meta-review of 70 CPEs using the GRES.
- In-country missions took place for two case studies, in Jordan and Malawi, but further missions were canceled due to COVID-19. Those were instead conducted virtually in Côte d'Ivoire, Colombia and Panama for the Latin-America and Caribbean regional case study. In addition, ten desk-based case studies were conducted based on extensive document review and virtual consultations with key stakeholders.
- The COVID-19 pandemic affected in-country visits and required the evaluation to contextualize results and add indicators in the evaluation matrix. Interviews and case studies conducted after the outbreak included questions on COVID-19.

Preliminary findings of the evaluation**1. Relevance**

- UNFPA work on GEWE is aligned to national priorities and responds to needs of target populations, with apparent challenges to reach those left behind – a challenge further brought to focus with COVID-19.
- There is a firm alignment with relevant HR conventions and international frameworks. UNFPA's mandate is particularly relevant to gender equality, because it plays a crucial role on bodily autonomy.
- Between country, regional and global levels there is sometimes a dissonance on how ICPD is being leveraged to promote gender equality and sexual/gender rights.

2. UNFPA approaches to work on GEWE:

- The work on transforming social norms is variable and lacked a common framework on how to incorporate transformative approaches over the period. The new gender strategy speaks to this.
- Engaging men and boys: UNFPA engaging them as gatekeepers and allies, but less attention given to masculinities. UNFPA used to have strong leadership in this area and is now trying to reinvest (EECA, ESARO, APRO named as good examples, including work with MenEngage, Promundo).
- Partnerships: Partnerships are key to achieve results but lack an explicit strategy for GEWE. There is evidence of different approaches between countries/regions. Civil society actors have been key to UNFPA work, yet they are not as much a priority as before – partnerships with women's organization are not established consistently.
- The practice of engaging with FBOs has grown but continues to introduce certain risks in working on controversial issues.
- Social norm change: there are examples of UNFPA doing good work through multi-stakeholder approaches, such as with the Global Programme to end child marriage and the standard approaches to address GBV (MISP). The "Ecosystem approach" is promising.

- Nexus: UNFPA strengthened its approach in the humanitarian-development continuum; Interventions on GBV have been key to strengthening national capacities but moving beyond GBV is still a challenge and addressing underlying causes of inequality requires a stronger focus on social norms change. The focus on UNFPA AoR in GBV carries the risk of not addressing bigger gender equality issues. However, the ToC for social norms and prevention for VAWG in Syria is an example of how UNFPA established links to gender equality.
- Work in disaster preparedness has focused on more gender-targeted or gender responsive laws, institutions, and standards. Trainings provided do not integrate addressing drivers of gender inequality.
- Peacebuilding: at the global level, there has been work on youth, peace and security and the study on gender identities and peace. However, evidence is scarce on how UNFPA supports GE in peace processes and post-conflict environment.
- UNFPA convening role is key in the context of ICPD conferences and for advancing CSE. Strong and context-specific roles also at the regional and country levels to advance GEWE rights, but at the country level it tends to serve a policy-specific and time-bound purpose.
- UNFPA coordination role as the AoR lead in GBV is well recognized, with key contributions to guidelines, protocols and minimum standards. There are however variations in capacity, resource levels and lead arrangements.

3. Effectiveness (gender-dedicated results):

- Global knowledge and guidance:
 - Formal guidance on men and boys' engagement, social norm change and women's decision making is beginning to take shape through joint global programmes (FGM, CM).
 - Gender transformative approaches – no guidance, need for more support.
 - Guidance on GBV in humanitarian and development settings have been major contributions to country offices and to other organizations working on GBV. MISP and ESP have been key initiatives.
- Regional:
 - Regional knowledge, guidance and capacity building: Came into effect in 2010. Distinct expertise and knowledge generation on topic prioritized in / specific to the region and beyond the region. EECARO – male and boys' engagement. APRO – expertise in VAW data and GBSS. WCARO/ESARO – demographic dividend. LACRO – early pregnancy.
 - Most regional offices have been catalytic in maintaining a vision and focus on GE priority issues for the region. Able to tailor their messages to make it specific and relevant to their region.
 - GBV: critical advocacy and capacity building role.
- National level:
 - Substantive contribution to enabling environment (gender equitable laws and policies in GBV and domestic violence). Implementation is still a challenge.
 - UPR/NHRIs – some progress in leveraging NHRIs and UPR process to hold governments accountable to SRH rights (Malawi as good example for supporting this process)
 - Community level change: social movement work is still limited in scope

- Partner strengthening: more a focus on their technical and organizational capacity to implement programmes. CSOs and their role as advocates or part of a movement is less explicitly a focus of UNFPA partnership work.

GBV:

- Systems change: significant change in normative and policy frameworks for GBV response and prevention and standardizing quality on GBV services. Norm/behavior change is still lagging behind.
- GBV/VAW data: room for improvement to leverage existing expertise in GBV/VAW data.
- COVID-19: A lot of adaptive measures to respond to the rise of GBV incidence (adapting referral pathways, hotlines). Chronic underfunding of GBV services becomes more pronounced, and the universal risk of GBV to women everywhere more apparent.

Harmful practices:

- ECFM: strong advances in laying the groundwork for ending ECFM. Adopting a multi-sectoral and girl-centred and context-specific approach.
- FGM: Significant contribution to attitude/behavior changes in communities to FGM, advances in legal frameworks, progress in understanding social norm change. – more research is needed around the prevalence rates and drivers of FGM.
- GBSS: global programme (APRO and EECARO region). Advances in evidence building and strengthening national capacities to respond.
- COVID: mitigation measures adopted but projections for CM and FGM are expected to rise.

4. Effectiveness (gender-mainstreaming results):

Institutional mainstreaming:

- UN-SWAP: key for institutional gender mainstreaming and has positioned UNFPA as a leader in the UN system. But need to improve on following up on indicator performance - a strategy has been developed recently. Still a lack of awareness among UNFPA staff.
- Gender analysis: no shared understanding nor a sense of purpose behind, gender mainstreaming across different programming areas. Few intentional practices that facilitate gender analysis or gender lens throughout programming cycle.
- Gender Marker: ratings show that UNFPA allocated significant amounts of resources to gender initiatives. Need to verify consistency in coding and use of the data.

SRH/FP outcome areas:

- Considerable variation in gender mainstreaming and uneven understanding of GEWE approach to SRHR. SRH rights of other gender identity groups are not always taken into account. Prevention measures still focused on the medical side and limited link to other vulnerabilities of women and girls
- Good progress in improving access to and quality of integrated SRH services with more attention to vulnerable groups
- Less evidence of addressing gender barriers to access and demand generation (e.g., men's considerations). Good examples in Iraq and Kyrgyzstan.

A&Y:

- Youth-friendly SRH rights and services, youth leadership and participation, adolescent pregnancies, harmful practices – wide range of types of programming.
- Gender perspective is often absent in results reporting. Intersectional approach is also not well evidenced, although there are some good examples (Nepal, Cuba, Peru)
- CSE: some of the most contested spaces for UNFPA. Youth work is controversial in general, which poses a challenge. Contents still vary from one country to another.

P&D:

- Progress in demonstrating a gender and inclusive approach in the census over the decade
- DHS has added modules (child marriage, FGM, GBV, indigenous groups) but uptake limited and use of data for advocacy and policy influence not always visible in the results reporting.
- Leveraging data in support of a research or thematic agenda that would advance rights of marginalized groups is not an institutional practice as of yet.
- Demographic dividend and gender: holds promise of collaborative work in multiple areas of the mandate at the same time, but how robust the GEWE rights approach will be will have to be seen.

5. Fit for Purpose:

- Financial resources:
 - Core funding for gender-dedicated work declined, and although non-core funding increased, and the overall budget has increased, this created challenges in progress in the gender-dedicated outcome.
 - The financing approach has limiting effects on gender transformative approaches across the nexus and on gender mainstreaming. Humanitarian funding is short term.
 - Costing of the three transformative results methodology in 2020 has the potential to command better quality and longer-term funding commitments but there is a risk that pandemic has diverted attention.
 - GBV response and prevention in humanitarian contexts is consistently underfunded.
- Human resources:
 - Funding for stable gender-dedicated positions remains a challenge.
 - Skills and experience level in mainstreaming gender still not evenly embedded in UNFPA programme staffing
 - There is progress on gender parity overall, but not at all staff levels.
- Leadership and culture:
 - Even though there are improvements in gender parity among staff, challenges in the environment remain, including patriarchal and discriminatory elements.
 - Leadership matters to advancing GEWE, including their disposition to finding resources and supporting gender advisors. But leadership does not demonstrate consistent commitment.
 - Systems and procedures: monitoring and reporting requirements/ systems; procedures for programming and contractual agreements with IPs are less than favorable (insufficient coverage of overhead costs, reporting requirements, etc.).
- Interagency collaboration:

- With other UN agencies: GE is the area with highest levels of collaboration (e.g., global programmes are good example for more holistic approach). At country-level JP are fraught with challenges. UN-Women and UNFPA relationship is still inconsistent but potential for joint work/collaboration is high.
- UN reform: UNSCDF and other newer ways of working are promising in terms of strengthening work towards collective outcomes on GEWE.
- Collaboration in the context of COVID-19: separate guidance issued, witnessing the beginnings of more joint work.

III. Discussion

Comments and discussions that came up during the Q&A section of the presentation:

Olugbemiga Adelakin: Finding on gender analysis is very interesting. I have noticed that we talk about it but do not approach it in a deliberate manner. Asked for clarification on: M&E system and partnerships – what are the specific challenges.

- **Katrina:** We will provide a bit more detail in the draft report. First challenge is to capture results in the kind of reporting done on an annual basis where the focus is on activities. This makes it hard to trace what has changed in a particular area over several years. For instance, UNFPA Malawi began to invest in building a cadre of gender equality experts, which has become a foundational part of the system in Malawi. However, UNFPA does not necessarily integrate this into its programming. Second challenge is the demand for reporting, which creates a burden for implementing partners.
- **Nafissatou Diop:** Evaluation is very important to us, because we are currently developing the gender equality component of the next Strategic Plan and are taking stock of different UNFPA evaluations. A comment on the use of DHS for advocacy: Are you looking at this from the perspective of what the P&D team was doing or what UNFPA is doing to use DHS data for advocacy purposes. The phrase in the presentation is not true and provides a wrong analysis.
- **Mary:** the wording in the presentation was not in reference to the work of the P&D units. But rather in reference to the reporting challenges. Reports do not capture behavior changes - this is also true for the use of DHS data. The report will provide some of the examples of how the DHS is being used.

Leyla Sharafi:

- Findings of the presentation are very relevant for discussions on the upcoming Strategic Plan. It is important to have a balanced way in showing the work of UNFPA. Without knowing the work on UNFPA, the presentation could give a wrong impression regarding what UNFPA has done. There are some positive aspects, but there needs to be a balance in the way the information is presented. It is true that our work on youth can be much more gender transformative and you provide some great insights on gender mainstreaming at the corporate level. Secondly, are we trying to be gender responsive or are we aiming to be gender transformative? Is being gender transformative the right measure to look at previous gender programmes? Moving forward, we do intend to be more gender transformative, however it may not be appropriate to assess past work using this bar. Regarding the SWAP – gender parity overall has been reached but not at all levels – thank you for pointing this out, including the remaining challenges. Lastly, to what extent are people in country offices using the UNCT-SWAP Scorecards? Was this asked/addressed in interviews?
- Katrina: The report will have a more balanced approach in presenting the findings. Agrees that a gender transformative approach is a higher bar – we have to be balanced on how to present that

analysis. Regarding, the UNCT-SWAP Scorecard, a survey question was included in the GEWE survey and in country studies. In Jordan, UN Women valued the strong participation of UNFPA in the UNCT-SWAP Scorecard exercise – another area of joint initiatives between the two agencies.

Laura Gonzalez:

- Thanked the evaluation team for their very rigorous work. LACRO case study – appreciated the efforts made to include high number of stakeholders and the valuable insights provided in difficult circumstances. We will review carefully the final reports and the Colombia report to identify key actions for improvements to increase the visibility of our work and the results of the evaluation.

Henia Dakkak:

- Mixed feeling about some of the findings not because of the adequate work being done in analyzing the data but from the perspective of overall progress on gender. Links also to the general challenge in doing gender analysis (subjective assessment). On the funding streams and on leadership – some of the language is problematic. We need to show where the progress has been made and provide elements for the way forward. Pointing out limitations is not going to help us. We need to have a balanced way on how to present that data, in light of the pushback on GE, status of women and girls globally, placing women and girls at a higher level in making changes in their communities. The statement that we haven't supported women's organizations I found that language very problematic.
 - **Alexandra:** this is a presentation of preliminary findings. Recommendations and conclusions will be provided at a later stage. The presentation adopts a blunt approach to test the waters – but the final report will be presented to the EB and the language in the report will be looked at very carefully. Yet, as an evaluation, it needs to be credible, sound and evidence based; look at what works and what did not and needs to be improved. On the gender analysis: the team analyzed the PRC reviews as one of multiple entry points.
 - **Katrina:** Agrees that it is key to situate the findings in the larger context, making very clear where contributions were made and contrasting them with areas of improvements.

Leyla Sharafi:

- Fit for Purpose findings are very important. The decrease in core resources and the reliance on non-core resources is very key. Non-core resources are often earmarked for GBV, while the longer-term work needs reliable, predictable, stable funding - this is absolutely true. Earmarked services do often not place GBV in the larger context. The deeper gender analysis across the different outcome areas is a challenge – I concur with this assessment.

Katrina and Mary expressed their deep admiration for UNFPA work in these challenging times and thanked for all the contributors.

IV. Next steps

Alexandra presented the timeline and key milestones:

- A link to [regional and country case studies](#) has been shared with the ERG
- Draft evaluation report will be shared [mid-December](#)
- In [January](#) we will move to a discussion on the conclusions and recommendations – next meeting of the ERG
- The final report will be shared by [February 2021](#).
- The evaluation will be presented to the Executive Board in June 2021

Alexandra thanked the ERG members and comments provided which will help the evaluation team moving forward.

Meeting closed

Annex 13 Interview Logbook for Semi Structured Interview

Script for Introduction

We are an independent external evaluation team that has been contracted by the Evaluation Office of UNFPA to support the Evaluation Office conducting an independent evaluation of the UNFPA support to gender equality and women's empowerment including harmful practices and gender-based violence (GEWE) across the development, humanitarian and peace nexus.

The evaluation includes 3 components: (i) UNFPA dedicated support to gender, (ii) gender mainstreaming across all outcome areas of the strategic plan (sexual reproductive health and reproductive rights; adolescent and youth, population data) and; (iii) institutional systems and process of UNFPA (fit for purpose).

The evaluation will aim to inform the next strategic planning cycle including the strategic direction, gaps and opportunities for UNFPA work on gender equality and women's empowerment, including UNFPA positioning within the UN system, and the broader community working to advance gender equality and women's empowerment.

Our conversation is confidential. No names will be mentioned in the report and we will ensure that no information can be attributed to a particular person. [For individual interviews] We will include your name in a list of respondents as an Annex to the evaluation report.

Do we have your consent to conduct this interview and to use the information as described?

Background

Context:

[Copy and paste info from stakeholder description here.]

General information (for coding):

Interviewer:		Interview Code:	
Location:		Date:	

Stakeholder type:			
Name(s) of the interviewee(s):	Institutional affiliation	Position	Gender

Respondent's background info and role:

Begin by asking the respondent to explain her/his role is and its relevance to overall topic of this evaluation.

Enter themes here:

- 1. Synthesis of the main points discussed (use stake-holder specific questionnaire where available):**

- 2. Main outcomes of the discussion (2 or 3 points max):**

- 3. Areas that require follow up (documentation; additional interviews):**

Closing:

Before closing, ask respondent if s/he has any questions for the team or any further comments.

When you are done, highlight in the notes what are the main points.

Annex 14 Interview Protocols

Themes: UNFPA CO Technical Staff and Gender Experts

For individual semi-structured interviews or with thematic teams (SRH, Youth, P and D, for example). Please note this set of themes is fairly long because it includes questions for different teams so that the interviewer can pick and choose the relevant ones.

- Respondent's background info and role, how long the person has been in the position.
- Have the person explain her/his role is and its relevance to overall topic of this evaluation.

Themes Relating to Evaluation Questions 1 to 4 (all but fit-for-purpose)

EQ3.5 RESULTS. Contributed to preventing, responding to and eliminating GBV (capacity of actors, changes in their behaviours or actions, and changes in GBV prevalence at country, regional or global levels)

[Applicable if CO has GBV interventions]

1. Solicit the kinds of results that have ensued, noting changing in capacities and motivations of targeted actors, changes in behaviours and practices, changes in prevalence.

EQ3.6 RESULTS Contributed to preventing, responding to and eliminating harmful practices (child marriage, FGM, and son preference); (capacity of actors, changes in their behaviours or actions, and changes in prevalence at country, regional or global levels)

[Applicable if CO has interventions on harmful practices]

2. Solicit the kinds of results that have ensued, noting changes in capacities and motivations of targeted actors, changes in behaviours and practices, changes in prevalence

EQ4.2 GENDER MAINSTREAMING UNFPA's mainstreaming efforts have contributed to gendered results across UNFPA policies and programmatic outcomes (reproductive health; population data, adolescents) – the GRES rating

[Applicable with specific thematic team, e.g. the SRH team or youth or P and D]

3. Solicit information on how or if GEWE is being promoted and on results that have advanced GEWE and SRH rights. Probe on changes in capacities and motivations of targeted actors, changes in behaviours and practices, changes in trends from a gender-responsive lens.

[The following four questions are applicable to all thematic areas:]

4. **[EQ3.3]** Solicit information on whether the results have included strengthening national policies or accountability frameworks on reproductive rights or GEWE rights, strengthening national capacity to implement them, or creating opportunities for policy dialogue
5. **[EQ2.1]** Pursue a deeper inquiry around applying a human-rights and culturally sensitive approach in this work that includes any evidence of local ownership, engaging men and boys, opening up spaces for rights holders to influence this agenda, applying underlying cause analysis, an intersectional lens, a gender transformative approach, and social norm change

6. **[EQ3.4]** Seek evidence on whether this work has strengthened civil society organizations to advance GEWE and to engage social movements
7. **[EQ2.3]** For the work which the team member(s) is engaged in, solicit the perspective on the types of partnerships the team pursues and how they contribute or not to gender equality and women's empowerment from a human rights approach. Probe on multi-year partnerships, partnerships with rights organizations or partners who are not just implementing partners, and ask for examples of the better partnerships and what they have been able to achieve.

EQ2.4 Brings together and leverages its various roles at global, regional and country levels to support GEWE across different settings (advocacy, convening, and coordinating roles)

8. [If UNFPA is leading or co-leading the GBV sub-cluster and/or the Reproductive Health working group]. Solicit information on its coordination role, some of its achievements, and any perceived limitations. Probe on inclusion of all relevant actors; multi-stakeholder approach; referral system.
9. Convening – solicit information on any ways in which this team acts as a convenor around key issues and how it supports advancing GEWE
10. Advocacy – solicit information on whether and to what extent this team or the CO plays a supportive role to civil society actors to advocate for specific rights or issues to advance GEWE (inc. at regional or global levels)

EQ2.2 GEWE work is integrated across the development, humanitarian and peace nexus

11. [Pertaining to CO leadership or the humanitarian section] probe on ways that UNFPA is building capacity of government entities to enhance preparedness to respond to and mitigate risks *before* disaster strikes, to ensure safety and wellbeing of women, girls, young people, and populations that are particularly vulnerable

[In contexts of humanitarian contexts, protracted or transitioning]

12. [For SRH team and GBV team] probe on evidence of national systems strengthening to integrate comprehensive SRH services in to primary health care or to adopt GBV protocols and standards, sustainable procurement of SRH commodities and supplies, a shared GBVIMS system, partnerships with multi-sectoral national actors
13. [For Youth programming team] probe on evidence of youth, peace and security initiatives in contributing to resilience building, an intergenerational approach, and engaging youth in contributing solutions to peace. Probe on extent to which this work is removing gender-specific barriers to participation, empowerment and leadership
14. [For Population and Development team] probe on efforts to establish common operational datasets on population statistics that are age and sex disaggregated to ensure disaster preparedness and response to vulnerable populations. Probe in general on how data systems (such as the GBV IMS) are bridging the humanitarian / development divide and building capacity of government partners and systems

Themes Relating to Fit-for-Purpose

These questions can be asked to all staff in a group interview, but individual perspectives may also be solicited.

EQ5.1 The amount and quality of financial resources made available for dedicated programming and mainstreaming support the advancement of gender equality and women's empowerment has been adequate

15. Solicit perspective on any financial constraints or levels of investment support gender mainstreaming, gender-dedicated outcomes, and social norm change.

EQ5.2 UNFPA has adequate human resources at global, regional and country levels to advance gender equality through dedicated programming and mainstreaming of GEWE (staff capacity, competencies, investment in gender architecture, progress on gender parity) Probes: RO support, HQ support through guidelines and tools.

16. Solicit perspective on the adequacy of human resources (not only gender experts), a gender architecture, tools and guidelines, support from global or regional levels, to be sufficiently equipped to do systematic gender-responsiveness in all thematic areas. Probe further on what is required to do *gender-transformative* programming.

EQ5.3 GEWE is a priority in the culture and leadership (GEWE regularly appears in monitoring performance and reporting; concerns reflected in procurement, IP agreements, funding arrangements; quality of data from gender marker and SWAP, budget and planning for GEWE)

17. Solicit perspective on strengths and weaknesses in leadership and in the organizational culture to perform well in advancing GEWE.

EQ5.4 Advances collaborative work across UN agencies toward SDG 5 (initiatives that reflect collaboration, common chapter, leadership role in coordinating GBV in emergencies)

18. [If relevant to the team] solicit information on how UNFPA is engaged in collaborative work with other UN entities for SDG5, inclusive of its role in ICPD, and how well this collaboration is working. Probe on participation in Spotlight Initiative, UNCT Gender Theme Group, GBV coordination, joint programmes.

Interview Themes: Donors

INTRODUCTIONS:

The interviewee's position and how long the person has been in the position.

General background on priority areas of investment for this country; how GEWE is featured in their investments (probe: specific sectors or themes)

(All themes below are the subject of the interviewee's perspective and observations. As such, they are formulated as themes and not questions.)

EQ3. RESULTS: 3.5 and 3.6 on GBV and harmful practices

EQ4. GENDER MAINSTREAMING: 4.2 on reproductive health, population and development, adolescents and youth

1. The perspective on the quality and effectiveness of UNFPA-supported programming for gender-dedicated themes. Probe on what UNFPA's contributions are and the outcomes in terms of improved capacity of actors, changes in policies or policy dialogue, changes in norms or prevalence rates
2. For gender mainstreaming themes (SRH, population and development, and adolescent and youth) probe on how or if GEWE is being promoted and on outcomes that support GEWE and SRH rights

EQ2.4 Brings together and leverages its various roles at global, regional and country levels to support GEWE across different settings (advocacy, convening, and coordinating roles)

EQ5.5 Advances collaborative work across UN agencies toward SDG 5 (initiatives that reflect collaboration, common chapter, leadership role in coordinating GBV in emergencies)

3. Convening - UNFPA has a convening role [give examples in this country context]. Solicit the perspective on effectiveness of UNFPA as a convenor in relation to GBV, SRH (and other themes)
4. UNFPA has an advocacy and convening role in supporting the ICPD goals in the context of the SDGs. Probe on what has been the effectiveness of UNFPA support in building national capacity to achieve the goals and in monitoring mechanisms
5. Advocacy – solicit donor's perspective on whether and to what extent UNFPA plays a supportive role to civil society organizations to advocate for specific rights or issues to advance GEWE.
6. Coordination – Solicit donor's perspective on any coordination role [indicate theme or themes] that UNFPA plays within the UN system and/or with donors and its effectiveness.

EQ3.3 Contributed to strengthening national policies, accountability frameworks and legal normative frameworks, laws on GEWE and on reproductive rights; strengthened capacity of national actors to implement the laws and policies as well

Solicit donor's observations / perspective on:

7. UNFPA's contributions (and the theme and context) in reforming laws or policies to support SRH rights and in alignment with international norms and standards
8. UNFPA's contributions to strengthening the capacity of specific national actors to implement and monitor such policies or protocols

9. UNFPA's contributions to creating opportunities for or enabling policy dialogue on SRH rights / GE rights (probe: on youth and vulnerable populations)

EQ5.3 UNFPA has adequate human resources at global, regional and country levels to advance gender equality through dedicated programming and mainstreaming of GEWE (staff capacity, competencies, investment in gender architecture, progress on gender parity)

10. Solicit donor's perspective on how well suited UNFPA is advancing gender equality in humanitarian and development settings, including capacity of funded implementing partners

Interview Themes: Government Entities

INTRODUCTIONS:

The interviewee's position and how long the person has been in the position.

If necessary to better understand the scope of the person's responsibilities, pose the question.

(All themes below are the subject of the interviewee's perspective and observations. As such, they are formulated as themes and not questions.)

EQ1.1 UNFPA interventions and their response to national priorities and needs to advance GEWE

1. How relevant and aligned is UNFPA support to national priorities and plans (e.g., addressing GEWE issues relating to GBV, other harmful practices), and SRH rights for women and girls. Probes: what the milestones have been; any areas of UNFPA support that have created tensions

EQ3. RESULTS: 3.5 and 3.6 on GBV and harmful practices

EQ4. GENDER MAINSTREAMING: 4.2 on reproductive health, population and development, adolescents and youth

2. The perspective on the quality and effectiveness of UNFPA-supported programming for gender-dedicated themes. Probe on what UNFPA's contributions are and the outcomes in terms of improved capacity of actors, changes in policies or policy dialogue, changes in norms or prevalence rates
3. For gender mainstreaming themes (SRH, population and development, and adolescent and youth) probe on how or if GEWE is being promoted and on outcomes that support GEWE and SRH rights

EQ3.3 Contributed to strengthening national policies, accountability frameworks and legal normative frameworks, laws on GEWE and on reproductive rights; strengthened capacity of national actors to implement the laws and policies as well

Probe on the following if not answered above under RESULTS.

4. UNFPA contribution to strengthening national policies, accountability frameworks, legal normative frameworks to advance national priorities on women and girls' SRHR or gender equality in SRH. Probe on gaps that remain; on tensions or debates
5. UNFPA contributions to strengthening capacity of national actors to implement laws and policies

EQ2.2 GEWE work is integrated across the development, humanitarian and peace nexus.

6. Probe on ways that UNFPA is building capacity of government entities to enhance preparedness to respond to and mitigate risks *before* disaster strikes, to ensure safety and wellbeing of women, girls, young people, and populations that are particularly vulnerable
7. [In contexts of humanitarian contexts, protracted or transitioning] probe on evidence of national systems strengthening to integrate comprehensive SRH services into primary health care, sustainable procurement of SRH commodities and supplies, a shared GBVIMS system, partnerships with multi-sectoral national actors

EQ2.4. Brings together and leverages its various roles at global, regional and country levels to support GEWE across different settings (advocacy, convening, and coordinating roles)

EQ5.5 Advances collaborative work across UN agencies toward SDG 5 (initiatives that reflect collaboration, common chapter, leadership role in coordinating GBV in emergencies)

8. Convening - UNFPA has a convening role [give examples in this country context]. Solicit the perspective on effectiveness of UNFPA as a convenor in relation to GBV, SRH (and other themes)
9. UNFPA has an advocacy and convening role in supporting the ICPD goals in the context of the SDGs. Probe on what has been the effectiveness of UNFPA support in building national capacity to achieve the goals and in monitoring mechanisms
10. Advocacy – whether and to what extent UNFPA plays a supportive role to advocate for specific rights or issues to advance GEWE (inc. at regional or global levels)

Themes: Rights Defenders

See definition in inception report for rights defenders.

Introductory questions

- What vulnerable groups do you seek to represent? (whose rights?)
- What your collective purpose is and what have been your group activities? And how long have you been collaborating?
- How has UNFPA supported you as a group in the past and present?

Priority themes/questions

EQ1.2 UNFPA support aligns with/responds to the (varied) needs of different rights holder groups in each country context, particularly marginalized and vulnerable communities [name right holder groups specific to country]

1. Explore perspectives on how relevant and aligned are UNFPA investments to the needs of right holder groups supported (or mobilized) by these rights defenders. Ask for examples.

EQ2.3 Builds strategic partnerships with a human rights approach (partner selection; partners with clear structures, trust, shared goals, and mutual accountability)

2. Solicit perspective on the partnership they have with UNFPA. Probe on mutual trust and accountability, joint vision especially around GEWE rights, joint advocacy, similar language on rights. Any limitations or unmet expectations of UNFPA's role or added value in the promoting shared agenda.

EQ2.4 Brings together and leverages its various roles at global, regional and country levels to support GEWE across different settings (advocacy, convening, and coordinating roles)

3. [If UNFPA is leading or co-leading the GBV sub-cluster and/or the Reproductive Health working group]. Solicit perspective on UNFPA's coordination role and its effectiveness. Probe on inclusion of all relevant actors; multi-stakeholder approach; referral system.
4. Convening - UNFPA has a convening role [give examples in this country context]. Solicit the perspective on effectiveness of UNFPA as a convenor in relation to GBV, SRH (or other themes)
5. Advocacy – whether and to what extent UNFPA plays a supportive role to rights defenders to advocate for specific rights or issues to advance GEWE (inc. at regional or global levels)

EQ3.3 Contributed to strengthening national policies, accountability frameworks and legal normative frameworks, laws on GEWE and on reproductive rights; strengthened capacity of national actors to implement the laws and policies as well

6. With regard to UNFPA's role in promoting the ICDP agenda and links to the SDGs, explore how this role contributes or not to advancing the rights defenders' own priorities on GEWE. Probe for gaps, tensions, and opportunities

EQ3.4 Strengthened civil society organizations and social movements sustain efforts to eliminate discriminatory gender and sociocultural norms affecting women and girls (and evidence of institutionalizing initiatives to engage men and boys)

7. Solicit perceptions of UNFPA's support, if any, to strengthening civil society and social movements towards eliminating discriminatory practices and norms
8. Explore extent to which UNFPA's support encourages engagement of men and boys as allies and rights defenders

EQ3.5 Contributed to preventing, responding to and eliminating GBV (capacity of actors, changes in their behaviors or actions, and changes in GBV prevalence at country, regional or global levels)

EQ3.6 Contributed to preventing, responding to and eliminating harmful practices (child marriage, FGM, and son preference); (capacity of actors, changes in their behaviors or actions, and changes in prevalence at country, regional or global levels)

9. [Where applicable] Types of support provided by UNFPA to rights defenders on GBV or other harmful practices and results in capacities of relevant actors, enabling opportunities, motivations; changes in behaviors and practices of targeted actors; changes in prevalence rates

Annex 1: Participant List

Group Interview stakeholder group:	
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NO.	NAME (PRINT CLEARLY)	POSITION	AFFILIATION	SEX
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

INTERVIEW THEMES: NGO IMPLEMENTING PARTNERS

INTRODUCTIONS:

The interviewee's position and how long the person has been in the position.

If necessary to better understand the scope of the person's responsibilities, pose the question.

(All themes below are the subject of the interviewee's perspective and observations. As such, they are formulated as themes and not questions. Not all questions may be applicable; it depends on the role and thematic focus of the IP.)

EQ1.2 UNFPA support aligns with/responds to the (varied) needs of different rights holder groups in each country context, particularly marginalized and vulnerable communities [name right holder groups specific to country]

1. Extent to which UNFPA support has been guided by existing evidence on needs of rights holder groups
2. Evidence of interventions being *relevant* to the needs of different rights holder groups. Probe: the most vulnerable adolescent girls; extremely hard-to-reach population groups; groups considered especially vulnerable; any gaps in coverage and why

EQ2.1 Applies a human rights-based and culturally/context sensitive approach in its support to GEWE

3. (Through the support provided to this IP in X area of work] Inquire specifically on how the organization has advanced advance gender equality and women's empowerment. *Probes*: more spaces for rights holders to participate and influence decisions affecting their lives; targeting of intersectional groups; contribution to gender transformative results
4. Challenges in the cultural context of advancing GEWE from a rights framework and how they were addressed
5. Rights relating to this group of rights holders that have shifted in their favor (changes in laws, policies, norms)
6. Extent to which this work is engaging men and boys and how.

EQ3.5 RESULTS: GBV and harmful practices)

EQ4. GENDER MAINSTREAMING: 4.2 on reproductive health, population and development, adolescents and youth

7. [Where applicable] Types of support provided by UNFPA to the IP for GBV or other harmful practices and results in capacities of relevant actors (including the IP), enabling opportunities, motivations; changes in behaviors and practices of targeted actors; changes in prevalence rates
8. For gender mainstreaming themes (SRH, population and development, and adolescent and youth) probe on how or if GEWE is being promoted and on outcomes that support GEWE and SRH rights

EQ3.3 RESULTS: national policies and accountability frameworks

9. [Where applicable] Note UNFPA contributions to strengthening national policies, laws or regulations on reproductive rights to align with international norms and standards

EQ2.2 GEWE work is integrated across the development, humanitarian and peace nexus.

10. [Where applicable] Probe for evidence of good practices to address the nexus such as multi-year funding solutions for this and other IPs; linking MISP and ESP to national health policies; building capacity of IPs and national stakeholders to institutionalize SRH and GBV standards and response; supporting norm change; building community resilience

EQ2.3 Builds strategic partnerships with a human rights approach (partner selection; partners with clear structures, trust, shared goals, and mutual accountability)

11. If this is a long-term implementing partner, solicit the perspective on the partnership with UNFPA. Probe on mutual trust and accountability, clear purpose, clear roles & responsibilities, good use of their competencies, advocacy.
12. Areas of the partnership that could be improved and why.
13. Particularly if this is a long-term partner, explore whether the organization has a shared vision of gender equality goals and whether this partner, independently of UNFPA, advancing GEWE rights are part of its mission.

EQ2.4 Brings together and leverages its various roles at global, regional and country levels to support GEWE across different settings (advocacy, convening, and coordinating roles)

14. [If UNFPA is leading or co-leading the GBV sub-cluster and/or the Reproductive Health working group]. Solicit perspective on UNFPA's coordination role and its effectiveness. Probe on inclusion of all relevant actors; multi-stakeholder approach; referral system.
15. Convening - UNFPA has a convening role [give examples in this country context]. Solicit the perspective on effectiveness of UNFPA as a convenor in relation to GBV, SRH (or other themes)
16. Advocacy – whether and to what extent UNFPA plays a supportive role to civil society actors to advocate for specific rights or issues to advance GEWE (inc. at regional or global levels)

EQ5.3 GEWE is a priority in the culture and leadership (GEWE regularly appears in monitoring performance and reporting; concerns reflected in procurement, IP agreements, funding arrangements; quality of data from gender marker and SWAP, budget and planning for GEWE)

17. Explore the extent to which UNFPA policies and procedures (procurement policies, requirements for M&E, funding arrangements, and partnership agreements) facilitate or constrain their efforts to support transformative change for GEWE.

EQ3c. Contributed to strengthening national policies, accountability frameworks and legal normative frameworks, laws on GEWE and on reproductive rights; strengthened capacity of national actors to implement the laws and policies as well

18. With regard to UNFPA's role in promoting the ICDP agenda and links to the SDGs, explore how this role contributes or not to advancing the IP's own priorities on GEWE. Probe for gaps, tensions, and opportunities

EQ3.1 UNFPA has generated evidence-based knowledge and guidance that contributes to international normative frameworks and operational mechanisms on advancing GEWE: knowledge products that may be developed jointly and resulting in shifts in norms and standards

19. [If applicable] Explore whether the IP uses any guidelines, manuals, or other knowledge products that have been developed by UNFPA, globally, regionally or by the Country Office, to advance GEWE as related to SRH, youth, GBV, population and development, harmful practices

EQ3.2 Fostered an enabling environment for GEWE at regional level (knowledge products, good practices, or better capacities of regional actors as a result)

20. [If applicable] If the IP has participated in any regional-level activities facilitated by UNFPA's Regional Office, explore whether and how this has contributed to better practices in addressing GEWE in your work.

Interview Themes: UN Agencies

INTRODUCTIONS:

The interviewee's position and how long the person has been in the position.

If necessary to better understand the scope of the person's responsibilities, pose the question.

(All themes below are the subject of the interviewee's perspective and observations. As such, they are formulated as themes and not questions.)

1. Forms of collaboration between this UN agency and UNFPA explained (GE Working Group, joint programmes, initiatives that fulfill Common Chapter requirements, co-leads on working groups)

EQ3. RESULTS: e and f (reproductive health rights, social movements, GBV and harmful practices)

2. [If there are joint programmes] In the joint programmes with UNFPA – when and how long; which theme(s); efficiency and effectiveness of working jointly to achieve the results; merits and challenges of working jointly; comparative advantage (if any) of UNFPA engagement in this work
3. Lessons learned from the joint programme on tackling harmful practices

EQ2.1 Applies a human rights-based and culturally/context sensitive approach in its support to GEWE

4. (if implemented joint programmes) Inquire specifically on how the joint collaboration advanced advance gender equality and women's empowerment. *Probes:* more spaces for rights holders to participate and influence decisions affecting their lives; targeting of intersectional groups; contribution to gender transformative results
5. Challenges in the cultural context of advancing GEWE from a rights framework and how they were addressed
6. Rights relating to this group of rights holders that have shifted in their favor (changes in laws, policies, norms)
7. Evidence of engaging men and boys as duty bearers as part of this work and in transforming systems and addressing harmful social norms

EQ1.2 UNFPA support aligns with/responds to the (varied) needs of different rights holder groups in each country context, particularly marginalized and vulnerable communities [name right holder groups specific to country]

8. Extent to which this support has been guided by existing evidence on needs of rights holder groups

Evidence of interventions being *relevant* to the needs of different rights holder groups. Probe: the most vulnerable adolescent girls; extremely hard-to-reach population groups; groups considered especially vulnerable; any gaps in coverage and why

EQ2.4 Brings together and leverages its various roles at global, regional and country levels to support GEWE across different settings (advocacy, convening, and coordinating roles)

EQ5.5 Advances collaborative work across UN agencies toward SDG 5 (initiatives that reflect collaboration, common chapter, leadership role in coordinating GBV in emergencies)

9. Convening - UNFPA has a convening role [give examples in this country context]. Solicit the perspective on effectiveness of UNFPA as a convenor in relation to GBV, SRH (and other themes)

Coordination – Solicit perspective on any coordination role [indicate theme or themes] that UNFPA plays within the UN system and/or with donors and its effectiveness. Probe on relationship with other UN entities and how effective that dynamic has been to this work

10. [Where relevant] Perspective on and expectations of the Spotlight Initiative on eliminating VAW which is co-led by UNFPA, UN Women and UNDP.

UNFPA has an advocacy and convening role in supporting the ICPD goals in the context of the SDGs. Probe on UNFPA's contribution to UN system support to advancing SDGs, especially in the context of the UNSDCF

EQ4.1 Gender mainstreaming and the SWAP

11. Observations of results of UN SWAP – changes in UNFPA and also other UN entities

EQ5.3 UNFPA has adequate human resources at global, regional and country levels to advance gender equality through dedicated programming and mainstreaming of GEWE (staff capacity, competencies, investment in gender architecture, progress on gender parity)

12. As a partner to UNPFA, perspective on UNFPA's general level of staffing (e.g., for coordination work) and the level of gender competencies and architecture in supporting this work

Themes: Rights Holders

Themes for rights holders are mainly focused on results from UNFPA's support.

- Modes of participation in the program – access to services, advocacy activities, access to training, etc.
- Benefits from the program and the extent to which the program aligned with and responded to their needs (SRH rights, response to and prevention of GBV and other harmful practices). Probe on changes in capacities, knowledge, and motivations as well.
- Changes in their own lives – reduction in harmful practices, improved access to rights, greater agency, greater collective voice. The limitations and drawbacks of those changes. Prompt for understanding of “rights.”
- Changes in attitudes, behaviors and practices on the part of spouses, other male members of the household (related to gender norms).
- Changes in attitudes, behaviors and practices within their own communities to support their rights and on the part of whom (traditional leaders, authorities, service providers).
- Changes in laws and policies that have allowed for the change in gender norms.

Annex 15 List of documents consulted

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Annex 16 Additional Analysis

Analysis related to Assumption 1.2

Across the humanitarian-development-peace nexus, the data needed to identify population groups most at risk and to target services to them are insufficient and inconsistent.

It is standard practice for UNFPA, together with other humanitarian actors, to carry out assessments of populations affected by a crisis to identify vulnerable populations for humanitarian assistance. But as noted in the *Evaluation of the UNFPA Capacity in Humanitarian Action (2012-2019)*, UNFPA leverages population data inconsistently for informing overall humanitarian responses.⁹³ It found that approaches by different actors are inconsistent and often flawed, that there are frequently significant gaps in the data, and that there are issues with coordination between agencies about how to use the data. This corroborates findings of the evaluation of the Whole of Syria response, which pointed to limitations with monitoring which included gaps in data management and underutilization of the expertise of UNFPA in population dynamics to contextualize data results.^{94,95}

The Midterm Review of the Strategic Plan highlights the need for UNFPA to strengthen approaches that support countries to invest in data systems that disaggregate and prioritize populations that are furthest behind in policies and programmes.⁹⁶ Yet even when population data are available, targeting and prioritizing constitute the next decision-making hurdle. Drawing on various secondary data sources, the Iraq desk-based study for this evaluation shows that during the country's transition from conflict to stability, UNFPA addressed the differentiated needs of various population groups, such as displaced and non-displaced Iraqis, young adolescent girls and Yazidi women victims of sexual violence in conflict and others, while not taking account of many sub-groups considered highly vulnerable. These included Syrian gypsies, female-headed households, people with disabilities, and LGBTQI people outside of refugee and internally displaced persons' camps.

In development settings, similar targeting challenges are evident from the CPE Review. For example, the Armenia CPE noted that even when needs assessments have been conducted to address the needs and rights of the most vulnerable, some groups, such as LGBTQI, are still left out. The Kyrgyzstan CPE noted that there is no established practice of targeting specific population groups or of doing formal assessments to identify vulnerable groups. The CPE review shows that other countries also grapple with identifying vulnerable groups at a sub-national level owing to a lack of disaggregated data or lack of political will. All these examples point to inconsistencies and a lack of guidance in the chain of events from conducting assessments to targeting and prioritizing "those furthest behind."

⁹³ UNFPA Evaluation Office. (2019). *Evaluation of the UNFPA Capacity in Humanitarian Action 2012-2019*, p. 37.

⁹⁴ UNFPA Evaluation Office. (2019). *Evaluation of the UNFPA Response to the Syria Crisis (2011-2018)* (Volume 1), p. 5.

⁹⁵ UNFPA Evaluation Office. (2019). *Evaluation of the UNFPA Capacity in Humanitarian Action 2012-2019*, p. 38.

⁹⁶ UNFPA. (2020). *Integrated Midterm Review and Progress Report on Implementation of the UNFPA Strategic Plan, 2018-2021*. Report of the Executive Director, p. 26.

Analysis related to Assumption 2.1

Gender transformative approaches were only introduced in UNFPA in 2018 and the organization does not yet have a unified understanding of and framework for incorporating the transformative aspects of the gender dimension in its work.

Of the three gender strategies over the past dozen years, the latest 2018-2021 Gender and Equality Strategy is the first to make reference to and define “gender-transformative” programming.⁹⁷ At the core is the notion of challenging social norms that perpetuate gender inequalities and engaging men and boys to address SRHR while also being a support to women and girls in advancing their SRH rights and decision making in the process. The Gender Results Effectiveness Scale (GRES) used by UNDP and the Gender Equity Continuum used by UNICEF, also define “gender-transformative,” the most advanced of the approaches, as addressing root causes of gender-based inequalities.⁹⁸

With the exception of a 2020 Technical Note on gender-transformative approaches issued by the Global Programme on ending child marriage,⁹⁹ UNFPA has not issued guidelines on gender-transformative programming and its expected results. While interview data reveal an expressed need for corporate guidance, improving staff understanding is not the only imperative; transformation requires longer-term planning linked to reliable funding which is a challenge for UNFPA.¹⁰⁰ One of the recommendations of a 2020 research study on funding for gender equality and women’s empowerment in humanitarian programming explicitly called for increased investment in gender transformative programming equated with transforming “the norms and behaviours that maintain discriminatory gender roles.” The evaluation considers it to be one of the least funded areas yet directly affecting the ability of women and girls to access essential services.¹⁰¹ Gender-transformative programming, as interview data reveal, is also very context-specific and any guidance should not be too prescriptive. In a regional attempt to better comprehend gender-transformative programming, the East and Central Europe region partnered with Promundo to conduct a mapping of gender transformative approaches in 2014. This led to further trainings in the region, mostly focused on fatherhood and caregiving.¹⁰²

⁹⁷ The three strategies include (a) UNFPA Culture, Gender and Human Rights Branch. (2008). *Delivering on the promise of equality—UNFPA’s strategic framework on gender mainstreaming & women’s empowerment 2008-2011*; (b) UNFPA (2012). *Gender at the Heart of ICPD: The UNFPA Strategic Framework on Gender Mainstreaming and Women’s Empowerment*; and (c) UNFPA. (2019). *UNFPA Gender and Equality Strategy, 2018-2021*.

⁹⁸ The Gender Results Effectiveness Scale or GRES establishes five rankings from low to high to classify results: gender-negative, gender-blind, gender-targeted, gender-responsive, and gender-transformative. The Gender Equity Continuum refers to gender-unequal, gender-blind, gender-aware, gender-responsive and gender-transformative. For further information on the use of the GRES, see UNFPA. (2019). *Getting to Zero: Good practices on ending preventable maternal deaths, ending unmet need for family planning, ending gender-based violence and all harmful practices—A Synthesis of UNFPA country programme evaluations (Volume 1)*. For use of the Gender-Equity Continuum, see UNICEF, & UNFPA. (2020). *Technical Note on Gender-Transformative Approaches in the Global Programme to End Child Marriage Phase II: A Summary for Practitioners*.

⁹⁹ See: UNICEF, & UNFPA. (2020). *Technical Note on Gender-Transformative Approaches in the Global Programme to End Child Marriage Phase II: A Summary for Practitioners*.

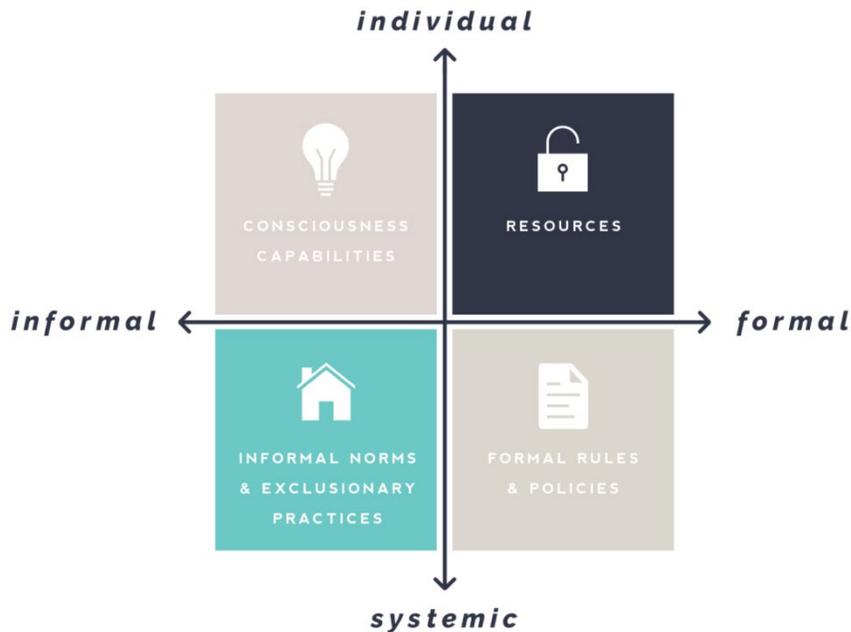
¹⁰⁰ See also results for Assumption 5.2 on strategic investment choices that enable UNFPA to address social norm change.

¹⁰¹ Venton, C. C., & Clarey, T. (2020). *Funding for Gender Equality and the Empowerment of Women and Girls (GEEWG) in Humanitarian Programming. Final Report*. UN Women and UNFPA.

¹⁰² Interview data and desk-based country case studies.

Gender-transformative approaches seek to generate longer-term solutions rooted in a social change process. For that to occur, the “Gender at Work” analysis framework¹⁰³ can be a useful way to map investments by UNFPA in different programming areas. The framework stipulates that enduring change requires work in all four quadrants, as defined below.

Gender at Work Framework



The evidence for this evaluation shows UNFPA operating in all four quadrants:

- Individual (formal): Increasing resources, voice, freedom from violence, access to health services
- Individual (informal): Raising awareness and building skills and capacity to promote gender equality
- Systemic (formal): Supporting changes in laws, policies, and formal frameworks
- Systemic (informal): Supporting changes to the informal discriminatory norms and deep structures that perpetuate the everyday practice of gender inequalities

UNFPA plays a very visible and substantive role in supporting changes in laws and frameworks across areas of its mandate. (This was noted under Assumptions 1.1 and 1.3 and is further substantiated under evaluation question 4 below.) While evidence is also forthcoming for UNFPA programming efforts in the other three quadrants, changing the “informal rules of the game” – the adverse gender norms and the drivers of gender-based violence and harmful practices, or the discriminatory or patriarchal attitudes that create barriers to women’s access to SRH/FP and control over bodily integrity – is more challenging and goes beyond the quality and accessibility aspects of services, such as SRH/FP and GBV. As noted in the Technical Note for gender-transformative approaches in the global programme on child marriage, transformative work requires change at three levels: girls’ agency; gender relations and beliefs; and structural change in the institutions and policies. This is also the reason the explanation calls for a “socio-

¹⁰³ See <https://genderatwork.org/analytical-framework/>

ecological approach” to ending a harmful practice, as levels of change are complex and require sustained investments over time as well as a multi-stakeholder engagement.^{104 105}

The COVID-19 pandemic has increased the fragility of gains, as a number of countries that have adopted appropriate laws and policies are now faced with a rise in incidence in child marriage and in female genital mutilation (FGM). UNFPA projections for child marriage rates, FGM, GBV and other areas of programming, should services and supplies continue to experience disruptions and should the lockdown continue, are alarming.¹⁰⁶ The trends are a stark reminder of the importance of addressing the deeper causal issues for preventable harms to women, girls and vulnerable groups, such as indigenous populations, LGBTQI, and people living with disabilities.

There are key entry points for gender analysis in both humanitarian and development settings that programming staff are leveraging but otherwise, no evidence of a consistent global approach to gender analysis.

As country case studies for this evaluation have demonstrated, there is no designated moment in the planning cycle for UNFPA when a full gender analysis is completed for different thematic areas or programmes. However, if a donor requires a gender analysis that will be followed up during an evaluation, a programme or a project (at any level of the organization) will be prompted to include a gender analysis. The Côte d'Ivoire Country Office, for example, produced a robust gender analysis as part of the design for a girls' schooling programming funded by the donor Global Affairs Canada. In terms of institutional practice, UNFPA does not have explicit guidance on gender analysis beyond the guidance on the Programme Review Committee (PRC) process for integrating gender, human rights, and culture in UNFPA programmes.¹⁰⁷ The PRC review, which is done by a gender expert in UNFPA as a peer reviewer of the country programme document, is a quality assurance mechanism but it cannot demand that country offices conduct a gender analysis, for example, or an action that is not part of UNFPA policy.

The entry points that programming staff use to perform gender analysis or root cause analysis are varied.¹⁰⁸ In Myanmar, for example, to fill the gap in gender statistics and research, UNFPA as part of the United Nations Gender Theme Group (UNGTG), undertook a gender situation analysis in 2014 that described gender equality status of women in health, education, economic and livelihood, decision making, and violence against women. It also made use of CEDAW recommendations and the Beijing Platform for Action as reference points to construct a baseline tool and a means to further Myanmar's efforts on gender equality by informing policy processes and implementation of the multi-sectoral programme. In Burkina Faso, the UNFPA Country Office conducted a diagnostic study on gender disparities and inequalities in all areas of social, economic and political life. The results led to the choice of priority actions in its outputs. Another entry point is research or studies aimed at addressing the needs of the most vulnerable population groups as was done for the Kazakhstan country programme. It is not uncommon for country offices to

¹⁰⁴ UNICEF, & UNFPA. (2020). *Technical Note on Gender-Transformative Approaches in the Global Programme to End Child Marriage Phase II: A Summary for Practitioners*.

¹⁰⁵ See also section on Assumption 3.6 for results related to child marriage, female genital mutilation and other harmful practices.

¹⁰⁶ UNFPA. (2020, April 28). New UNFPA Projections Predict Calamitous Impact on Women's Health as COVID-19 Pandemic Continues. *Press Release*.

¹⁰⁷ UNFPA. (n.d.). *Integrating Gender, Human Rights and Culture in UNFPA Programmes*.

¹⁰⁸ The following data are taken from the CPE Review.

undertake surveys to identify target population needs, as was also done in South Africa, such as an assessment of the underlying causes of teenage pregnancy in schools or of the needs of traditional leaders in preventing GBV for a programme on youth. In the Dominican Republic, UNFPA developed a “gender approach” tool aimed at ensuring an intersectional inclusion of rights and responsibilities of target populations. Partner organizations use the tool at the start of a project as a way to disaggregate population groups to understand their different needs, not only by sex and age but to be able to take account of people with disabilities, LGBTQI, migrants, etc. In other country instances, diagnostics, studies, and research are done to identify inequalities, exclusion and discrimination but are geared to influencing public policy, rather than to mainstream the analysis into programming more specifically.

In the humanitarian context, UNFPA tends to operate within inter-agency processes. The evaluation of UNFPA capacity in humanitarian action for the period 2012-2019 noted that efforts to develop gender and inclusion strategies tend to be standalone inter-agency efforts (even when led by UNFPA) and that in general no consistent global approach to such analysis exists within humanitarian response design and planning.¹⁰⁹ UNFPA Bangladesh, for example, together with UN Women and UNHCR established a gender hub to provide support to strengthening gender and GBV analysis and mainstreaming.

Further information from the 2020 inter-agency humanitarian evaluation on gender equality and the empowerment of women and girls (GEEWG) sheds light on gender analysis practices.¹¹⁰ During the needs assessment phase, case studies for the evaluation showed evidence of improved quality of gender analysis over time. Similarly, it found that gender analysis in humanitarian response plans became more nuanced, capturing gender-based gaps, inequalities and dynamics. Gender analysis early in a response, though, tends to be done by individual agencies and there is limited evidence of sharing the results across agencies responding to the crisis. This is in part due to the large amounts of information already being shared within the inter-agency space, according to the respondent views, thereby reducing the attention that cluster technical specialists pay to gender analyses.¹¹¹ As for an intersectional approach, multi-sectoral needs assessments generally disaggregated by sex and other characteristics appropriate to the context; disaggregation by disability, age or ethnicity were more common in later humanitarian response plans. A final pertinent finding is that over the programme cycle, though gender was included in needs assessments, usage of sex and age disaggregated data were less evident in subsequent stages – in monitoring and adaptation of project activities.

Staff interviewed as part of country case studies generally felt there is a need to strengthen gender analysis in UNFPA programming. As the United Nations continues with its reforms, the UN Sustainable Development Cooperation Framework (UNSDCF) could offer more potential for strengthening gender analysis across the framework. The experience in the Asia Pacific region to date is considered promising by interviewees. The Common Country Analysis (CCA) will no longer reflect an independent single agency document but a collective analysis. The CCA is a logical entry point for UNFPA to work with UN colleagues to contribute to a rigorous gender analysis more broadly. More specifically, in the Asia Pacific region, UNFPA strengthened its position by collaborating with UN Women through the Issues-Based Coalition on Gender Equality to deliver its expertise to members of the UN Country Team and the Resident Coordinator. Both agencies made sure to have their data and analysis ready, and a Country Gender Equality Profile undertaken by UN

¹⁰⁹ UNFPA Evaluation Office. (2019). *Evaluation of the UNFPA capacity in humanitarian action 2012-2019*.

¹¹⁰ Jantzi, T., & others. (2020). *Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls. Final Evaluation Report—Volume 1*. OCHA and the Konterra Group.

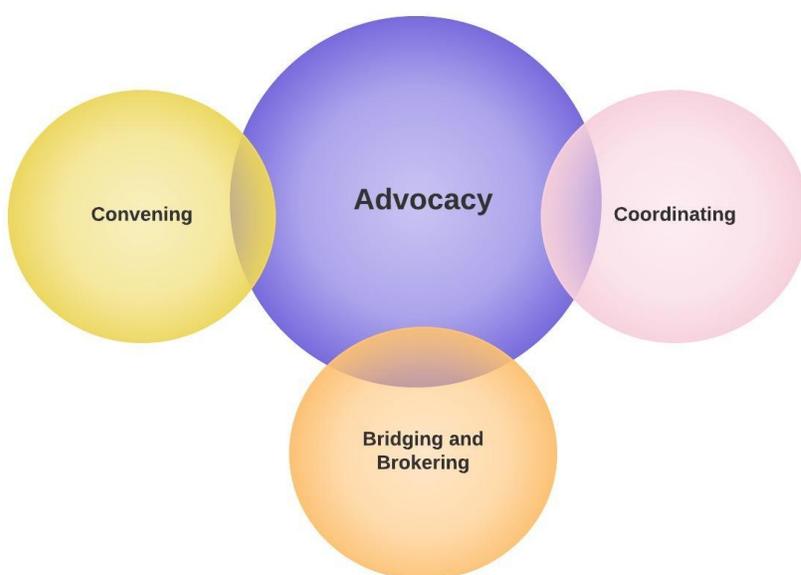
¹¹¹ Jantzi, T., & others. (2020).

Women could be negotiated as a precursor to the CCA. The UNCT-SWAP gender equality scorecard is also proving helpful as an opportunity to introduce staff to a gender perspective in the first cooperation framework for the country, according to interview data.

Analysis related to Assumption 2.4

The different roles that UNFPA plays to advance its mandate, including promoting GEWE, are shown in the figure below. “Advocacy” is an activity that is integral to the three important roles – convening, bridging (people) and brokering (knowledge), and coordinating – that emerged in the evaluation data. These roles are described below.¹¹² The framework and working definitions below informed the articulation of findings for Assumption 2.4.

UNFPA Roles



Source: Developed by the evaluation team

- Convening – bringing relevant actors together to act collectively to address an issue or set of issues. A convenor agency can be lead or co-convenor of an established forum for which desired outcomes may be a shared understanding, shared solutions (such as changes in standards or policies) or shared implementation through different agreed upon mechanisms.
- Coordinating – a process by which actors function more as part of a “system” with harmonized practices and procedures.
- Bridging – connecting people to people or to resources that an individual/an entity is seeking. Often an entity’s bridging power is a reflection of capacity to leverage the network of thematic specialists, experts, etc. to which it belongs. Although the bridging role is not discussed below, some interviewees highlighted this as an added value in the role of UNFPA.

¹¹² The difference between “convening” and “coordinating” which are very similar concepts draws on a World Bank document that more clearly defines the convenor role. See: The World Bank (2020) The World’s Bank: An Evaluation of the World Bank Group’s Global Convening, Independent Evaluation group, Washington, D.C.

- Brokering – linking two or more people to enable sharing of information or knowledge between producers and users of knowledge, researchers and policymakers, or simply between entities with a shared interest. In the UNFPA context, it is often for the purpose of sharing lessons or good practices or contributing to developing solutions to an issue related to its mandate. The brokering role is discussed in the sections on Assumptions 3.1 and 3.2.

Analysis related to Assumption 3.1

UNFPA is contributing guidance in key areas that link its mandate to gender equality and there is now greater clarity on the gaps that remain to strengthen the GEWE aspects of its mandate. However, it is not always clear what effects the guidance is having on country programmes.

UNFPA Headquarters plays a significant role in the ICPD conferences before, during and after the event. This is a major contribution to advancing GEWE in light of the benefits of the thematic areas to the SRH rights of women, girls, youth, and marginalized population groups. The ICPD summits and events leading up to them exemplify the role of UNFPA as knowledge broker and connector (bridging people) around a common agenda. The last summit in Nairobi paid particular attention to inclusion of marginalized voices and provided the space for a diversity of rights holder groups to reflect on opportunities and challenges. The Nairobi Summit delivered 1250 country commitments made by participants which UNFPA and the High Level Commission for the ICPD will track. As such, the real demonstration of influence on the part of UNFPA will be seen in the extent to which the knowledge and perspectives exchanged in Nairobi will result in actions at country level.

Global contributions from UNFPA as they affect the work of regional offices and country offices in advancing GEWE that could be identified by the evaluation team are mostly in the form of guidance (or webinars or knowledge platforms). Some of those with particular relevance to advancing GEWE follow:

- The Global Midwifery Programme Strategy is produced by UNFPA Headquarters and the latest one is for the period 2018 to 2030. This is noteworthy for the dedication of UNFPA to build a skilled workforce that is predominantly women and represents a critical link to achieving the transformative goal of reducing maternal mortality. Since its inception in 2008, the midwifery programme has helped raise the profile of midwifery as a profession and has also expanded its ambit to include newborn care, teenage pregnancy, family planning, and female genital mutilation.¹¹³ However, as noted in interview data, the field of midwifery remains underfunded. The Strategy is the end result of a consultation process with 30 countries under the Maternal Health Trust Fund (MHTF) with their regional offices that began two years prior to the emergence of the strategy. The 2018-2030 Strategy includes as one of its strategic objectives a focus on the midwifery workforce and increased use of gender sensitive policies, strategies and plans to engage, deploy and retain midwives.¹¹⁴ The importance of midwifery and its professionalization has been brought into greater focus by the pandemic as so many frontline health workers who are predominantly women risk their own lives in order to deliver essential services.

¹¹³ To achieve the 2030 Agenda, the global strategy on midwifery has added three more pillars – midwifery workforce, enabling environment and recognition of midwifery as integral to SRMNAH.

¹¹⁴ UNFPA. (2018). *UNFPA Global Midwifery Strategy 2018-2030*.

- UNFPA's guidance on "women and young persons with disabilities" (discussed also under Assumption 2.1) is an important contribution to augment disability inclusion in its programming.¹¹⁵ The East and Central Asia Regional Office and the Nepal Country Office have sought to use the guidelines for developing an inclusion strategy.
- Given the importance of social norm change, it is also worth mentioning the Social Norms Manual produced by the UNFPA-UNICEF joint programme on ending female genital mutilation (FGM). According to the evaluation of the joint programme, the manual was well received and included a five-day training module. Initially, the manual did not include gender and UN Women in coordination with UNICEF added a chapter on gender issues. A tool referred to as the "ACT Framework" has been developed to measure change in social norms and is being tested in Guinea.¹¹⁶ Interview data show that the West Africa region benefitted from the training on social norms and included a broad array of stakeholders. Further information on how the resources benefitted country offices including those not participating in the global programme was not available.
- UNFPA Headquarters issued a series of technical briefs, including one on the impact of COVID-19 on family planning and ending GBV, FGM and child marriage. UNFPA also has a knowledge hub on COVID and has conducted webinars on topics related to COVID. Also, a real-time global population vulnerability dashboard to track COVID cases by age and sex has been made available and has brought attention to "older persons" as a critically affected population group.
- Other areas of guidance have been too recent to identify their uptake or effect on country programmes. These include, for example, the set of technical notes produced by the Global Programme to End Child Marriage issued in February 2020 which includes guides on: gender transformative approaches to child marriage; engaging with men and boys; transforming gender norms within a multi-sectoral approach; and adolescent girls' empowerment. All these topics are highly relevant to addressing difficult issues on child marriage within a gender equality and empowerment framework,
- The other major contribution of UNFPA Headquarters in the recent period is the costing of three transformative results, with expertise from health partners and academic institutions. The tool to estimate the cost and impact of achieving the results is referred to as Impact40 and began piloting in 2020 in 10 countries.¹¹⁷ The costing estimates are now incorporating new projections as a result of the COVID-19 pandemic. Aside from the enthusiasm expressed by country offices on the tool, it is still too early to measure the effects.

In terms of gaps in guidance, interview data reveal the following:

- The need for guidance on gender transformative programming, although it is recognized that this requires contextualization that may make it difficult to develop a generic tool
- Guidance on gender mainstreaming

¹¹⁵ UNFPA. (2018). *Women and Young Persons with Disabilities: Guidelines to Providing Rights-Based and Gender-Responsive Services to Address Gender-Based Violence and Sexual and Reproductive Health and Rights*.

¹¹⁶ Evaluation Offices of UNFPA and UNICEF. (2019). *Joint Evaluation of the UNFPA-UNICEF Joint Programme on the Abandonment of Female Mutilation: Accelerating Change. Phase I and II (2008-2017). Volume 1*.

¹¹⁷ *Costing the Three Transformative Results*: <https://www.unfpa.org/featured-publication/costing-three-transformative-results>. See also <https://www.impact40.org/>

- While there has been some guidance from Headquarters on engaging men and boys,¹¹⁸ country offices may need support to be more consistent in their approach and strengthen certain aspects such as the focus on positive masculinities
- More guidance on working with persons with disabilities (PWD) in both development and humanitarian settings
- As indicated in the Assessment of Human Rights Based Approaches (HRBA) in Family Planning, there is a need to strengthen HRBA, gender equity and inclusion in family planning programmes¹¹⁹
- While not an explicit demand, there are indications that regions and country offices would benefit from corporate guidance on the more sensitive issues, such as access to safe abortion where legal, sexual rights, and surrogacy, that are fundamental to advancing gender equality in a human rights-based approach
- The evaluation of UNFPA capacity in humanitarian action called for an inclusion strategy to ensure inclusion of marginalized and discriminated groups, such as PWD and LGBTQI who are within the mandate of UNFPA.¹²⁰

¹¹⁸ Promundo, & UNFPA. (2016). Strengthening CSO-Government Partnerships to Scale Up Approaches Engaging Men and Boys for Gender Equality and SRHR: A Tool for Action. Promundo-US and UNFPA; and MenEngage, UNFPA, Sonke Gender Justice Network, & Promundo. (no date). Engaging Men, Changing Gender Norms: Directions for Gender-Transformative Action.

¹¹⁹ Hardee, K., & Kumar, J. (2020). *Strengthening the Human Rights-based Approach to Family Planning at UNFPA: An Assessment*. UNFPA.

¹²⁰ UNFPA Evaluation Office. (2019). *Evaluation of the UNFPA Capacity in Humanitarian Action 2012-2019*.



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