

# EVALUATION OF UNV GENDER EQUALITY AND WOMEN'S EMPOWERMENT FOR ORGANISATIONAL AND PROGRAMMATIC EFFECTIVENESS

## EVALUATION REPORT

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# 7 BACKGROUND AND PURPOSE OF THE EVALUATION





## 1.1

## EVALUATION CONTEXT

The United Nations Volunteers (UNV) programme is the UN organisation that contributes to peace and development through volunteerism worldwide. Volunteerism can transform the pace and nature of development, and is a powerful means of engaging people in tackling development challenges. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, while purposefully creating opportunities for participation. UNV specifically contributes to peace and development by advocating for the recognition of volunteers; working with partners to integrate volunteerism into development programming; and mobilising an increasing number and diverse array of volunteers, including experienced UN volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, recognising volunteerism in its diversity, alongside the values that sustain it: free will, commitment, engagement, and solidarity.

Under UNV's current Strategic Framework 2014-2017, the organisation created five global programmes based on the identification of five priority areas of work. Each global programme has the aim of providing strategic seed funds and targeted technical expertise for integrating volunteerism in selected substantive areas. The five areas are: (1) access to basic social services; (2) community

resilience for environment and disaster risk reduction; (3) peace-building; (4) youth; and (5) national capacity development through volunteer schemes.

In turn, in early 2015, the Programme Coordination Section (PCS) was officially established with three key pillars: global programmes; regional offices and the Fully-Funded volunteer scheme. Partnerships with UN entities was added as fourth pillar in 2016. The UNV Peace Programming Section (PPS) and Development Programming Section (DPS) oversee and implement UNV's country programmes and operations. They advocate for the

integration of volunteerism in peace and development at the global, regional and national levels, targeting specific focal areas in which the role of volunteerism adds significant value. These Peace and Development Programming Sections work through Portfolio Teams, based at headquarters and field units. Each Portfolio Team is responsible volunteer and programme management, at the global, regional and local levels. Regional offices also support implementation, coordinated by PCS.

Along with the UNV Strategic Framework 2014-2017, UN General Assembly resolution A/67/138 and the accompanying report *Integrating Volunteering*

### UNV'S 5 GLOBAL PROGRAMMES



Securing access to  
basic social services



Community resilience for  
environment and disaster  
risk reduction



Peace building



Youth



National capacity  
development through  
volunteer schemes



# 15%

## RESOURCE ALLOCATIONS COMMITTED TO GENDER RESPONSIVE PROGRAMMING AT UNV

”

*in the Next Decade, specifically address the role of volunteerism in promoting inclusion, particularly the empowerment of women. To this end, UNV has attempted to mainstream Gender Equality and Women's Empowerment (GEWE) within both its programmatic work and its institutional management. In line with the 2014-2017 UNV Strategic Framework and its Integrated Resource and Results Matrix (IRRM), UNV will conduct a thematic review to assess the overall performance of UNV in promoting GEWE. The Strategic Framework clearly states:*

*“[Point 46] Cross-cutting considerations will focus on the sustainability of UNV-supported development efforts through a human rights-based approach to programming. Specific focus will be on i) ensuring commitment to gender equality, ii) recognizing the role of women as a driving force for peace and development efforts, and iii) promoting societal transformation across all areas of programme delivery” [...] “UNV will also strive to specifically ensure gender balance in all*

*its operational engagements, especially among UN Volunteers deployed. UNV is making efforts to ensure gender mainstreaming and women's empowerment initiatives at all levels of its programmes and operations. UNV programming will ensure commitment to gender equitable outcomes, and will review institutional processes to ensure that opportunities for volunteering, and in all its work, are open to both women and men equally.”<sup>1</sup>*

In recent years, UNV has implemented several initiatives to increase the effectiveness and impact of its contribution to GEWE. Foremost among these are the establishment of a UNV Gender Action Team and a commitment of 15% resource allocation to gender responsive programming under the five global programmes, as set out in the Global Programme Documents.<sup>2</sup>

In order to further advance its commitment and strengthen the gender equality dimension of its work, UNV commissioned an external evaluation in

January 2017, to take stock of progress and shortfalls in gender mainstreaming from an institutional and programmatic point of view. This was conducted at the same time as the evaluation of the Strategic Framework 2014-2017, and followed on from a previous external evaluation on gender mainstreaming in UNV conducted in 2006.

1. UN Volunteers (2014) UNV Strategic Framework 2014-2017. Bonn: UNV, p. 27.

Retrieved from [https://www.unv.org/sites/default/files/UNV\\_Strategic\\_Framework\\_2014\\_2017\\_0.pdf](https://www.unv.org/sites/default/files/UNV_Strategic_Framework_2014_2017_0.pdf) [2 February, 2017]

2. See Global Programme Documents for more information.



## 1.2 SCOPE, OBJECTIVES AND EXPECTED RESULTS

The evaluation was conducted by independent consultant Dr Lucy Ferguson, an experienced evaluator, researcher and consultant in gender equality, with particular specialist expertise in gender training.

The **primary objectives** of the evaluation were to:

- 1 Assess UNV's contributions to gender equality and women's empowerment as outlined in the UNV Strategic Framework 2014-2017;
- 2 Assess the extent to which the UNV Strategic Framework (SF) and subsequent initiatives, including the Gender Action Team (GAT) and the resource allocation plan, were successful in guiding UNV's GEWE work – including collaboration with the UNV SF evaluation team; and
- 3 Provide actionable, evidence-based recommendations and lessons learned to inform the future GEWE work of UNV.

The following tangible **results** were expected from the evaluation:

- » Articulate results or achievements in mainstreaming GEWE in the work of UNV;
- » Identify gaps and challenges for improvement, as well as examples of good practice; and
- » Highlight clear recommendations for addressing gaps and offer suggestions for new and more effective approaches to strengthen Gender Equality and Women's Empowerment for organisational and programming effectiveness, as well as the development of UNV's new Strategic Framework 2018-2021.

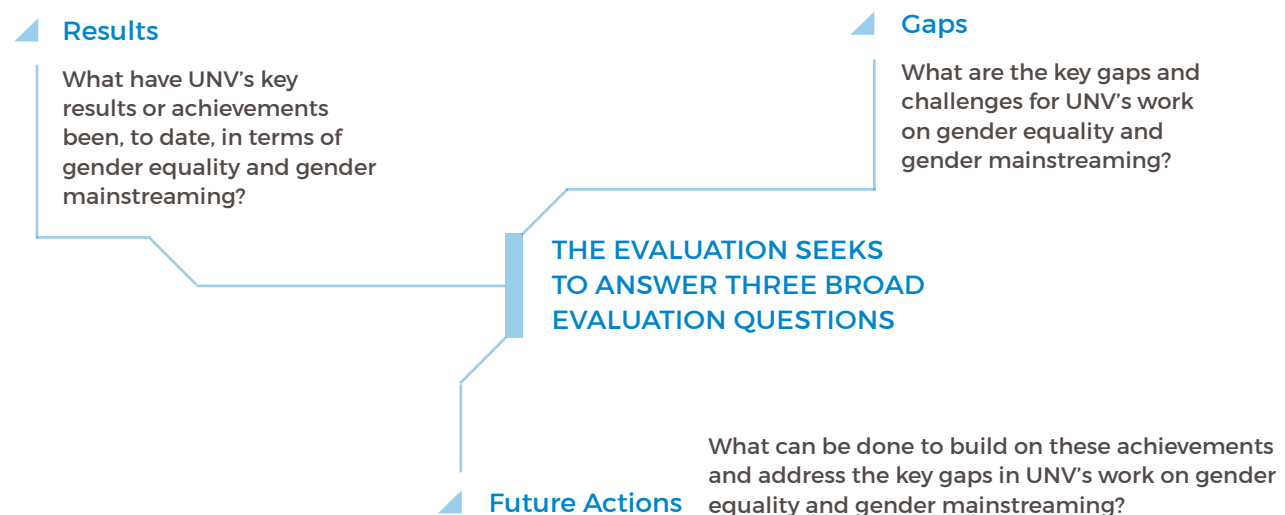
In order to meet the stated objectives and deliver the required results, three key evaluation questions were developed:

### Primary questions:

- 1 What have UNV's key results or achievements been, to date, in terms of gender equality and gender mainstreaming?
- 2 What are the key gaps and challenges for UNV's work on gender equality and gender mainstreaming?
- 3 What can be done to build on these achievements and address the key gaps in UNV's work on gender equality and gender mainstreaming?

A number of supplementary questions were then developed, as set out in the evaluation matrix in Annex 3.

Figure 1 Primary Evaluation Questions





A close-up portrait of a young girl with dark hair, wearing a black headscarf and a red garment with black lace trim. She has a serious expression and is looking directly at the camera. The background is blurred, showing some outdoor elements.

“

**[THE UN] MUST BE AT THE FOREFRONT OF THE GLOBAL MOVEMENT TOWARDS GENDER EQUALITY, AN INALIENABLE AND INDIVISIBLE FEATURE OF ALL HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS: PROGRESSIVELY MOVING FROM PERCEIVING WOMEN AND GIRLS AS A SUBJECT OF PROTECTION TO PROMOTING THEIR EMPOWERMENT; FROM AN ISOLATED FOCUS ON WOMEN TO GENDER MAINSTREAMING.” <sup>3</sup>**

Antonio Guterres, Secretary-General of the United Nations



## 1.3

## WHY IS GENDER MAINSTREAMING IMPORTANT FOR UNV?

As a UN entity, UNV is bound to promote gender equality and the empowerment of women. The commonly recognised process for achieving this – both in the UN and more broadly – is gender mainstreaming. The ECOSOC Agreed Conclusions 1997/2 define gender mainstreaming as:

*“...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of 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.”<sup>4</sup>*

**For more definitions of the terminology used in this report, please refer to the UN Women Training Centre Gender Equality Glossary.<sup>5</sup>**

Three main frameworks for UNV’s duty to engage in gender mainstreaming can be highlighted:

- ✓ UNDP Gender Policy;
- ✓ Sustainable Development Goal (SDG) 5; and
- ✓ UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).

Given these three frameworks, UNV has a strong normative basis for its gender mainstreaming efforts. Improving performance in gender equality and women’s empowerment is not optional, and failure to address the issues raised in this report may be cause for concern for the UNDP Executive Board and UNV donors.

equality and the empowerment of women in all institutional functions of the entities of the UN system. The UN-SWAP was endorsed by the United Nations Chief Executives Board for Coordination (CEB) in April 2012 and set 2017 as the target for the UN system to meet all its Performance Indicators. With its 15 commonly agreed upon Performance Indicators (PIs), the UN-SWAP constitutes the first unified framework to systematically revitalize, capture, monitor and measure performance and accountability for the work of the UN system on gender equality and women’s

*As the Executive Director of UN Women recently highlighted, “Patriarchy is bestowed on men at birth. Whether you want it or not, you have privilege as a man, and you either fight against it and reject it by becoming a feminist man, or you enjoy the privileges that come with it.”<sup>6</sup>*

Of particular relevance to the current evaluation is the UN-SWAP, an accountability framework to accelerate mainstreaming of gender

empowerment. Spearheaded by UN Women, it has created a clearer picture of areas of strength and weakness and has helped identify the human,

3. United Nations (2016) PHOTO FEATURE: António Guterres: An illustrious career serving others. Retrieved from [https://www.un.org/apps/news/story.asp?NewsID=55781#.WNwf\\_FV97IU](https://www.un.org/apps/news/story.asp?NewsID=55781#.WNwf_FV97IU) [29 March, 2017]

4. United Nations (2002) Gender Mainstreaming: An Overview. New York: United Nations Office of the Special Adviser on Gender Issues. Retrieved from <http://www.un.org/womenwatch/osagi/pdf/e65237.pdf> [29 March 2017]

5. <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorde=r>

6. UNDP (2015) Evaluation of UNDP Contribution to Gender Equality and Women’s Empowerment. New York: UNDP Independent Evaluation Office, p. 9. Retrieved from <http://web.undp.org/evaluation/evaluations/thematic/gender.shtml> [2 February, 2017]



financial and knowledge resources needed to propel progress across all entities of the UN system. The UN-SWAP requires annual reporting by each participating entity, department and office.<sup>7</sup>

In 2015, UNV met or exceeded 15% fewer indicators than Funds and Programmes as a whole. In addition, Funds and Programmes exceeding requirements for 27% of the UN-SWAP's ratings, almost four times the 7% reported by UNV.

In 2015, the latest year for which UN Women analysis of UNV reporting is available, UNV met or exceeded requirements on 8 out of 15 performance indicators, which increased slightly to 9 out of 15 in 2016. The UN-SWAP analysis conducted in this report demonstrates that **UNV is significantly under-performing compared to similar UN entities, as outlined in more detail below.**

In terms of the **relevance of gender equality and the empowerment of women to UNV's core work of volunteer mobilisation and deployment,**

it is useful to compare UNV with other peer volunteer-sending organisations, European Voluntary Service (EVS) appears to have no explicit gender strategy in place. Volunteer Service Overseas (VSO's) approach to gender equality is set out in its *Global Equal Opportunities and Diversity Policy*, which states that the organisation is centred on “*challenging gender stereotypes; supporting employees and volunteers to balance their life at work and at home; and supporting employees and volunteers who become pregnant or adopt and taking active steps to facilitate their return to work after maternity leave or adoption leave.*”

To explore the issue in more detail, a useful distinction can be drawn: between gender *in* volunteerism, and gender equality and women's empowerment *through* volunteerism.

- » Gender in volunteerism captures issues such as how men and women experience volunteerism (as volunteers); the gender equality of volunteerism structures, process and projects; and centrally, gender mainstreaming in volunteerism.

- » Volunteerism for gender equality and women's empowerment captures how, by volunteerism's contribution to development and empowerment and its ability to support social inclusion (UNV, 1999; Gillette, 2003), it has strong potential for promoting gender equality.
- » The two aspects are not mutually exclusive: by mainstreaming gender in volunteerism, the potential for gender equality through volunteerism can only be developed, widened and strengthened.<sup>8</sup>

This clearly articulated distinction is useful for guiding discussions on gender mainstreaming and gender equality in UNV, as it locates the issues specifically within UNV's remit and mandate. The relationship between gender equality and volunteerism will be discussed in detail throughout the report.

7. For more detailed information on UN-SWAP, see <http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap-brochure.pdf?vs=1101>

8. UNV (2009), Concept Note on Gender and Volunteerism



## 1.4

STRUCTURE OF  
EVALUATION REPORT

This evaluation takes place at a time of strategic importance for UNV. As the organisation reviews its structures and processes and develops its new Strategic Framework for 2018-2021, UNV has an opportunity to be at the forefront of gender equality and the empowerment of women. By embarking on a systematic process of gender mainstreaming, UNV can be a leader amongst its peers – both in terms of other UN entities and volunteer-sending organisations.

The Evaluation Report proceeds as follows. First, this introductory section sets out the broader context of the evaluation; the scope, objectives and expected results of the evaluation process; and the reasons why gender mainstreaming is particularly important for UNV. The second substantive section of the report outlines in detail the **methodology** for the evaluation: the conceptual framework of gender-responsive and gender-transformative evaluation; data collections tools, methods and analysis; the limitations of the evaluation; and some reflections on the process. Third, the report provides an **overview of gender mainstreaming in UNV** from 2006 to the present day, drawing on documentary material and primary sources, in order to set the scene for the presentation of the findings. The fourth and fifth sections of the Evaluation Report present the **Detailed Findings** in terms the primary evaluation questions – with a specific focus on results and achievements; and gaps and

challenges in terms of both institutional and programmatic aspects.

Next, the report provides a set of **Conclusions**, followed by seven key **Recommendations** for moving forward with gender equality and gender mainstreaming in UNV, in response to the third primary evaluation question, followed by concrete **action points**. Finally the report reflects on the potential **risks and opportunities** posed by this evaluation. A number of **Annexes** are also included, indicating the documents reviewed, draft data collection tools, and the Terms of Reference for this consultancy. The Evaluation Report draws on both UNEG Guidelines and the UN Women's Global Evaluation Report Assessment and Analysis System (GERAAS) to ensure it is of the highest quality.

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9. United Nations Evaluation Group (2008) UNEG Ethical Guidelines for Evaluation. New York: UNEG. Retrieved from <http://www.unevaluation.org/document/detail/102> [2 February, 2017]; United Nations Evaluations Group (2014) Integrating Human Rights and Gender Equality in Evaluations. New York: UNEG. Retrieved from <http://www.unevaluation.org/document/detail/1616> [2 February, 2017]; United Nations Evaluation Group (2016) Norms and Standards for Evaluation. New York: UNEG. Retrieved from <http://www.unevaluation.org/document/detail/1914> [2 February, 2017]
  10. UN Women (2015) Global Evaluation Report Assessment and Analysis System (GERAAS). New York: UN Women. Retrieved from <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf> [2 February, 2017]



# 2 EVALUATION METHODOLOGY





## 2.1

## CONCEPTUAL FRAMEWORK: GENDER-RESPONSIVE AND GENDER-TRANSFORMATIVE EVALUATION

In line with the principles set out by UN Women and the United Nations Evaluation Group (UNEG), this was a “gender-responsive” evaluation, as set out in Table 1. The evaluation was also specifically guided by UNEG Ethical Guidelines for Evaluation and the UNEG Code of Conduct for Evaluation in the UN system, specifically the OECD-DAC<sup>11</sup> evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact, as discussed in more detail below.

Gender-responsive evaluation has two essential elements: **what the evaluation examines (content/focus)** and **how it is undertaken (process)**. In terms of their focus or content, gender-responsive evaluations are concerned with promoting accountability to gender equality, human rights and women’s empowerment commitments by providing information on the way in which development programmes affect women and men differently, and by contributing

towards the achievement of these commitments. Gender-responsive evaluations integrate women’s rights and gender equality aspects into the methods and tools, influencing all stages of the evaluation **process**, acting as a “lens or standpoint that influences the choices made in design and methods”<sup>12</sup> and favouring a collaborative and reciprocal approach. This makes the evaluation not only a driver of positive change towards gender equality and the empowerment

Table 1 Core Principles of Gender-Responsive Evaluation

1. National ownership and leadership	Evaluation should be country driven and respond to the need for national ownership and leadership by rights holders and duty bearers
2. UN system coordination and coherence with regard to GEWE	Whenever possible, evaluation should be conducted system-wide and jointly with UN agencies in order to promote coordination and coherence regarding gender equality and the empowerment of women.
3. Innovation	Evaluations should seek to identify and highlight innovative approaches to gender equality and the empowerment of women.
4. Fair power relations and empowerment	Evaluations should be conducted with an understanding of contextual power and gender relations. Evaluations can foster empowerment through the participation of stakeholders in the creation of knowledge about the intervention, other aspects of the evaluation process, and the communication of results.
5. Participation and inclusion	Evaluations promote participation of stakeholders and inclusiveness.
6. Independence and impartiality	The evaluation is carried out independently of management functions to ensure that it is credible, free from undue influence, and results in unbiased reports.
7. Transparency	Evaluations are conducted in a transparent and consultative manner with stakeholders.
8. Quality and credibility	Evaluations should be conducted in a systematic manner, applying sound approaches and methods.
9. Intentionality and use of evaluation	Planning for evaluations should demonstrate a clear intent regarding the purpose and use of findings to improve the work of UN Women or the UN system in the areas of gender equality and the empowerment of women.
10. Ethics	Evaluators should have personal and professional integrity and abide by the UNEG Ethical Guidelines for evaluation and the UNEG Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women.

11. <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

12. Hay, K. (2012) “Strengthening Equity-Focused Evaluations Through Insights From Feminist Theory and Approaches”, in M. Segone (Ed.) *Evaluation For Equitable Development Results*. New York: UNICEF Evaluation Office, p. 47, Quoted in United Nations Evaluation Group (UNEG) (2014) *Integrating Human Rights and Gender Equality in Evaluations*. New York: UNEG, p. 2.



of women, but also an empowering process in itself for the stakeholders involved, with the potential to prevent further discrimination and exclusion.

Gender-responsive evaluations inherently involve a political aspect (whether implicitly or explicitly). They are grounded in commitments to gender equality through a number of key international agreements, such as CEDAW; the Beijing Platform for Action;<sup>13</sup> the MDGs and SDGs; UN Security Council resolutions on

women, peace and security and on sexual violence in conflict (1325 and others); ECOSOC's agreed conclusions 1997/2 and resolution 2011/5; and the UN-SWAP on gender equality and women's empowerment.<sup>13</sup>

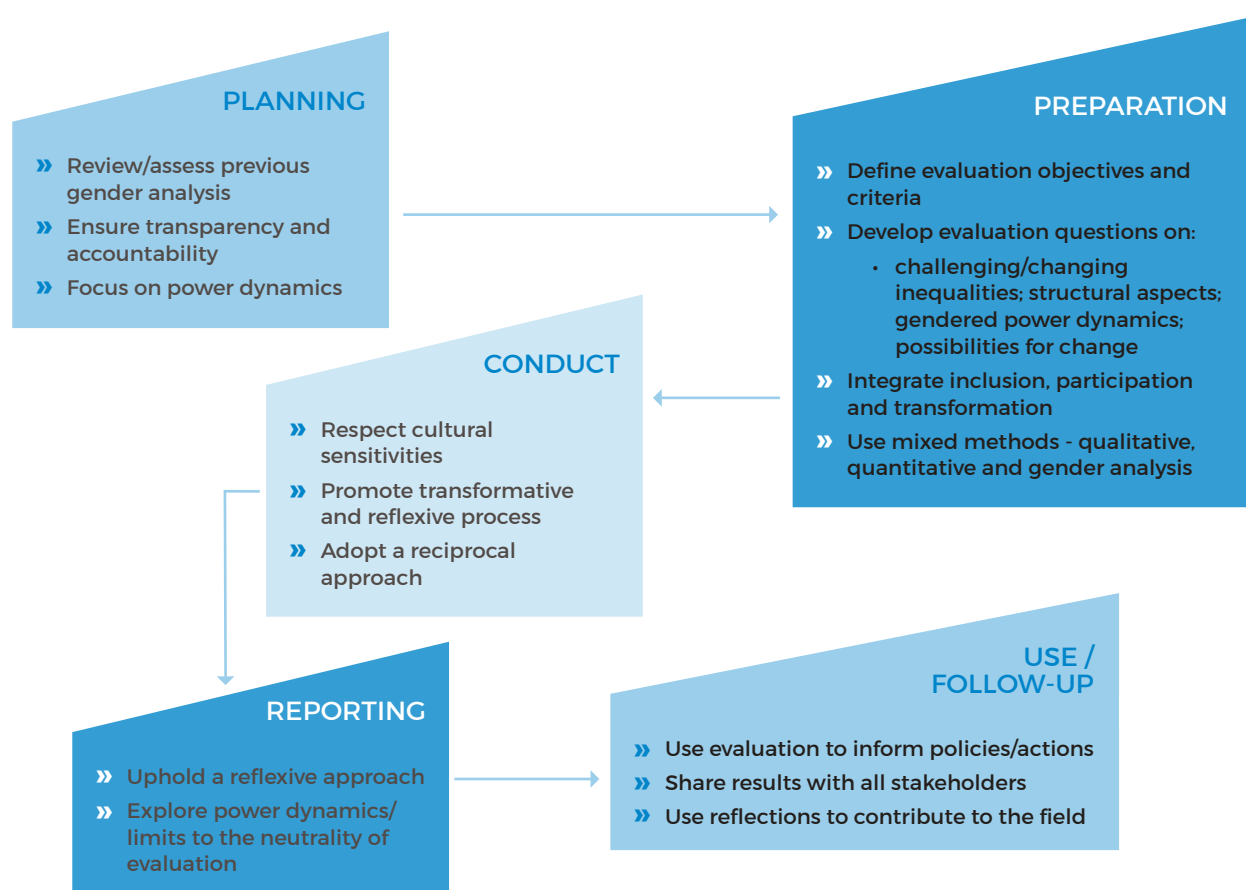
Gender-responsive evaluation is grounded in the field of feminist evaluation, in which practitioners:

*“Understand gender bias as manifest and systematic in social institutions, and feminist evaluation as being a way of understanding how gender and*

*other intersecting social cleavages (such as race, class, sexuality, caste and religion) define and shape the experience and exercise of power in different contexts.”*<sup>14</sup>

A gender-responsive approach was incorporated into all stages of the evaluation process (Planning, Preparation, Conduct, Reporting, Use/Follow-up<sup>15</sup>), as set out in Figure 2 below.

**Figure 2** Implementing a Gender-Responsive Evaluation



13. UN Women (2015) How To Manage Gender-Responsive Evaluation: Evaluation Handbook. New York: UN Women Independent Evaluation Office, p. 2.

14. Hay, K. (2012) "Engendering Policies and Programs through Feminist Evaluation: Opportunities and Insights", Indian Journal of Gender Studies, 19(2), p. 322. Quoted in Chigateri, S. and Saha, S. (Eds.) A Resource Pack on Gender Transformative Evaluations. New Delhi: Institute of Social Studies Trust (ISST).

15. UN Women (2015) How To Manage Gender-Responsive Evaluation: Evaluation Handbook. New York: UN Women, p. 19



## 2.2

DATA COLLECTION,  
METHODS AND ANALYSIS

As set out above, the methodological approach of the evaluation is grounded in feminist pedagogies which focus on reflexivity, participation and critical thinking. The review also strictly adhered to UNEG Ethical Guidelines in terms of respect for dignity and diversity; the right to self-determination; fair representation; compliance with codes for vulnerable groups (e.g. ethics of research involving young children or vulnerable groups); redress; confidentiality; and avoidance of harm. The methods used draw on a gender-responsive and gender-transformative approach to evaluation, involving the use of mixed methods – qualitative and quantitative – as well as a broader gender analysis approach, which addresses power dynamics and inequalities

throughout the evaluation process.

As set out in Figure 3, a combination of primary and secondary data sources were consulted. In terms of secondary data, this involved an extensive documentary review of 130 UNV documents; and six sources of statistical data specific to UNV. Primary research was conducted during a three-day visit to Bonn (HQ), and then via Skype interviews. This primary research included focus groups in Bonn; interviews with HQ staff; interviews with staff and UNVs in Regional Offices; and interviews with former UNV staff from the current Strategic Framework period.

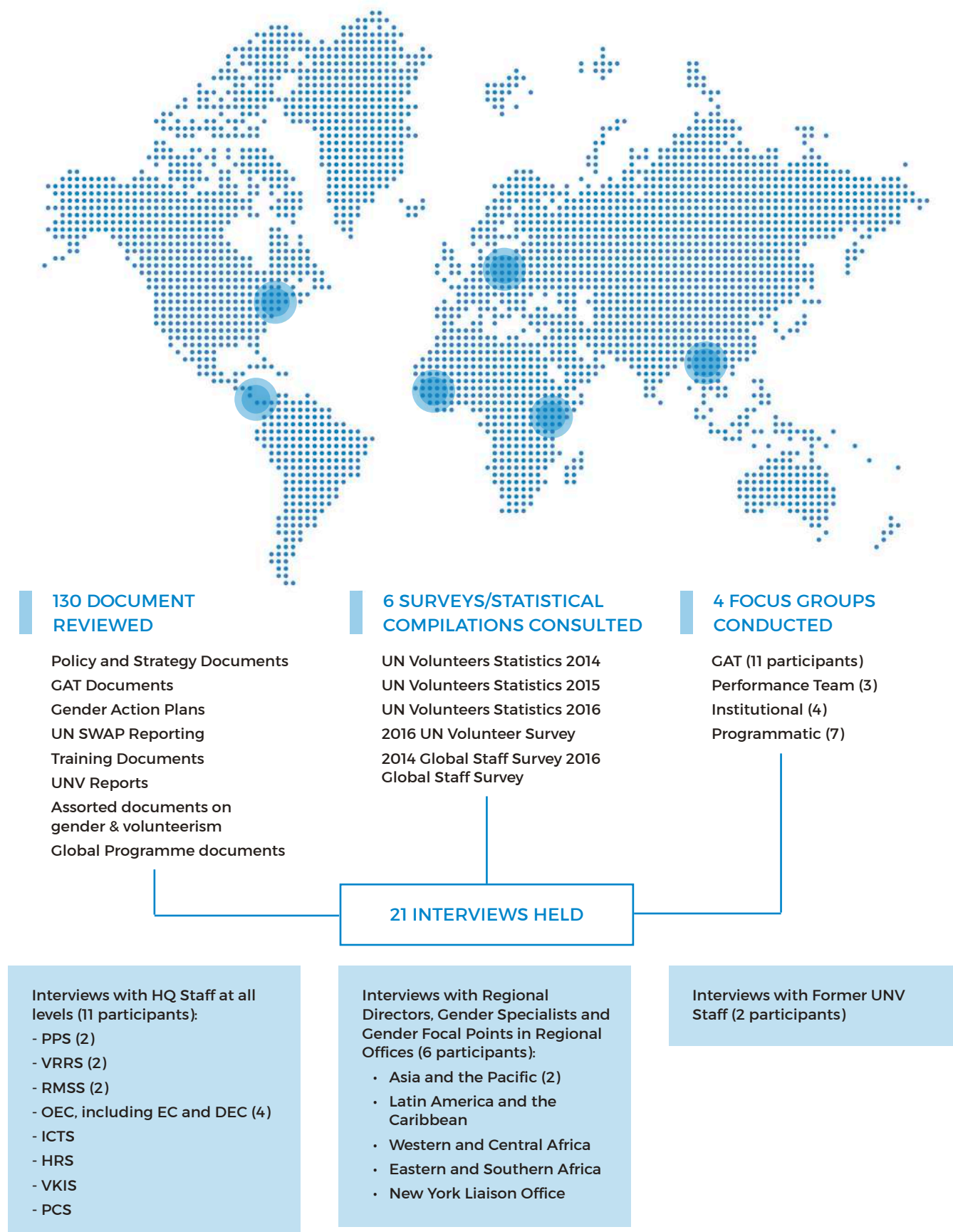
The data analysis was guided by gender analysis and

the overarching conceptual framework outlined above. This involved systematic organisation; comparison and synthesis of information; as well as an extensive assessment of how the findings relate to each of the evaluation questions. Analytical rigour was achieved through the triangulation of data and a participatory approach to interpreting the findings, including consultation with key stakeholders before the first draft of the Evaluation Report was produced. There was also a second round of feedback on the first draft of the report, to ensure maximum participation and ownership of the evaluation recommendations and key findings. A stakeholder log was maintained to record feedback, as included in Annex 10.





Figure 3 Data Collection Methods and Sources Used





## 2.3 EVALUATION LIMITATIONS

Due to the limited scope of the present evaluation – both in terms of budget and timeframe – it was not possible to engage all UNV stakeholders in the process. It is important to highlight that the evaluation covered only Headquarters and Regional Offices. Volunteers and Field Units were not consulted in depth, although a review was conducted of relevant surveys and documents to give an overview of these aspects of UNV's work. Clearly, further work is needed in order to cover these areas in more detail. However, as a first step, this evaluation offers sufficient material and analysis to support UNV to move forward with its work on gender equality and women's empowerment.

During the inception phase, a stakeholder mapping exercise was completed in conjunction with the UNV contacts for the evaluation process. Six key groups of stakeholders were identified:

- 1 Gender Action Team (Bonn) – current and previous members.
- 2 Institutional (Bonn) – Senior Management Team/ Performance Team, Internal-focused Sections.
- 3 Programme delivery (Bonn) – Programme-focused Sections, those responsible for Field Units and training.
- 4 Programme delivery (Field).
- 5 Volunteers (Field and Online).

- 6 Beneficiaries and Partners (Field) – other UN agencies, Member States, civil society, volunteer involving organisations.

Following this mapping exercise, it was agreed that groups 5 and 6 – volunteers, beneficiaries and partners – were beyond the scope of the current evaluation. It was agreed that a survey was not the most useful tool for collecting this kind of information, particularly as there are currently a number of active surveys for UNV personnel and UN Volunteers. This may be a useful tool for future data collection – for example, on capacity assessment. This is a clear limitation to the current evaluation. However, the evaluation did take into account the results of the recent online Volunteers survey, and these key groups will be considered for future engagement on gender equality and gender mainstreaming. In terms of Group 4 – Programme Delivery (Field) – it was agreed that Skype interviews would be conducted with Managers and/or Gender Focal Points of UNV's Regional Offices. Field Units were not consulted during this evaluation, and would need to be included in a future evaluation in order to capture gender issues at the country and community level. In addition, the evaluation did not engage with UN Volunteers who are working specifically on gender assignments and/or with UN Women. This is an important stakeholder group for future development of these issues.

Every effort was made to ensure that the selection and interview process was participatory and inclusive. However, it should be noted that a clear asymmetry exists here between the inputs of those working in the headquarters and those based in regional and country offices. Due to the limited scope of the current study, it was not possible to hold focus groups outside of UNV headquarters. This could be considered a priority area for later engagement in order to ensure that the voices of these stakeholders are more systematically included. Attempts have been made to correct this asymmetry in the data analysis and reporting stages to ensure that equal weighting has been given to the perspectives and experiences of those who participated via Skype interview from UNV Regional Offices, rather than just those who were able to attend the focus groups in Bonn.



# OVERVIEW OF GENDER EQUALITY AND GENDER MAINSTREAMING IN UNV

The following diagram offers a visual representation of gender mainstreaming in UNV from 2006-2017 – a timeline of gender mainstreaming in UNV. This demonstrates the ad-hoc, stop-start nature of gender mainstreaming in UNV, as discussed in detail below. This section addresses two key periods of gender equality and gender mainstreaming work in UNV – 2006-2013 (from the previous gender evaluation leading up to the current Strategic Framework) and 2014-present (current Strategic Framework). The aim is to provide a comprehensive overview of UNV’s work in this area, and demonstrate how success has varied substantively over these two periods. This is followed by a presentation of UNV’s annual UN-SWAP reporting, in order to further explore key gains and setbacks over these two time periods.

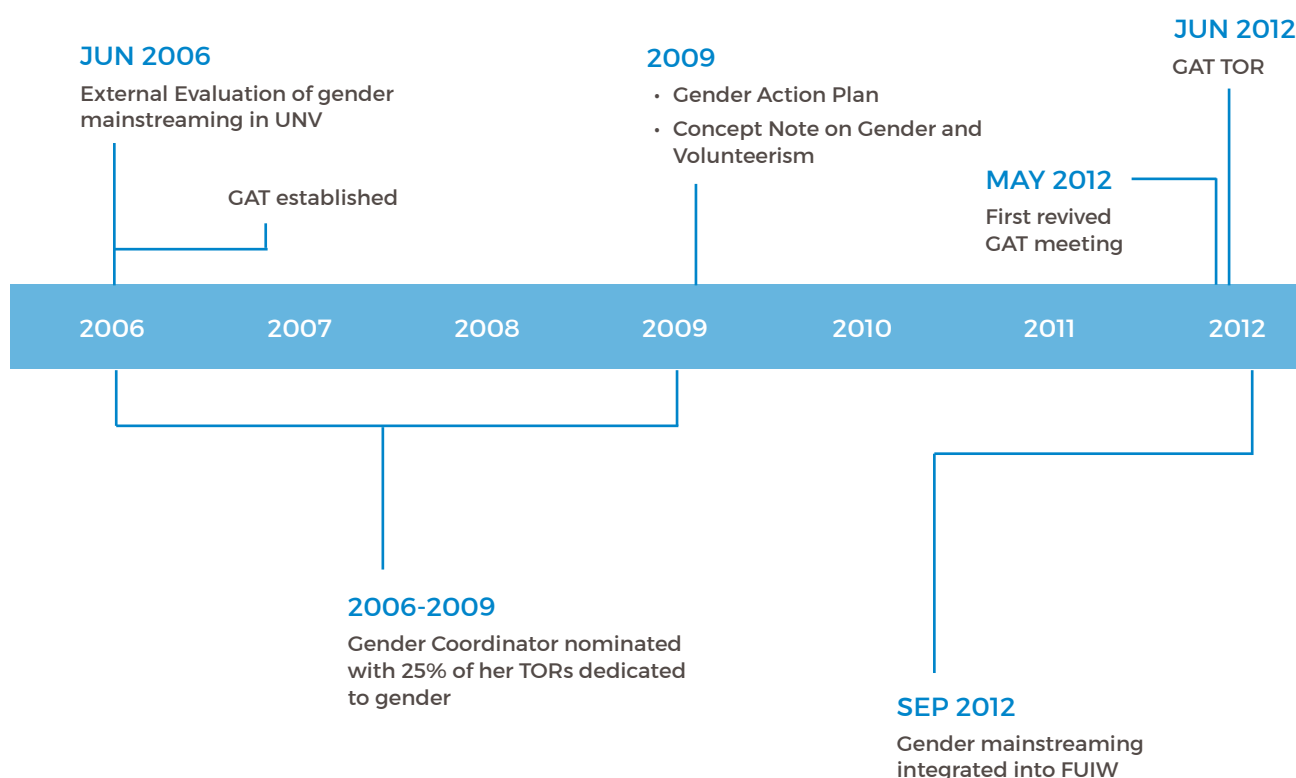
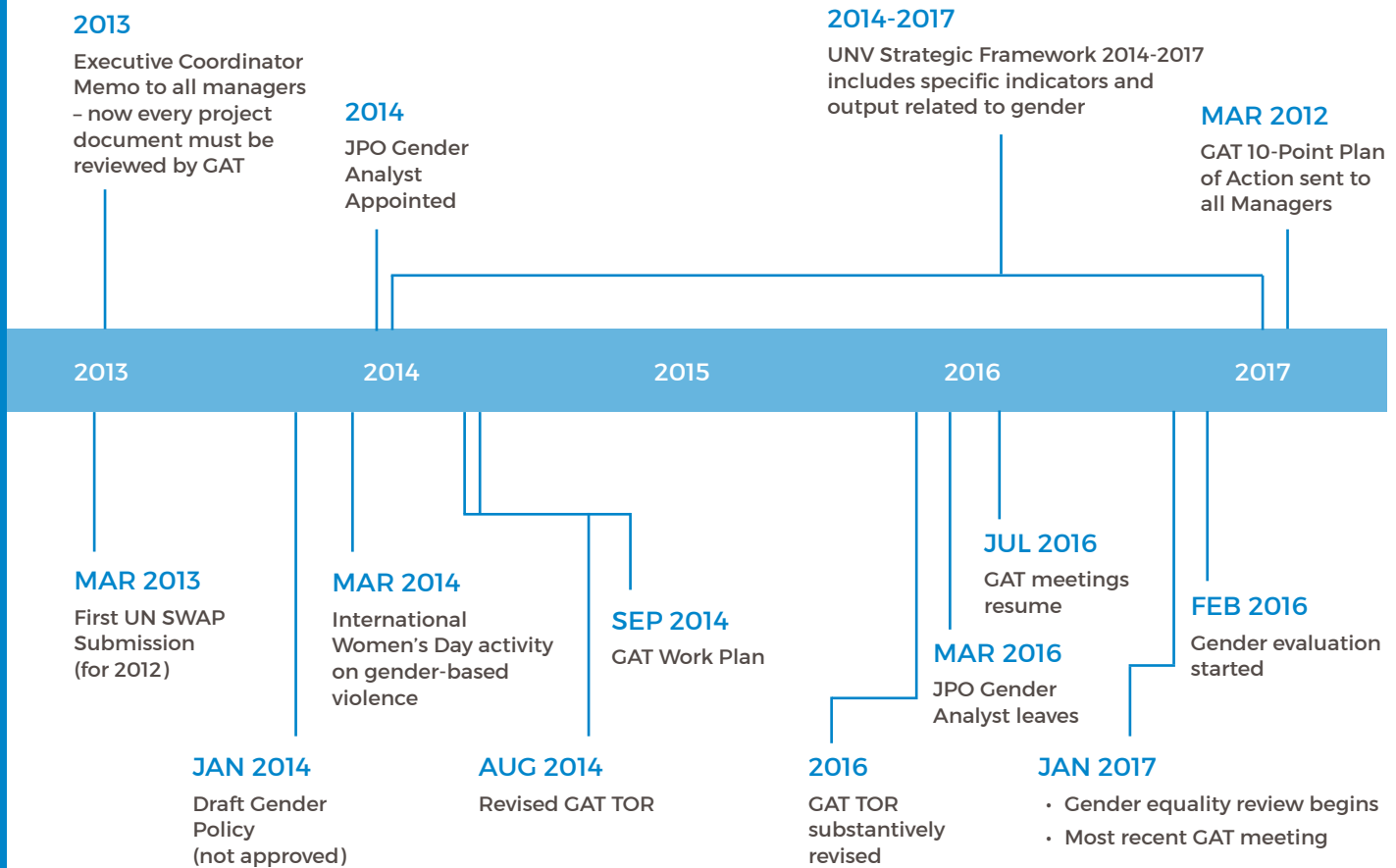


Figure 4 Timeline of gender mainstreaming at UNV





(Source: Author's own elaboration based on documentary review and interviews).



### 3.1

## 2006-2013: ESTABLISHING GENDER MAINSTREAMING

In 2006, a review of gender mainstreaming in UNV was commissioned. This review addressed five key questions:

- » How are gender issues addressed in the corporate structure and processes of UNV?
- » What approach(es) does UNV take towards gender issues in its programmes and projects?
- » To what degree is there an understanding of “gender mainstreaming” in UNV, and how far is gender mainstreaming a reality?
- » What degree of expertise in gender issues exists across the organisation, amongst staff and volunteers?
- » What are the specific issues around gender and volunteerism, and how does UNV address these?

At the end of the two-month review, 22 recommendations were developed, grouped into four main sections – institutional, policy, operational and personnel. There is no specific document available which explicitly follows up on the implementation of these recommendations. However, an attempt will be made to analyse the extent to which these were completed. This 2006 report is a useful baseline study for exploring how far UNV has progressed with gender mainstreaming over the past ten years. The recommendations most salient for the purposes of the current evaluation are:

- ✓ Appoint a member of the senior team as a gender champion (Implemented)
- ✓ Appoint a Gender Focal Point in UNV, and ensure that s/he officially spends at least 50% of her/his time on gender (Implemented, but only at 25% and until early 2016)
- ✓ Articulate and publish a clear vision of what UNV is aiming to achieve in relation to gender. (Partially implemented, but never fully established)
- ✓ Articulate and publish a clear vision of UNV’s policy in relation to gender and volunteerism. (Partially implemented, as a Gender Action Plan was developed for 2012-2013 but not since this date)
- ✓ Require every project to identify how it aims to mainstream gender at every stage. (Partially implemented – see detailed analysis below)
- ✓ Introduce a standard methodology (e.g. time diaries) for use by UN Volunteers in the field who are working on projects which rely heavily on community volunteers. (Not implemented)
- ✓ Ensure that all staff at Headquarters undertake the UNDP training on gender. (Not implemented)
- ✓ Work with UNDP to ensure that the gender training course is revised to include a section on gender and volunteerism. (Currently being developed with UN Women Training Centre – see detailed analysis below)
- ✓ Develop a short module of sensitisation on gender issues, to be included in the induction training for all UN Volunteers. (Partially implemented, but currently not included in)
- ✓ Increase the appointment of UN Volunteers who focus specifically and exclusively on gender issues, e.g. “Gender Specialists”. (Partially implemented, but data not collected or analysed systematically from a gender perspective)
- ✓ Establish better communication between gender experts. (Partially implemented through Community of Practice)

Following the evaluation, the Gender Action Team (GAT) was established in 2006. Under the guidance of the GAT, significant advances were made in the period from 2006 to 2012. These included:

- » A guide to Good Practices in Gender Balance in the Mobilization of UN volunteers (2007).
- » Session on gender mainstreaming in UNV PO workshops (2008), reinstated in 2012.
- » Concept Note on Gender and Volunteerism (2009).
- » Background Research on Gender and Volunteerism (2009).
- » Compilation of gender-focused projects throughout UNV.
- » Compilation of gender-focused projects throughout UNV.



- » Development of TORs for a Junior Professional Officer (JPO) Gender Analyst (2011).
- » UNV Portal GAT folder up-to-date (2012).
- » Revamping and updating of the Gender Action Plan (initial version 2009).
- » Providing gender-advisory services to global projects/partnerships, such as the African Union Youth Volunteer Programme; the Arab Youth Volunteering for a Better Future Programme; the “Integrated Solid Waste Management with Social, Economic and Environmental Benefits” project in Peru; and the “Get Informed, Get Involved” (2012) project in Kenya.
- » Relationship building with UN Women, including exchange of information and better visibility of UNV in the United Nations’ corporate gender reports. For example, UNV’s involvement in co-moderating the “World We Want” e-discussion on inequalities faced by girls (2012-2013).

A key component of these achievements was the development of UNV’s Gender Action Plan 2012-2013, which built on the first plan from 2009. This was a solid, extensive and conceptually sound plan with clear outcomes, outputs and indicators.



# 2012

UNV develops its *Gender Action Plan 2012-2013* and submits its first UN-SWAP report



## 3.2

## 2014-2017: STALLED EFFORTS AND RENEWED ENERGIES

There appears to have been limited GAT activity between September 2013 and August 2014, when the Terms of Reference (ToR) were revised and the group resumed its meetings. In January 2014, a UNV Gender Policy was drafted. However, this was not approved. As such, there is no contemporary Gender Policy currently in place, apart from the Gender Action Plan 2017 discussed in more detail below. UNDP's Gender Equality Strategy 2014-2017 can be considered as a proxy for UNV's gender policy in this case, although this is not explicitly acknowledged by UNV and merits further discussion<sup>16</sup>. In contrast to the 2012-2013 Gender Action Plan, the 2014 draft Gender Policy is somewhat limited in scope and does not contain clear outcomes, outputs, indicators and areas of responsibility. It is also missing a clear vision and value statements regarding UNV's approach and commitment to gender mainstreaming and gender equality.

A number of challenges were evident in the implementation of the recommendations of the 2006 gender review and the 2012-2013 Gender Action Plan, as set out in a briefing prepared by the Gender Action Team (GAT) in 2013:

- » **Staffing:**  
Adding gender-focused responsibilities to existing portfolios has proven challenging due to workload issues and a lack of resources/time. Furthermore, the activities and achievements could only be undertaken thanks to the full-time dedication of a consultant with a six-month contract to work on gender equality and gender mainstreaming, who had previously been an intern with GAT. No consistency was apparent in the succession of tryouts in titles and responsibilities or roles: Gender Coordinator, Gender Focal Point, etc. Since 2011, the GAT has attempted to engage a JPO to support the team. In 2013, the GAT highlighted the need to explore sustainable capacity support for the team, otherwise the GAT runs the risk of not being able to meet its objectives and purpose.
- » **Peer review process:**  
A comprehensive, practical set of tools needs to be developed, which systematically informs project design/monitoring from a gender perspective within UNV. Otherwise, this will remain ad hoc and informal.
- » **Lack of gender strategy/policy at UNV:**  
The number of gender-related documents and materials produced at UNV is impressive. However, as there has not been any coherent gender strategy or policy

underpinning these efforts, the implementation of these materials is weak, if not non-existent. As such, they have yielded few concrete results or impact on programming and corporate effectiveness. The accountability line and ownership are fragmented, coupled with a lack of corporate memory and vision, suggesting the presence of significant gaps.

In addition, a SWOT analysis of the UN-SWAP process was conducted by the GAT in 2013, identifying strengths, weaknesses, opportunities and threats. A number of key recommendations emerged from this analysis:

- » UNV requires an overarching gender policy;
- » A member of staff is needed whose role is 100% dedicated to gender issues;
- » Proactive participation is needed in the UN's inter-agency fora on gender;
- » The GAT must review project proposals on a mandatory basis; and
- » Gender principles need to be consistently translated into concrete action/activities.

In addition to the draft Gender Policy, 2014 saw the operationalisation of UNV's current Strategic Framework and accompanying IRRM. The Strategic Framework integrates gender equality and gender

16. <http://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-equality-strategy-2014-2017.html>



mainstreaming in a number of areas – particularly focusing on gender parity in volunteers, staff and at management levels. In terms of gender mainstreaming, Output 1.2.3 is concerned with the percentage of all UNV-UN partner joint programmes/projects that specifically integrate gender equality and women’s empowerment from 44% to 100%. This is an ambitious target and warrants further investigation from a qualitative perspective, as conducted in more detail below.

In 2016, the GAT was again re-constituted, with a revised Terms of Reference and a new membership base. The new ToR clearly set out the scope and responsibilities of the GAT, both institutional and programmatic. The GAT will: be chaired by the Deputy Executive Coordinator (DEC); have membership drawn from across UNV divisions and sections; be situated within the UNV’s internal governance structure; meet quarterly, while ad hoc meetings can be called for when necessary; and be provided with secretariat support by PCS. The TOR also state clearly that *“the designated GAT team members should have the necessary knowledge and technical expertise on gender equality policy development, institutional effectiveness, and programming in their respective sections.”* However, it is not clear what training is offered

to GAT members to meet this requirement. This issue has been explored in detail during the evaluation.

The minutes of the last three GAT meetings (July 2016, November 2016, and January 2017) are a useful starting point for reflecting on the current status of gender mainstreaming in UNV at the time of the evaluation. The July 2016 meeting examined some of the previous challenges experienced by the GAT, and recommended more frequent meetings; the sharing of responsibilities for gender issues since the departure of the Gender Focal Point and gender specialist JPO; and a more systematic approach to improving gender equality at UNV. In November 2016, GAT members discussed gender champion projects related to SDG 5; and recommendations for improving UN-SWAP performance, particularly in terms of performance management, monitoring and reporting, and capacity assessment. The Chair noted that, by the end of 2017, the goal is to arrive at improving UN-SWAP targets, with the three areas of focus highlighted above taking at least the first six months of 2017 to reach (see discussion of UN-SWAP below). It was agreed that, in terms of public events (i.e. panel discussions), gender balance should be a minimum standard.

The Chair reflected that UNV needs to play “catch-up” to some other agencies. She noted the importance of pushing the envelope with the right questions if we want volunteerism to be at the forefront of the UN system. She expressed the need of not seeing gender equality as an “add-on”. For long-term business, the seriousness of gender equality should be intensified for UNV to stay relevant.

In the most recent GAT meeting, on 25th January, 2017, a 10-Point Plan of Action was developed. This was approved in March 2017 – while this evaluation was in progress – the plan was circulated by email to the Expanded Strategic Management Team by the Deputy Executive Coordinator and Acting Chair of GAT. The Gender Action Plan is included in Figure 5 and discussed extensively in the detailed findings below.



Figure 5 2017 UNV Gender Plan of Action

2017 is going to be the year of progress on gender equality and the empowerment of women (GEEW) at UNV. This is not something that we take lightly, nor is it optional. This is also not something that is going to be left up to the Gender Action Team: it's up to all of us to consciously and continuously work to improve UNV's approach and response to gender.

Although we have made good strides with respect to gender in recent years, including with regards to adapting the UN Women Capacity Assessment tool as well as developing the e-learning course, "I know gender", in some areas challenges remain. In these we need to accelerate progress. Moreover, if we're serious about making progress this year, we need to undertake deep and critical reflection about every aspect of our work. This means that we want to hear from you: if you have an idea, suggestion or best practice, make sure that a member of the GAT knows about it.

If we get this right, UNV can become a model of what a UN agency should look like with regards to gender equality

and the empowerment of women. We will also improve our business, by fully unleashing the potential of all of our staff and UN Volunteers.

So, on behalf of the Gender Action Team, I'm pleased to commit UNV to the following plan of action for 2017. These actions will be monitored at the regular GAT meetings throughout the year and by the end of 2017 I expect all of them to have been completed:

- 1 All staff PMDs include a specific target on gender (HR).
- 2 The next UNV Strategic Framework includes at least one output on gender (VKIS).
- 3 A gender evaluation of UNV operations and programming is conducted and the findings are integrated into the next UNV Strategic Framework (RMSS).
- 4 All projects in UNV10 use and report on the gender marker (RMSS).
- 5 Three brown bag lunches, knowledge cafes or other information events are held that highlight UNV initiatives or joint projects that excel on GEEW (DPS – Q2, VKIS – Q2, PPS – Q3, PCS Q4).
- 6 UNV has designated four gender focal points at P4 level or above and at least 20 percent of their combined time is allocated to gender focal point functions, including with respect to the perspectives and knowledge of the field and UN Volunteers on gender (OEC).
- 7 A UNV capacity development plan for GEEW is developed (HR).
- 8 All UNV personnel have completed the learning module on gender (HR).
- 9 Volunteer learning and communities on UNV e-campus are established and provide UNV personnel and UN Volunteers with a forum for discussion (PCS/GAT).
- 10 The UNV communications plan integrates GEEW as an integral component of internal and public information dissemination (CS).



### 3.3

## UNV'S ANNUAL UN-SWAP REPORTING

In 2012, UNV reported on the implementation of the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) for the first time. The UN-SWAP is an extremely useful tool for understanding change in gender mainstreaming in organisations, particularly related to its 15 Performance Indicators. The response letter from UN Women from July 2013 highlights a number of notable achievements in gender mainstreaming for UNV in 2012:

- » The inclusion of an indicator on gender equality in the Strategic Framework for 2014-2017;
- » UNV's commitment to develop a Gender Policy to complement its Gender Action Plan;
- » The fact that the Gender Action Team is not solely responsible for any Performance Indicators;
- » The appointment of a Gender Focal Point at P4 level with a minimum of 20% of their time dedicated to this function; and
- » The cross-sectoral nature of the Gender Action Team.

In addition, UNV's mandatory requirement for staff members to take the online course entitled "The Gender Journey" was commended. The completion rate for this course is explored in the evaluation (see sections 4.3.1 and 4.4.5).

Key recommendations for progress from the 2013 UN Women letter included:

- » Setting a benchmark for financial resource allocation; and
- » Developing and implementing a financial tracking mechanism for UNV's work related to gender equality and the empowerment of women (e.g. the Gender Marker system).

In terms of UNV's 2014 UN-SWAP reporting, a number of key aspects can be highlighted. First, UNV established a policy for each of its five global programmes to allocate 15% of its resources towards gender equality and women's empowerment programmes. Second, UNV began developing a module on Gender and Volunteering for UN Women's online training course, "I Know Gender". A commitment was also made to modify UN Women Training Centre's Capacity Assessment Tool to reflect UNV's specific mandate and learning needs. In addition, a JPO Gender Analyst was appointed to work alongside the GAT, and a Gender and Volunteerism Advisory Group Gender Network was established. Gender was mainstreamed into the core strategic documents of four of UNV's five Global Programmes (Youth Volunteers, Global Peace-Building, Basic

Social Services and Community Resilience for Environment and Disaster Risk Reduction). Volunteer Infrastructure is discussed later in the report, as the Programme Document was not developed at this stage.

UNV was congratulated in UN Women's letter on a number of aspects of its UN-SWAP reporting in 2014. First, working towards gender parity within UNV, specifically the targets of 45% female personnel at P5 and above, and 55% at all levels. Second, the appointment of a Gender Analyst to ensure that gender is integrated into the new RBM framework, and the systematic use of the Gender Marker. Third, the initiative to tailor the UN Women Training Centre's Capacity Assessment tool to UNV's needs, and the development of the mandatory satellite module of the "I Know Gender" course on Gender and Volunteerism.

**7 OUT OF 15**

UN-SWAP indicator requirements had not been met by UNV in 2015



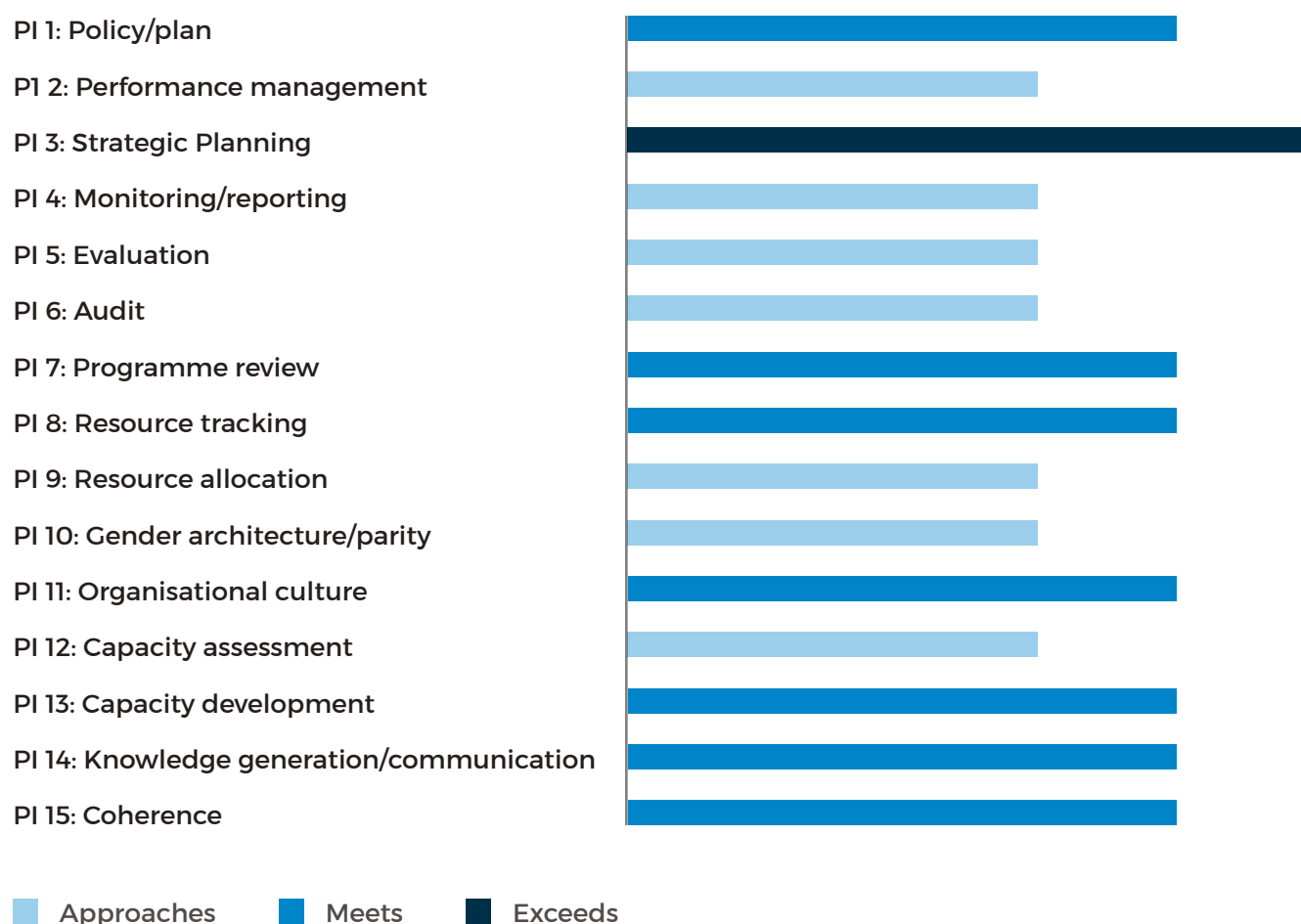
However, UN Women noted that progress was made in only one indicator between 2014 and 2015 – resource tracking. Thirteen indicators remained the same, reflecting “stalled progress” in these areas. Moreover, monitoring and reporting declined from “meets” to “approaches” requirements. Nonetheless, additional achievements for 2015 included: a transitional

action plan for gender equality work; mainstreaming gender into the Global Programme on Volunteer Infrastructure; new quality guidelines for project appraisal which include specific criteria on gender equality; the introduction of the Gender Marker system; the modification of the UN Women Training Centre’s Capacity Assessment Tool; and the inclusion of gender in the State of World

Volunteerism Report. Seven out of 15 Performance Indicators had not been met in 2015.

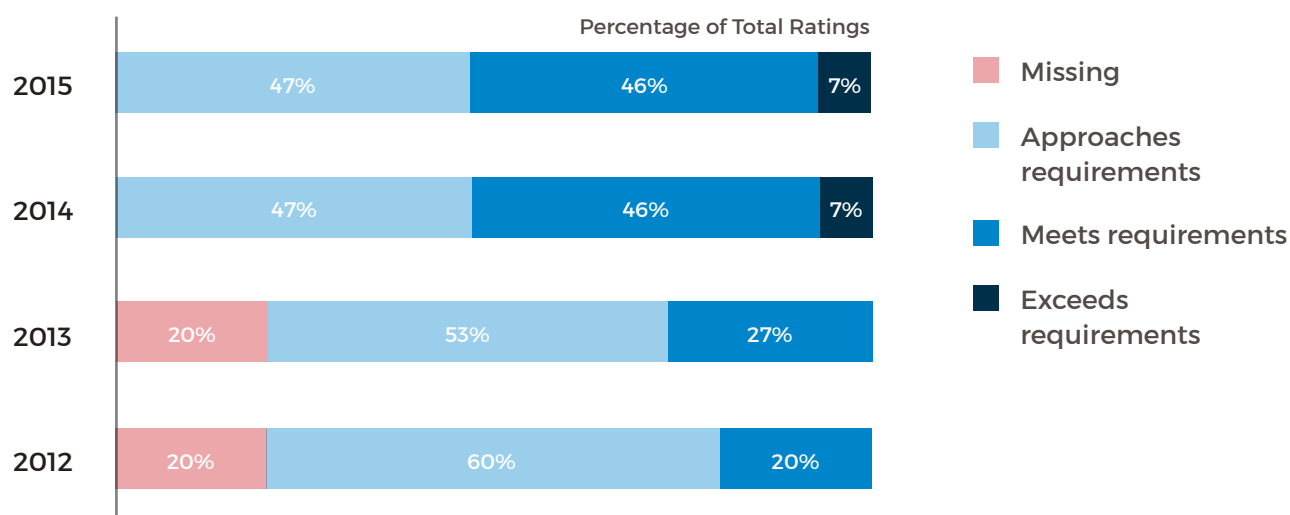
UNV’s 2015 SWAP performance was assessed by UN Women in a letter from September 2016. As shown in Figures 6 and 7 in 2015 UNV was not meeting requirements for 47% of the UN-SWAP’s indicators.

**Figure 6** Distribution of UNV’s UN-SWAP Rating by Performance Indicator





**Figure 7** UNV Comparative Analysis of UN-SWAP Ratings by Year



In terms of UNV’s comparative performance across the UN system, UNV is slightly behind. As shown in Figure 8, the UN system overall “meets” or “exceeds” requirements for 57% of the UN-SWAP’s indicators,

just 3% ahead of UNV. However, when compared to the aggregate performance of Funds and Programmes entities, UNV is “noticeably behind”. There is no publicly available information on SWAP performance by UN

entity, so it is not possible to compare UNV’s performance with specific agencies. However, UN Women identifies that in 2015 UNV was under-performing compared to similar UN entities, as set out in the introduction.

**Figure 8** UNV Comparative Analysis 2015

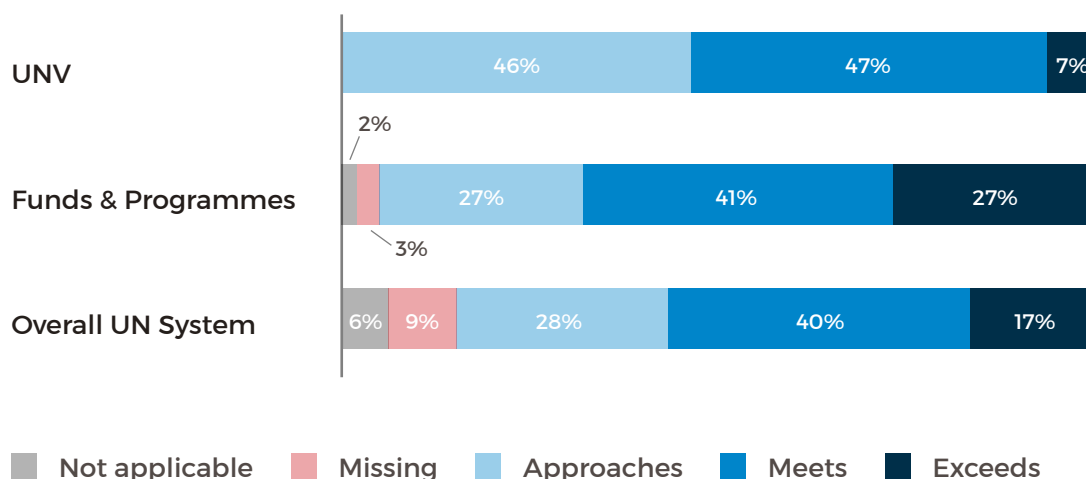




Table 2 Annual SWAP Results by Indicator

INDICATOR	2013	2014	2015	2016
Policy/Plan	Meets	Meets	Meets	Exceeds
Performance Management	Approaches	Approaches	Approaches	Meets
Strategic Planning	Approaches	Exceeds	Exceeds	Exceeds
Monitoring/Reporting	Approaches	Meets	Approaches	Meets
Evaluation	Approaches	Approaches	Approaches	N/A
Audit	Approaches	Approaches	Approaches	Meets
Programme Review	Approaches	Meets	Meets	Meets
Resource Tracking	Missing	Approaches	Meets	Approaches
Resource Allocation	Missing	Approaches	Approaches	Approaches
Gender Architecture/Parity	Approaches	Approaches	Approaches	Approaches
Organisational Culture	Meets	Meets	Meets	Meets
Capacity Assessment	Missing	Approaches	Approaches	Approaches
Capacity Development	Meets	Meets	Meets	Meets
Knowledge Generation/Communication	Approaches	Meets	Meets	Approaches
Coherence	Approaches	Meets	Meets	Meets

As UN Women have not yet provided an evaluation of UNV's 2016 UN-SWAP submission, a thorough external assessment was conducted as part of this evaluation, which was made available to UNV as an internal document to guide future submissions. Challenges remain in terms of meeting the target of compliance on all 15 Performance Indicators by 2017, with five key indicators still "approaching" requirements. Notable additional achievements for 2016 include the integration of gender results and indicators into the 2016 Performance Management and Development System. Improvement was made on three indicators – Policy/Plan, Performance Management

and Monitoring/Reporting. However, there was also regression in three indicators – Evaluation, Resource Tracking and Knowledge Generation/Communication. All UN entities were expected to meet compliance on all 15 Performance Indicators by the end of 2017. However, as indicated by UN Women, this target is unlikely to be met, and the UN-SWAP reporting is expected to continue for the foreseeable future.<sup>17</sup>

Table 2 depicts UNV's progressive advancement in achieving the UN-SWAP's 15 Performance Indicators over the years. It shows that little substantive progress was made between 2014 and

2015. Moreover, there has been regression in three indicators – Evaluation, Resource Tracking and Knowledge Generation/Communication – between 2015 and 2016. **The table demonstrates clearly the impact of an ad-hoc approach to gender mainstreaming – if gender equality is not institutionalised, progress will not be linear. Moreover, gains made can be easily lost.**

Building on this preliminary overview of gender mainstreaming in UNV from 2006 to the present day, the evaluation report now provides a more detailed account of the achievements and challenges, followed by detailed recommendations.

17. See <http://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap-brochure.pdf?vs=1101>





## DETAILED FINDINGS: RESULTS AND ACHIEVEMENTS

The detailed findings are presented in three main areas – institutional aspects; workplace issues and organisational culture; and core work and programmatic aspects. Institutional aspects covers UNV's commitment and performance in terms of gender mainstreaming. Workplace issues and organisational culture addresses policies and concerns around gender issues in the organisation. Finally, core work and programmatic aspects reviews volunteer mobilisation and recruitment, Global Programmes, UNV and joint projects and programmes. This separation is important, as both institutional aspects and organisational culture are the building blocks for successful outcomes in UNV's core and programming work.



## 4.1

## INSTITUTIONAL ASPECTS

One key success for gender mainstreaming at UNV involves the inclusion of **indicators in the 2014-2017 Strategic Framework** on the proportion of female volunteers and female staff at all levels, and the achievement of these targets. Three specific indicators on gender equality are included in the Integrated Resource and Results Matrix as follows:

In terms of meeting these targets, for Indicator 1.2.3 UNV scored itself as having specifically integrated gender equality and the empowerment of women into 90% of UNV-UN partner joint programmes/projects by the end of 2016 (35 out of 37 projects). This is explored in more detail in the next section on Gaps and Challenges. For Results Indicator

2.1a, 59% of all staff (excluding Programme Officers) are female, and for 2.1b 57% of personnel at P5 level or higher are female. For the overall UN system, women make up 43% at all levels, and 32% at P5 level and above. Only the two lowest levels (P-1 and P-2) have achieved gender parity. The highest level (UG) was lower in 2015 (27%) than it was five years prior in 2010 (31%). This demonstrates that UNV is demonstrably ahead of the UN system in terms of gender parity – 16% above at all levels, and 25% at and above. For results Indicator 3.2, 44.46% of UN Volunteer candidates proposed to UN entities are female, closely matching the target set in the Strategic Framework of gender parity in Volunteer recruitment.

Outcome 1 and Output 1.2	<p>Outcome 1: UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes</p> <p>Output 1.2: Volunteerism is integrated within UN entities' programming through the implementation of UNV-UN partner joint programmes/projects in four priority areas: (a) youth; (b) peace building; (c) basic social services; (d) community resilience for environment and disaster risk reduction.</p> <p>Indicator 1.2.3 measures the percentage of all UNV-UN partner joint programmes/projects that specifically integrate gender equality and women's empowerment, with a baseline (2013) of 44% and a target (2017) of 100%.</p>
Result Statement 2	<p>Within Institutional Effectiveness, the aim is that UNV becomes a more effective and efficient organisation, with improved systems and business practices and processes, well-managed resources and engaged personnel. Here, two gender indicators are included.</p> <p>The first relates to Result Statement 2 – Human resource management is strengthened to ensure the attraction, development, deployment and retention of a talented, diversified and productive workforce – and measures (2.1) the percentage of personnel who are female: a) at all levels; and b) at P5 and above. The baselines are a) 59% and b) 38%, with targets of 50% in both areas.</p>
Result Statement 3	<p>The final key gender indicator in the IRRM relates to Result Statement 3 – UN Volunteer management processes, policies and systems are enhanced.</p> <p>Indicator 3.2 relates to the percentage of female UN Volunteer candidates proposed to UN entities, with a target of 50% from a baseline of 30%.</p>

16. <http://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-equality-strategy-2014-2017.html>



Table 3 Basic statistical breakdown of United Nations Volunteers

	TYPE OF ASSIGNMENT			GENDER			FEMALE UN VOLUNTEERS		
2014	International	4566	72%	Female	2578	41%	International/ Female	1738	38% out of total INTL UNVs
	National	1759	28%	Male	3767	59%	National/ Female	840	48% out of total NATL UNVs
2015	International	4457	66%	Female	2905	43%	International/ Female	1752	39% out of total INTL UNVs
	National	2339	34%	Male	3891	57%	National/ Female	1153	49% out of total NATL UNVs
2016	International	4040	61%	Female	2971	45%	International/ Female	1684	42% out of total INTL UNVs
	National	2550	39%	Male	3619	55%	National/ Female	1287	50% out of total NATL UNVs
							Non-family Duty Station	1014	NATL UNVs 36% out of total UNVs in non-family DS



## 4.2

## WORKPLACE ISSUES AND ORGANISATIONAL CULTURE

In order to meet these targets, a number of specific policies and structures were put in place, in particular the inclusion of targets on female staff and Volunteers in each year's Annual Business Plan, in line with UNDP's Gender Parity Strategy 2014-2017. UNV's "One Personnel" Human Resources strategy was approved in June 2015. This strategy states that:

*"Currently, UNV does not meet the gender parity targets and, in addition, is lagging in terms of other diversity measures such as, for example, the 'north-south' balance. Therefore, in the process of implementing the pillars of this strategy, these issues should be addressed."*

This strategy also includes up-to-date statistics and analysis of gender distribution by staff level, in addition to emphasis on the importance of UNDP's Gender Parity Strategy, and the necessity of achieving gender parity on all other levels except for G5, P3 and P5, which have already reached gender parity. Specific policies include:

- » Requiring a female candidate on the list of recommended candidates;
- » Special stipulations for when gender targets are not being met;
- » Hiring manager needs to request permission from HR to select a male candidate over a female candidate in cases where an equally qualified female candidate exists; and

- » Stipulating female/focal point representation on interview panels or review bodies and the conducting and monitoring of exit interviews every 2 years.

Beyond the specific indicators and targets of the Strategic Framework, a number of other achievements can be highlighted – both in terms of institutional and programmatic aspects. On the institutional side, a target on gender equality is included in all staff Performance Management and Development. This applies to all UNV staff – at Headquarters, Regional Offices and Field Units. Changes have been made to the Conditions of Service for volunteers to revise the spousal definition and include paternity leave. Steps are also taken to promote gender balance in panels, workgroups, etc. (for both internal and external events and activities). This is usually done informally but formally in some cases.

In terms of architecture for gender mainstreaming, UNV has a Gender Action Team (GAT) in Bonn and there are Gender Focal Points in all Regional Offices. The GAT is chaired by the Deputy Executive Coordinator, a senior management position with significant influence in the organisation. Between 2013 and 2015 there was a dedicated Gender Focal Point at P4 level with 25% of her role dedicated to this function. In addition, UNV had a full-time gender specialist JPO during this time period. This allowed for some advances to be made in gender mainstreaming in UNV. The 2017 Annual Business Plan includes a specific target (Point 4) to improve UN-SWAP reporting to meet 66% of indicators, as discussed above. Leadership and oversight of the GAT 10-Point Plan of Action, outlined above, is included in the work plan for the Office of the Executive Coordinator. The current structures and resources dedicated to gender mainstreaming are discussed in detail in the following sections.

2013-2015

a Gender Focal Point at P4 level dedicated

25%

of her time to this function



## 4.3 CORE WORK AND PROGRAMMATIC ASPECTS

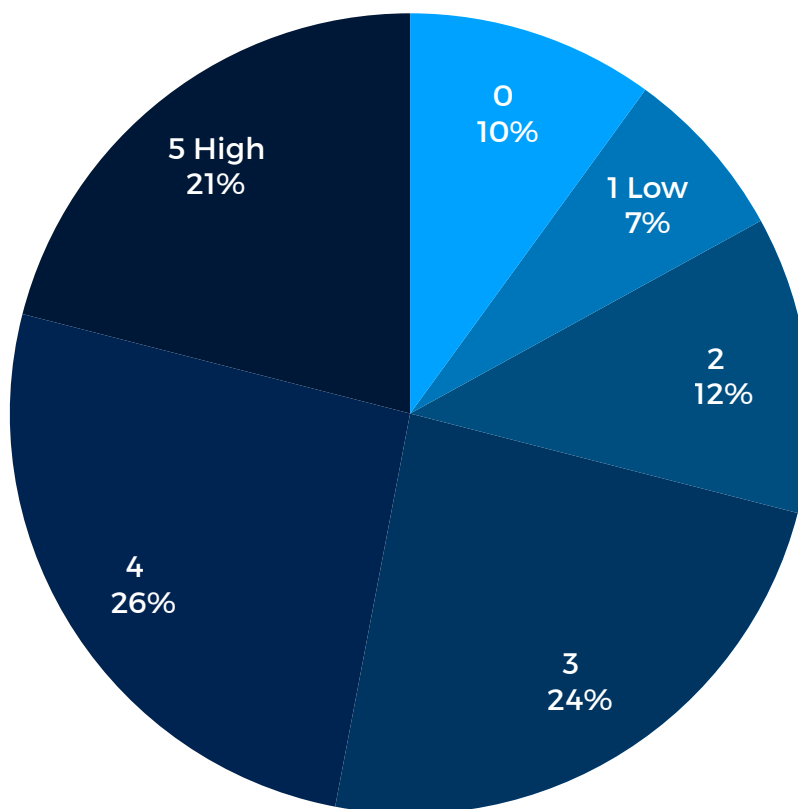
In terms of its core work and programmatic aspects, UNV has clear guidelines about the recruitment of volunteers. VRRS has made a concerted effort to increase the recruitment of female candidates for non-traditional volunteering positions. This has been a challenging endeavour, but nonetheless it is important to acknowledge these efforts in terms of UNV's core work. In addition, it is clear that many staff members and UNVs are committed to gender equality

across the organisation, and doing excellent work to promote this – through programming work, specific gender equality projects, and by working to mainstream gender across all the work of Regional Offices. In the 2016 UN Volunteers Survey, 75% of those surveyed believed that they contributed towards gender equality and women's empowerment during their assignment (see Figure 9). However, it should be noted that females tended to report lower contributions to gender equality.

# 75%

of UN Volunteers surveyed in 2016 believed that they contributed to gender equality

Figure 9 During your assignment, to what extent did you contribute towards gender equality and women's empowerment?





In 2016, 116 UN Volunteers were working specifically on gender equality assignments or projects, as illustrated in Table 4 below.

**Table 4** UN Volunteers working on gender in 2016

BY JOB TITLE	COUNT OF ROSTER #	BY POSITION TITLE	COUNT OF ROSTER #
Gender Officer	42	Programme Assistant (Gender)	1
Gender Assistant	19	Gender Expert	1
Gender Advisor	11	Specialist in Gender-responsive	1
Gender Expert	4	Specialist on Gender & Communications	1
<b>GRAND TOTAL</b>	<b>76</b>	Support Assistant for Gender	1
		supporting gender mainstreaming	1
<b>BY POSITION TITLE</b>	<b>COUNT OF ROSTER #</b>	Gender Officer For Gender Seal	1
Gender Officer	12	UNYV in Adolescence and Gender	1
Gender Assistant	8	Gender Policy Advisor	1
Gender Affairs Officer	6	Youth, Gender Equity & Human Rights	1
Gender Specialist	3	Gender Programme Analyst	1
Gender Advisor	2	Gender Programme Officer	1
Gender Affairs Officer	2	<b>GRAND TOTAL</b>	<b>62</b>
UN Youth Volunteer in Gender/Security	1		
Project Coordinator Gender & PB	1	<b>BY PROJECT</b>	<b>COUNT OF ROSTER #</b>
Gender Analyst	1	ECU Gender Humanitarian Response	12
Gender and Environment Special	1	Gender Equality and Reproductive	8
Programme Analyst (gender equality)	1	Gender/GBV Response	4
Gender and Land Tenure Campaign	1	Joint Programme for Gender Equality	3
Facilitator for Gender Equality	1	Gender	2
Gender and Peace-building Specialist	1	Gender Mainstreaming	2
UNYV in Gender-Based Violence	1	Gender Policy and program	2
Communications Officer/Gender Officer	1	Public procurement and gender	1
Gender & Community Specialist	1	VNM Goal 5 Gender in DRR/DRM	1
Gender and Social Inclusion	1	Reproductive Rights and Gender	1
Gender-Responsive Peace-building	1	Gender Equality	1
Monitoring & Evaluation and Gender Assistant	1	Gender Equality & Women's Empowerment	1
National Gender Assistant	1	National Gender Machinery	1
Programme Analyst	1	<b>GRAND TOTAL</b>	<b>39</b>
Gender Based Violence Officer	1		





## GENDER EQUALITY IS MOST STRONGLY INTEGRATED IN THE GLOBAL PROGRAMME ON **VOLUNTEER INFRASTRUCTURE**

A selection of good practices from the work of the Regional Offices can be highlighted in terms of UNV's programmatic work on gender equality:

- » A 2013 UNV Gender Training in Kenya and subsequent Knowledge Café in Bonn, sponsored by VKIS;
- » A joint UNV-UNDP project – Enhancing Gender Equality and Gender Mainstreaming in Afghanistan - is working to include indicators to explore how volunteerism impacts on gender equality;
- » In the regional events of the East and Southern Africa Regional Office there is always a focus on awareness and capacity development, equal representation, methodologies and approach, to ensure gender-sensitivity. Moreover, 50% of facilitators are women; and
- » In 2015, the East and Southern Africa Regional Office was asked to develop regional capacity in gender equality for POs in their respective region. The template was then adapted for use in West Africa and Latin America and the Caribbean.

UNV has put in place a number of procedures to ensure that gender equality is integrated at the programmatic level:

- » An allocation of 15% of each Global Programme budget

for achieving gender equality and women's empowerment outcomes;

- » A requirement to include gender analysis of gender results in all Project Concept Notes;
- » The inclusion of a gender mainstreaming quality criterion (1 of 28), namely: "How does the project mainstream gender within the narrative, results and resource framework?"; and
- » A requirement for all Project Concept Notes to be reviewed by the GAT to ensure they integrate gender in a satisfactory manner.

In terms of UNV's Global Programmes, gender is included to some extent in the analysis and targets of all five global programmes. Gender equality is most strongly integrated in Volunteer Infrastructure, which can be highlighted here as an example of good practice in gender mainstreaming in UNV's programmatic work. The Global Programme Document for Volunteer Infrastructure systematically includes gender-sensitive analysis, planning, monitoring and budgeting. It also engages with different categories of women, following good practice in intersectional gender analysis and policy. It also states that "*schemes*

*championed by women, having gender-sensitive budgets and promoting affirmative action will be prioritised*" and that a "cascading approach" will be adopted, whereby women will be disproportionately involved as leaders and agents of change to help reverse imbalances and discrimination. The Project Document includes a specific discussion of gender mainstreaming and the use of the Gender Marker, as discussed in more detail below.

In addition to UNV's programmatic work, gender equality and women's empowerment are also key lenses of the policy and evidence-based work of VKIS. For example, the 2015 State of the World's Volunteerism Report states that "**volunteerism is gendered, and the spaces in which women volunteer are gendered.**" The report presents preliminary conclusions about the potential of volunteerism to contribute to gender equality and women's empowerment, and this research is on-going in the work of VKIS. Gender is a key focus of the next State of the World's Volunteerism Report on Resilience.



UNV's external partnerships for gender equality and women's empowerment can also be highlighted here. Between 2014 and 2015 the deployment of UN Volunteers to UN Women increased by 48%. Gender is included in General Assembly Resolution 70/129 on integrating volunteerism in peace and development, on which UNV collaborated. In addition, UNV has a strong relationship with UN Women and is in discussions over possible partnerships on two flagship programmes – gender equality in disaster response management, and gender equality in humanitarian response.

In summary, a number of key achievements and successes in terms of gender equality and women's empowerment can be identified. The report now explores in more detail the remaining gaps and challenges for UNV.

**48%**

**”**

**INCREASE IN DEPLOYMENT OF  
UN VOLUNTEERS TO UN WOMEN  
BETWEEN 2014 AND 2015**



# 5

## DETAILED FINDINGS: GAPS AND CHALLENGES

As above, the findings are presented in three main areas – institutional aspects; workplace issues and organisational culture; and core work and programmatic aspects.





## 5.1 INSTITUTIONAL ASPECTS

In terms of policies and strategy, two key issues regarding the **Strategic Framework** can be highlighted. First, there is **just one mention of gender in the main Strategic Framework** document – as a cross-cutting issue. However, gender equality is not discussed as a stand-alone issue and is not mentioned in the Theory of Change, key drivers, risks or fundamental assumptions. As such, we can say that the Strategic Framework is predominantly gender-blind, even though it pays attention to gender in some areas, as set out in detail above.

“Gender pays the price”

“If you’re gender blind, you miss the boat”

“Difficult to know what should be the priority”

Second, it is not **clear what proportion of the US\$ 945 million available for achieving Outcome 1 is dedicated to implementing Output 1.2.3<sup>19</sup>**. Thus, it is not possible to assess

the availability of resources for the institutional infrastructure, human resources and training required to achieve this target. Due to the weak presence of gender equality and gender mainstreaming in the Strategic Framework, these issues are **not prioritised at a strategic level**. In practice, this means that UNV staff members do not see gender equality and gender mainstreaming as organisational priorities, and they fall by the wayside to competing priorities such as volunteer mobilisation. There are currently no clear articulations at a strategic, Executive level that gender equality is a priority, regardless of the changing funding and institutional landscape.

Across those interviewed, there was general agreement that gender mainstreaming in UNV is primarily a “**numbers game**”. Several participants expressed a concern that UNV had “gone for the easiest fix” in terms of gender equality, while others suggested there was an urgent need to understand gender as a subject that is about more than just men and women. Others maintained that UNV has come a long way in terms of gender equality – as set out above. However, it was clear that some of the targets of the

“Mainstreaming [is] relegated to numbers”

“We want to go beyond ticking boxes”

strategic framework were seen as superficial, and were not always followed through in a systematic manner. Those consulted consistently expressed a strong desire to move beyond gender equality as a “**tick the box exercise**” and move towards **seeing real achievements and concrete results, ensuring quality and impact**.

Following on from this, there has been a **lack of leadership at the highest level driving gender equality and gender mainstreaming** in UNV. While there has clearly been some commitment, this has been sporadic and ad hoc, rather than systematic, sustained and sustainable. In general, gender equality aspects have been incorporated due to external – rather than internal – pressures. Good intentions at the Executive level have not translated into implementation, and there has been a lack of political will to

19. Outcome 1: UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes. Output 1.2.3: Percentage of all UNV-UN partner joint programmes/projects that specifically integrate gender equality and empowerment of women



follow through and provide continuity in this area. **It should be noted here that both the Executive Director and the Deputy Executive Coordinator only participated in one short Skype meeting throughout the whole evaluation process, demonstrating the low priority currently given to gender equality – and evaluation – in UNV at this time.**

“UNV has honourable intentions but does not articulate itself well in terms of gender equality and gender mainstreaming”

“Information and communications that come from HQ demonstrate a lack of understanding of gender theory”

The lack of coherent leadership on gender issues is compounded by the **lack of internal communication on gender equality**. Participants in the

“Anyone in UNV not involved in Programming will struggle to see the relevance of it to their work”

evaluation agreed that there were no clear messages on either the meaning or the importance of gender equality for UNV's work, beyond a focus on male and female staff and Volunteers. In a survey conducted by OEC in September 2016, 52% of personnel were not satisfied with the gender-sensitive nature of internal communications. The figures were higher for Field Staff than those at HQ – at 55% vs. 45%, respectively. Dissatisfaction was even higher among UN Volunteers, who made up just 26% of respondents, but 36% of whom said that gender was not well incorporated in internal communications. In terms of external communications, UNV communications for International Women's Day 2016 and 2017 demonstrate a limited framing of gender equality, and focus somewhat narrowly on specific UNV projects for gender equality and women's empowerment.

Since the end of 2015 there has been **no dedicated capacity or expertise** for gender equality and gender mainstreaming in Bonn. Up until this time there was a full time JPO gender specialist and a Gender Focal Point with 25% of her time dedicated to gender equality and gender mainstreaming. However, the JPO struggled to cover all the requirements assigned to her. She was not able to influence

“What does “mainstream” mean? How can we do it? Specifically at the institutional level.”

“Someone who understands gender equality to tell us how to do it”

“When gender equality is left to taskforces and in addition to other things it's very difficult, it won't be given priority”



change within the organisation, partly because UNV was undergoing a restructuring process which consumed large amounts of staff energies, leaving little time for “extras” like gender.

At the end of the initial JPO agreement period, the contract was not renewed by UNV, leaving the organisation with neither a gender specialist nor a Gender Focal Point at the Headquarters level. As set out above, there are several individuals working across all parts of UNV with a strong commitment to, and knowledge of, gender equality and gender mainstreaming. However, this is ad hoc and sporadic, and not grounded in any formalised arrangements. The 10-Point GAT Plan of Action identifies that four Gender Focal Points at P4 level with 20% of their combined time will be appointed in 2017. However, at the time of writing, there were no clear ideas about who this would involve or how this arrangement would work in practice.

Following on from this point, it is clear that **knowledge and understanding of gender equality and gender mainstreaming is uneven across UNV staff.** As highlighted above, there is strong gender analysis in the 2015 State of the World’s

Volunteerism Report, which clearly articulates that **“volunteerism is gendered, and the spaces in which women volunteer are gendered.”** However, there has been little dissemination of these key messages, and these concepts are not widely known or understood across the organisation. To date, no capacity assessment exercise on gender equality and women’s empowerment has been conducted. At the time of writing, UN Women Training Centre’s Capacity Assessment Tool had been adapted for UNV by the Junior Programme Officer Gender Specialist. However, this was never officially adopted by UNV, and remains a priority outstanding activity. As such, the present evaluation relies on interviews and focus groups. There was wide agreement across participants in the evaluation that levels of knowledge on gender across UNV are low, and do not move much beyond an understanding of the relative presence of male and female staff and Volunteers, as set out in the Strategic Framework. A more integrated, institutional understanding of gender equality has not been developed or embedded across UNV, and there is little discussion or analysis of gender issues in the organisation. Existing materials and research

on gender and volunteerism highlighted in this evaluation could be a useful starting point for such an exercise, but these would need to be facilitated by an experienced gender expert and trainer in order to have a meaningful and effective conversation. Nonetheless, it is clear that there are pockets of strong gender expertise across UNV – for instance, among Section Chiefs, Regional Gender Focal Points, and some Regional Managers and Programme Officers.

This inconsistency in terms of knowledge and expertise is grounded in the **low levels of gender training currently provided to UNV staff.**

As noted above, the UNDP “Gender Journey” online course is a mandatory requirement for all staff at all levels of the organisation. However, completion rates are only 52%. As discussed above, a Gender and Volunteerism satellite module of UN Women’s “I Know Gender” has been developed in collaboration with the UN Women Training Centre. However, at the time of writing this is not yet online, and therefore cannot be assessed. Moreover, as there is no up-to-date capacity development plan for gender equality and gender mainstreaming at UNV, it is not clear how this training module will be integrated into staff and



Volunteer learning priorities, especially given the low completion rates of the current compulsory online gender course. The limitations of online courses for gender equality are well documented, and to follow best practice should be accompanied by face-to-face training<sup>20</sup>.

It should be noted that in order to meet requirements for the Capacity Development indicator on the UN-SWAP, staff must complete a two-day face-to-face training on joining the organisation, then a one-day face-to-face training for each following year. There is currently no face-to-face gender training provided for UNV staff at Headquarters and Regional Offices; or to UN Volunteers working in Field Units, Programmes and Projects. A short session on gender mainstreaming was included in the Field Unit Induction Workshops of 2013 and 2014. However, since the departure of the Gender Specialist and the end of the Gender Focal Point model at Headquarters, there is no substantive gender component in the training and induction of UN Volunteers, although some presenters do discuss gender in relation to social inclusion. The recent training for Youth UN Volunteers also included no gender component. **This can be**

**highlighted as a strong missed opportunity to influence volunteers and their work in placements and communities in terms of gender equality and women's empowerment. Moreover, if volunteers are not trained in the importance of gender equality and**

“We were told that we don't have space for gender in the training. Why do we need to fight to have an hour on gender?”

Specific knowledge gaps identified by this evaluation include:

- ✓ Understanding gender equality beyond a quantitative perspective;
- ✓ How to include Gender Mainstreaming in budget, programming and embedding in policy; and
- ✓ How to integrate gender into all stages of the project cycle – analysis, design, implementation, monitoring and evaluation.

“The gender person struggling in the corridors”

“Gender equality cannot be achieved by accident. It needs intention and attention, and resource allocation”

“Need someone who is a pusher or it is not going to happen.”

Currently, there are no **substantive structures or resources** for gender equality at an operational/institutional level. This leaves many staff – across the spectrum of HQ staff, Regional Office staff and gender UN Volunteers – without any human or financial resources to promote gender equality or ensure gender mainstreaming in their work. As such, there is **no budget for internal gender mainstreaming, and no specialist expertise or capacity to guide this process.** Possibly as a result of this lack of expertise and capacity,

20. UN Women Training Centre (2015) Virtual Dialogue Final Report: Online and Mobile Training for Gender Equality, 20-27 February 2015. Santo Domingo: UN Women Training Centre.



## 5.2 WORKPLACE ISSUES AND ORGANISATIONAL CULTURE

budget requests for gender equality activities are currently lacking. Moreover, there are no clear methods for tracking how much money is spent on gender equality at the institutional or programmatic levels. Budgets for programmatic work are discussed in more detail below.

The Gender Action Team was reinstated in 2016. The Gender Action Team can be commended for its wide representation across each Section of the organisation. However, a number of challenging issues can be identified with the current GAT model:

- » Membership is based on interest, rather than capacity or expertise in gender issues;
- » Members do not currently receive any specific training to provide them with the necessary expertise to fulfil their GAT functions;
- » Members do not necessarily agree on the meaning of gender equality and gender mainstreaming, and their specific relevance within the context of UNV;
- » Members are not given additional time or credit for participation in the GAT, so this is in addition to their full-time workload;
- » Members do not necessarily have authority and accountability for gender equality in their Sections; and
- » There is no consistent managerial structure nor any accountability lines for implementing GAT recommendations.

As noted above, gender equality is integrated into all staff PMDs. However, there was a clear **lack of understanding across the board among managers** of how this should be done and what this means in practice. This is particularly striking in the more technical or operational aspects of the organisation, such as IT. Several managers – both in Headquarters and Regional Offices – highlighted that there was no support or guidelines available for developing and monitoring the gender equality target in staff PMDs. As such, the integration of gender equality into PMDs can be considered

a somewhat limited tool for gender mainstreaming in its current form. General guidelines are available from UNDP, but no specific support or expertise is available to UNV managers in completing this task.

A number of participants asserted that there were no gender equality issues within the workplace at UNV, and that it is a “family-friendly” organisation. However, findings from the interviews and Global Staff Survey Results from 2014 and 2016 suggest that this is not the case, and that there is a strong **perception gap in workplace**

Figure 10 Gender Gaps in 2014

A “gender gap” was evident in the 2014 total UNDP results; males tended to be significantly more favorable than females. Total UNDP averaged a 9-point gap for the 5 items with the biggest gender gap, shown below. The table shows the results for this office. In general, gender gaps should not exceed 4 points.

	FEMALE OFFICE % FAVORABLE	MALE OFFICE % FAVORABLE	GENDER GAP
The workload is distributed fairly in my office (Q.50)	30	45	15
My management team effectively manages conflicts and grievances in my office (Q.60)	40	53	13
Job provides: A chance to have your ideas adopted and put into use (Q.3)	35	57	22
Onboarding of personnel (Q.18)	26	40	14
Creating an environment of openness and trust (Q.47)	36	57	21
Average Office Gender Gap			17

Note: Favorable scores and gender gaps will not be shown unless there are at least 6 males and 6 females. Any minus scores indicate males are less favorable than females.



**issues and organisational culture between male and female staff.** As demonstrated in Figure 10, a number of strong gender gaps were identified in the 2014 Global Staff Survey. Following the 2014 GSS, a number of actions were identified for addressing these gaps, such as “conduct[ing] gender sensitive training with managers on conflict and grievance management with regularly available ongoing coaching.” However, it appears that such gender-sensitive training with managers has not been conducted to date. As such, the concerns of female staff were not substantively addressed between the two survey periods.

A similar analysis of the results was conducted for the purposes of this evaluation, highlighting the five items with the biggest gender gaps.

Across UNDP, the average gap for the five items with the highest gender gap was 14%, an increase from the 9% of 2014. It should be noted that UNV’s gender gap is more than double the UNDP average.

This analysis of the results of the GSS 2016 demonstrates that the **gender gap has widened substantively since**

**2014-2016**

**the perceived gender gap for the top five items has widened by 17 points, according to GSS surveys**

**Table 5** Global Staff Survey 2016 UNV Results  
highest gender gaps

ITEM	FEMALE OFFICE % FAVORABLE	MALE OFFICE % FAVORABLE	GENDER GAP
My management team clearly communicates the importance of ethics.	47	85	38
In UNDP* managers and staff communicate openly and honestly.	38	75	37
In my office, excellent performance is recognized and celebrated at all levels.	30	64	34
My management team acts in ways consistent with what they say.	40	73	33

**the 2014 survey.** This can be considered a matter of urgency to be addressed by UNV in order to ensure that gender gaps in the staff experience are narrowed. Dissatisfaction among female staff was expressed by participants across a range of levels of seniority. One staff member discussed how her part-time working request after returning from maternity leave was not put forward by her Section Chief to Human Resources, despite UNDP policy stating that part-time work will be considered favourably. As such, she concluded that UNV is not a family-friendly place to work, and would find it difficult to have another child

whilst working at UNV. Other – more senior – staff described a masculine management culture, in which women are held to different standards than men and expected to adapt their management styles to be non-confrontational. One staff member reported that her Section Chief joked about her pregnancy holding up a project, making her feel uncomfortable and embarrassed. A range of participants suggested that UNV’s workplace culture is very masculine – despite the high numbers of female managers – and that discussions in meetings and events are dominated by men, with men speaking much more than women.





“

If I want technical support on gender I will go to another agency

”

**In terms of the relationship between the Headquarters and Regional Offices, there are clear issues in terms of support and communication on gender equality and gender mainstreaming.** Regional Managers and Gender Focal Points recounted how they had repeatedly made requests to HQ for support on gender equality aspects. Requests for specific gender expertise were met with the response that this would not come from HQ level – rather, Regional Offices needed to

seek their own resources and expertise for gender training. Other alternatives offered included seeking expertise or funding from UN Women. For example, the outgoing JPO Gender Specialist provided some training on gender, but this was done at the Regional Office level, independently from HQ. The Gender Focal Points in the Regional Offices interviewed said that if they need gender expertise, they contact experts they already know, or seek help from other agencies with a gender specialisation. **However, this is a missed opportunity as there is no specific expertise on gender and volunteerism, and as such the potential for contributing to knowledge in this field is lost.**

Gender Focal Points at the Regional Office level were not aware of the current composition or activities of the GAT, and have no formalised relationship with this group. Links have been established between Gender Focal Points in the Regional Offices, but not between these and the GAT, or any other structures at HQ level. As a result, many initiatives with the potential to increase knowledge and evidence on gender equality and volunteerism are missed by HQ. There is little institutional memory for good practices in gender equality, and these are not documented or followed up in any systematic way.



## 5.3

“

There is a spot for gender in the concept note but this is fluff.

”

As noted above, there are a number of procedures to ensure that gender equality is integrated at the programmatic level. However, the effectiveness of these measures for ensuring that gender equality is integrated into programmes and projects can be questioned. First, it is **not clear how the 15% commitment of each Global Programme budget for achieving gender equality and women's empowerment outcomes is allocated, tracked, or monitored.** Those working on programmatic aspects at HQ and regional levels were not clear how this 15% filtered down to the project level in practice. In terms of the inclusion of gender analysis in project Concept Notes, only 200 words are allowed for this analysis. No explanation is given of what gender analysis means or how it can be conducted, nor is there any explanation of specific tools used for gender analysis in development programming. Coupled with the low levels of gender knowledge already identified in the evaluation, this means that **gender is not integrated in any substantive way in the project design process**, unless the project is specifically addressing gender equality or women's

empowerment issues. In practice, this often means that the parity aspect of gender is the only issue considered, while more substantive questions are not addressed.

Next, gender mainstreaming is only one of 28 criteria in the quality control process. As such, it can easily get lost when competing organisational priorities come into play in the project approval process. Finally, the requirement for all Project Concept Notes to be reviewed by the GAT is not necessarily sufficient for ensuring that all projects integrate gender in a satisfactory manner. As noted above, GAT members are not necessarily gender experts and there is currently no specific gender expertise within UNV. As such, this review process may not be the most appropriate means of ensuring the integration of gender equality considerations at the project level. In addition, it is not clear how this translates into practice. In the minutes of the Programme Approval Board meeting, of the 29th April 2016, for example, gender is not discussed at any point.

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Gender mainstreaming is only

1 OF 28

criteria in the current quality control process

UNV IS DOING OKAY IN GENDER PROGRAMMES, BUT OTHERWISE GENDER FALLS BY THE WAYSIDE.

”



While gender is acknowledged as important in all Global Programme documents, it's difficult to argue that it is *fully mainstreamed* in any of these, with the possible exception of Volunteer Infrastructure, as discussed above. For example, gender is not mentioned in any of the following programmatic documents:

- » Peace-building Project Document;
- » Resilience and DRR Project Document;
- » 2-page summary of Resilience and DRR;
- » Social Services Project Document; and
- » Global UN Youth Volunteer Project Document.

As part of the evaluation process, a review was conducted of a sample of approved Project Concept Notes from 2016. The following observations can be made:

“

If the Gender Marker is not highlighted, it does not become part of the quality control process.

”

“

Not just a topic to talk about in workshops, but to integrate into systems.

”

- 1 Youth-Mullah Volunteer Caravan on Gender Equality and Rights in Afghanistan – integrates gender analysis, outcomes and results, and has a specific focus on gender equality.
- 2 Central African Republic Joint Project in Support of the Special Criminal Court – no gender analysis is apparent in the situation analysis. The gender results are under-developed, and it remains difficult to understand how gender can be mainstreamed while foregoing gender analysis.
- 3 Facilitating China's Involvement in the Development of International Volunteer Service Through One Belt One Road – does not include gender in the situation analysis. Nevertheless, gender results are detailed and well thought through.
- 4 Democratic Republic of Congo Global Youth and women participation to local social cohesion, governance and early development investment opportunities in North Kivu – provides no specific explanation of whether a gender analysis was conducted. While women's inclusion and access are discussed in terms of gender results, no clear gender equality outcomes are specified.
- 5 Turkey Strengthening social and economic integration of Syrian women in Turkey through a volunteer network – discusses the need for gender analysis and results. However, although it examines employability and livelihoods, no specific gender equality outcomes are specified.
- 6 Zimbabwe Supporting Enhanced Climate Action for a Climate Resilient Pathway – does not include a discussion of gender in the situation analysis. However, there is a discussion of gender results in terms of the gender-sensitivity of climate resilience plans.

This brief, preliminary review confirms that there is currently no substantive gender analysis conducted at the programme review level. While many projects employ a strong analysis at the design stage, others do not, and there is currently little incentive or training to ensure that this is done in a systematic way.

One issue which exemplifies this ad hoc approach to integrating gender equality is the **uneven application of the Gender Marker system**. While each project in UNV is marked in terms of its Gender Marker score, there has been little training or support offered on how to do this. An internal assessment was conducted of 151 UNV projects in January 2017, revealing the following Gender Marker scores:



Table 6 Gender Marker scores for UNV projects (2017)

GENDER MARKER SCORE	NUMBER OF PROJECTS	% OF PROJECTS
Gender Marker 0	21	13.91%
Gender Marker 1	76	50.33%
Gender Marker 2	34	22.52%
Gender Marker 3	18	11.92%
Missing	2	1.32%

The new project document includes a requirement to include the Gender Marker on the cover page, but this is currently not done in any systematic way. While the Gender Marker is included in the Atlas system, this is not reflected in UNV's standard operating procedures. There is currently no capacity for reporting on the Gender Marker at HQ level, and there has not been a cross-project, cross-continent analysis of Gender Markers. Several of the participants highlighted that staff need guidance in order to apply the Gender Marker system, otherwise it is de-prioritised and will only be implemented on an ad hoc basis by knowledgeable, committed individuals.

As noted in the section above, research is currently being conducted for the State of the World's Volunteering Report on volunteerism and gender equality. However, two key issues can be identified here in terms of knowledge and understanding of gender and volunteerism, and gender equality within the

overall work of UNV. First, while there are many assumptions made about the contribution of volunteerism to gender equality and women's empowerment, these are not currently backed up with analysis or research. There are key gaps in knowledge and evidence on the relationship between volunteerism, gender equality and women's empowerment. These were set out clearly in the 2014 Evaluation of Volunteer Infrastructure, which focussed specifically on gender issues, and can be summarised here:

**On gender and social inclusion:** Gender dynamics and gender issues have not been well promoted within VI projects; certainly **gender has not been mainstreamed**. Gender within VI projects, most commonly understood as the ratio of female to male volunteers/trainees, is not consistently integrated into basic programming.

There are only a very few examples of specific outreach efforts to target women amongst the VI projects or gender training, and little formal consideration of how the gender dimension affects the process of volunteer recruitment, deployment and management.

**On project implementation:** UNV should analyse gender within VI projects beyond the ratio of female to male volunteers/trainees; this could be achieved partially by standardising gender-responsive project indicators. UNV should integrate gender into basic programming through supporting projects to set project-level gender strategies, promote gender training and formulate gender policy in coordinating bodies/implementation agencies. More VI projects



should include specific outreach efforts to target women amongst the VI projects and initiatives to understand gender differences in control/ access to project resources. Research into how the gender dimension affects the process of volunteer recruitment, deployment and management could be included in objectives of some projects. There may be further examples of gender-related programming, but due to poor M&E practices and low awareness/ understanding of the gender dimension, the relevant data is not being captured to [provide] evidence [of] these. However, this means that there could be some “quick wins” on gender, if UNV were to corporately scrutinise practices and redouble efforts to inspire and/or capture positive practice.<sup>21</sup>

Further issues were highlighted during the evaluation process, such as:

- » The lack of sex-disaggregated data collected on the reach of UNV projects;
- » The lack of substantive discussions over the gender

aspects of parity, for example the deployment of more women in conflict zones;

- » A lack of analysis of key gendered questions and issues in volunteering – for example, women’s unpaid work and unpaid contributions to communities; and
- » No clear understanding of the challenges and bottlenecks in relation to gender equality and women’s empowerment and strategies to overcome these.

The 2009 Concept Note on Gender and Volunteerism highlights a number of clear questions that have not yet been substantively addressed:

- » To what extent does change through volunteerism at the micro level impact on gender roles and relations at the organizational or macro level?
- » Conversely, how does change at the macro level affect how women and men volunteers carry out their work?
- » How can volunteerism, involving a range of partner organisations, shed light on the need to address gender dynamics in society?

Even within UNV’s flagship gender equality project – Partners for Prevention (P4P) – the relationship between volunteerism and the prevention of gender-based violence has not been defined or analysed. As such, it is difficult to articulate the impact of the project at the community level in terms of

“ If we are not looking at our work through a gender equality lens, we don’t know if any harm is being done. ”

gender equality outcomes. While there is qualitative data on the individual transformative impact on male volunteers in terms of attitudes and behaviours, there is currently no analysis beyond the individual level. In this case, a Theory of Change for the impact of volunteerism on preventing gender-based violence has not been conducted, creating a missed opportunity to identify a clear relationship between these areas.

In short, gender equality and gender mainstreaming are not institutionalised in UNV, and to date have been dependent on the will of individuals at different levels of the organisation to push these issues forward.

21. Centre for International Development and Training (2014) Thematic Evaluation of UNV Contribution to Volunteer Infrastructures. Telford: University of Wolverhampton. Retrieved from <https://erc.undp.org/evaluation/documents/download/8532> [29 March, 2017]



# 6 CONCLUSIONS





## RESULTS & ACHIEVEMENTS

Indicators in the 2014-2017 Strategic Framework - on the proportion of female volunteers and staff at all levels - and the integration of gender equality into all projects - and achievement of these targets

A target on gender equality is included in all staff PMDs

Gender Action Team at HQ and Gender Focal points in all ROs

Strong commitment to gender equality from many staff and volunteers

Gender equality and women's empowerment are key lenses of the policy/evidence-based work of VKIS

Many staff and UNVs promoting gender equality via programming work, specific gender projects, and mainstreaming gender across ROs' work

## GAPS & CHALLENGES

Gender equality remains a "numbers game" or "tick box exercise"

Lack of human and financial resources for gender equality, and lack of training, leading to low capacity

No dedicated capacity or expertise for gender equality/mainstreaming at HQ

No substantive structures or resources at an operational/ institutional level

Innovative Initiatives are not scaled-up or included in institutional memory

Gender equality and gender mainstreaming are not institutionalised



The over-arching Conclusions of this evaluation are as follows:

#### What have UNV's key results or achievements been, to date, in terms of gender equality and gender mainstreaming?

UNV has made **some good progress** in terms of gender equality and gender mainstreaming. One key success involves the inclusion of **indicators in the 2014-2017 Strategic Framework** on the proportion of female volunteers and female staff at all levels, and the achievement of these targets. In addition, a target on gender equality is included in **all staff Performance Management and Development (PMDs)**. UNV has a Gender Action Team in Bonn and there are Gender Focal Points in all Regional Offices since 2015. There are **many staff members and UN Volunteers committed to gender equality across the organisation**, and doing excellent work to promote this – through programming work, specific gender equality projects, and working to mainstream gender across all the work of Regional Offices. Gender equality and women's empowerment are also **key lenses of the policy and evidence-based work of VKIS**. All stakeholders who participated suggested there is a **strong commitment to gender equality by many staff members and Volunteers at UNV**.

#### What are the key gaps and challenges for UNV's work on gender equality and gender mainstreaming?

Nevertheless, **substantive gaps and challenges remain**. There was general agreement across the stakeholders consulted that UNV is currently at the level of gender equality as a **"numbers game"** or a **"tick the box exercise"**. This is compounded by the fact that since the beginning of 2016 when the Junior Programme Officer left there has been **no dedicated capacity or expertise** for gender equality and gender mainstreaming in Bonn. As such, there are currently **no substantive structures or resources** for gender equality at an operational/institutional level. This leaves many staff – across the spectrum of HQ staff, Regional Office staff and gender UN Volunteers – without any human or financial resources to promote gender equality or ensure gender mainstreaming in their work.

This is a missed opportunity, as many innovative initiatives and activities remain at the national or regional level and are **not scaled up or included in UNV's institutional memory**. Moreover, **lack of training on gender equality** – for the Gender Action Team, HQ staff, Regional Offices, Field Units, UN Volunteers – means that overall capacity for understanding and implementing gender equality across the organisation is very low. **In short, gender equality and gender mainstreaming are not institutionalised in UNV, and to date have been dependent on the will of individuals at different levels of the organisation to push these issues forward.**

#### What can be done to build on these achievements and

In terms of building on achievements and addressing key gaps, the findings were highly consistent across the stakeholders. Five over-arching themes can be highlighted here, which feed into the recommendations of the evaluation report, outlined in Section 6:

- » First, UNV needs to **develop a clear understanding of what gender equality, women's empowerment and gender mainstreaming mean** in relation to UNV's mandate – volunteer deployment, programming, and the promotion of volunteerism. This should also be backed up with substantive gender analysis of UNV's work, including how volunteerism is gendered, and how volunteerism contributes to gender equality and women's empowerment.
- » Second, gender equality needs to be integrated into organisational priorities at the highest level. This includes **substantive inclusion in the new Strategic Framework and the transformational plan** – as discussed in more detail in the report – as well as a Gender Policy and a Gender Mainstreaming Strategy. The current 10-point GAT Plan of Action cannot currently be considered a policy as it is not backed up with a clear implementation plan or any budget allocations. However, it is a welcome start on which to build to develop such a policy/strategy. Senior management also need to demonstrate a clear commitment to gender equality and women's empowerment, in terms of internal and external communications.



- » Third, **financial resources for gender equality and gender mainstreaming should be allocated and systematically tracked**, as mandated by the UN-SWAP and UNDP Gender Equality Strategy. This should be done both at the operational/institutional level and the core work/programmatic level to ensure that specific budget lines are allocated for gender equality in volunteerism and gender equality through volunteerism.
- » Fourth, **clear structures for gender equality and gender mainstreaming should be established within UNV**. This involves at a minimum a gender focal point at P4 level allocating 20% of their time, *in addition* to a dedicated full-time gender specialist with specific expertise to support the organisation at all levels – HQ, Regional Offices, Field Units and UN Volunteers. This can be complemented and supported by the GAT. However, as all members of the GAT are not gender specialists and their participation is not reflected in their work plans, the impact and capacity of this structure is currently limited. GAT members should receive substantive training in gender equality and gender mainstreaming as an incentive to contribute actively to the group. If a GAT structure is maintained, steps should be taken to ensure that Gender
- » Fifth, **Senior management need to address gender gaps in the workplace**, as identified in the Global Staff Survey 2014 and 2016. Steps need to be taken to identify the roots of these gender gaps and demonstrate a clear commitment to reducing these. This requires – at a minimum – gender training for senior managers and a gender-sensitive internal communications strategy.
- » Sixth, **training and capacity development on gender equality and gender mainstreaming** are urgently needed at all levels of the organisation - HQ, Regional Offices, Field Units and UN Volunteers. While the new online module on Gender and Volunteerism will address this to a certain extent, the well-documented limitations of online learning mean that face-to-face training is also required for all Personnel and UN Volunteers<sup>22</sup>. In order to develop this, a capacity assessment exercise on gender equality and gender mainstreaming should first be carried out, followed by a capacity development strategy. The training programme should follow best practice in the field to ensure maximum impact on the organisation and its work and should be developed and implemented in collaboration with a specialist
- » Finally, **gender equality and women's empowerment need to be more systematically integrated into UNV's core work and programming**. This involves reviewing a range of procedures and documents from a gender perspective, with the support of a Gender Specialist. These include: Descriptions of Assignment; Project Concept Notes; Volunteer Induction; MOUs with partner agencies, etc. Specific tools and indicators are also required to monitor the impact of UNV's work on gender equality and women's empowerment. These also need to be developed using specialist expertise in gender and volunteerism.

22. UN Women Training Centre (2015) Virtual Dialogue Final Report: Online and Mobile Training for Gender Equality, 20-27 February 2015. Santo Domingo: UN Women Training Centre.





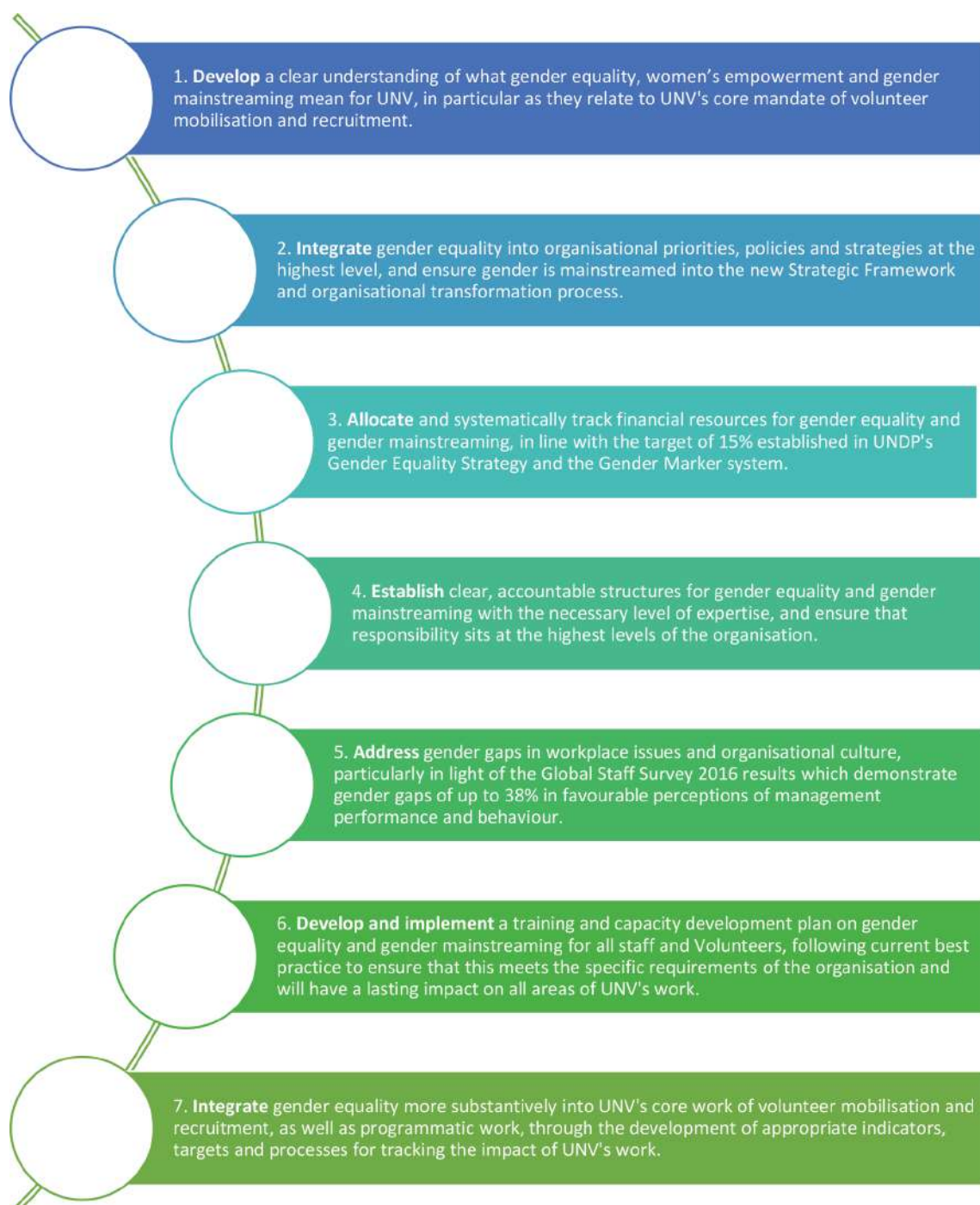


# 7 RECOMMENDATIONS





7 over-arching recommendations can be developed from the evaluation process:



(Based on a design from Evaluation of the UNDP Contribution to Gender Equality 2015  
<http://web.undp.org/evaluation/evaluations/thematic/gender.shtml>)



# 8 ACTION POINTS





## 8.1 RECOMMENDATION 1

**Develop a clear understanding of what gender equality, women's empowerment and gender mainstreaming mean for UNV, in particular as they relate to UNV's core mandate of volunteer mobilisation and recruitment.**

More specifically,

- » Articulate clearly how gender equality and women's empowerment are relevant to UNV's core mandate.
- » Identify UNV's potential contribution to gender equality and women's empowerment, under the umbrella of SDG5.
- » Develop a clear theory of change for gender equality both in and through volunteerism.
- » Conduct substantive gender analysis of UNV's work, including how volunteerism contributes to gender equality and women's empowerment, and explore how different aspects of volunteerism – such as volunteer mobilisation and deployment – are gendered.
- » Develop a solid evidence base around gender equality and volunteerism.
- » Include a gender lens in each State of World's Volunteerism Report.
- » Create a plan for mobilising and disseminating the knowledge created through the organisation on gender equality and volunteerism.

## 8.2 RECOMMENDATION 2

**Integrate gender equality into organisational priorities, policies and strategies at the highest level, and ensure gender is mainstreamed into the new Strategic Framework and organisational transformation process.**

More specifically,

- » Issue clear, consistent messages from the highest levels of the organisation that gender equality and gender mainstreaming are strategic priorities for UNV, in line with requirements for all UN entities.
- » Identify appropriate indicators and targets for gender equality to be included in the new Strategic Framework, drawing on systematic gender analysis and specific gender expertise.
- » Clarify how gender issues – both internal and core work/ programmatic – will be taken into account and addressed in the 2017 Transformational Plan.  
  
Integrate gender equality in the new Strategic Framework in a systematic manner. Gender should be both mainstreamed into all areas and included as at least one specific output.
- » Develop a clear Gender Equality Policy and Gender Mainstreaming Strategy for UNV, with a clear baseline and targets and accompanying plan to achieve these targets.



### 8.3 RECOMMENDATION 3

**Allocate and systematically track financial resources for gender equality and gender mainstreaming, in line with the target of 15% established in UNDP's Gender Equality Strategy and the Gender Marker system.**

More specifically,

- » Allocate specific budget lines for both institutional and programmatic aspects of gender equality, for example a benchmark of 15% of all funding as currently committed in Global Programmes, and develop guidelines to monitor how this 15% is used at the programme and project levels.
- » Set clear budget lines and priorities for each Section in relation to achieving gender equality and gender mainstreaming.
- » Follow UN-wide best practice in tracking resources for gender mainstreaming and gender equality, such as the Gender Marker system, and ensure that this is systematically implemented with appropriate support from gender experts as needed.

### 8.4 RECOMMENDATION 4

**Establish clear, accountable structures for gender equality and gender mainstreaming with the necessary level of expertise, and ensure that responsibility sits at the highest levels of the organisation**

More specifically,

- » Appoint a full-time gender specialist to provide dedicated expertise on gender and volunteerism to Headquarters, Regional Offices, Field Units and UN Volunteers. Failing this, establish a Long-Term Agreement with a senior gender expert to provide specific expertise as required.
- » Establish clear lines of accountability for implementing gender equality and gender mainstreaming in UNV and ensure that responsibility sits at the highest level
- » Appoint a Gender Focal Point at P4 level or above with at least 20% of their time dedicated to gender issues, in line with UN-SWAP requirements.
- » Maintain the Gender Focal Point system at the Regional Office level, and consider the possibility of appointing Gender Focal Points at the country level. Ensure Gender Focal Points are supported, following best practice at the UN level.

#### MINIMUM UN GOOD PRACTICE FOR GENDER FOCAL POINTS

1. Clear terms of reference
2. Balance between women and men, junior and senior staff
3. Responsibility and accountability for gender mainstreaming rests with senior managers
4. Gender Focal Points should be involved in internal decision-making processes
5. Attention to how this fits within institutional memory and changes in staffing to ensure knowledge and expertise is not lost.<sup>23</sup>

23. OSAGI (2001) UN System-wide Gender Focal Point Study. New York: OSAGI. Available: <http://www.un.org/womenwatch/osagi/gmfpstudy.htm>



- » Define – in collaboration with the gender expert – the most appropriate internal structure for gender equality. If a GAT structure is maintained, ensure it meets the following criteria: participation in the GAT is

reflected in members' work plans; GAT members receive specialist, in-depth training on gender equality, which is specific to UNV; the entity has sufficient authority to implement gender equality and

gender mainstreaming; Gender Focal Points from Regional Offices are actively included in the GAT structure; and the GAT is represented on UNV's decision-making bodies.

## 8.5 RECOMMENDATION 5

**Address gender gaps in workplace issues and organisational culture, particularly in light of the Global Staff Survey 2016 results which demonstrate gender gaps of up to 38% in favourable perceptions of management performance and behaviour**

More specifically,

- » Analyse the results of the GSS 2016 and develop a consultation process for addressing workplace issues and concerns with organisational culture, involving open discussions on gender equality issues within the workplace at UNV.
- » Conduct gender-sensitisation training for Section Chiefs, as identified following the GSS 2014 but not conducted.
- » Provide clear guidelines and training on integrating and monitoring gender equality targets on staff PMDs.
- » Analyse harassment and discrimination reporting procedures for UN Volunteers, and ensure these are fit for purpose.
- » Develop an Action Plan or Strategy for improving internal communications – both in terms of gender-sensitive communications and communication on gender equality issues.

## 8.6 RECOMMENDATION 6

**Develop and implement a training and capacity development plan on gender equality and gender mainstreaming for all staff and Volunteers, following current best practice to ensure that this meets the specific requirements of the organisation and will have a lasting impact on all areas of UNV's work**

More specifically,

- » Conduct a capacity assessment exercise to determine levels of gender knowledge and understanding across all staff and Volunteers. As part of this exercise, find out why completion rates of the UNDP "Gender Journey" course are only 52% and identify different training requirements for different levels and areas of the organisation.
- » Based on the results of the capacity assessment exercise, develop a comprehensive gender training and capacity development strategy for staff and Volunteers. The



strategy should incorporate, as a minimum: a two-day face to face gender training for all UNV staff; a one-day face to face gender training for all Volunteers; and specialist in-depth gender training for GAT members.

- » Design and implement the training programme following best practice in the field to ensure maximum impact, in collaboration with a specialist in gender training and

specifically tailored to the needs and context of UNV. The training programme should build on the work already done on gender training in UNV – for example the gender training conducted by the East Africa Regional Office in 2013 – in order to build institutional memory and develop the capacity of Regional Offices.

- » Once available, conduct a pilot of the online module in Gender and Volunteerism to

ensure it is effective. Develop a plan for ensuring all staff and Volunteers complete the online module, and embed this clearly within the gender training and capacity development strategy.

- » Establish concrete measures for continually assessing and evaluating the impact of gender training and capacity development in UNV.

## 8.7 RECOMMENDATION 7

***Integrate gender equality more substantively into UNV's core work of volunteer mobilisation and recruitment, as well as programmatic work, through the development of appropriate indicators, targets and processes for tracking the impact of UNV's work***

More specifically,

- » Develop specific tools and indicators for measuring the impact of UNV programmes on gender equality and women's empowerment at all levels – individual, community, national, UN agencies. These should be context-specific, and allow for concrete gender analysis in different settings.
- » Allocate clear budget lines for tracking the 15% target for gender equality and women's empowerment and integrate this into the Annual Work Plans of HQ Sections and Regional Offices.
- » Conduct a pilot study with two or three projects in different

regions to test the revised tools and indicators and explore their impact in more concrete terms. This can then be assessed, reviewed and scaled-up to other levels.

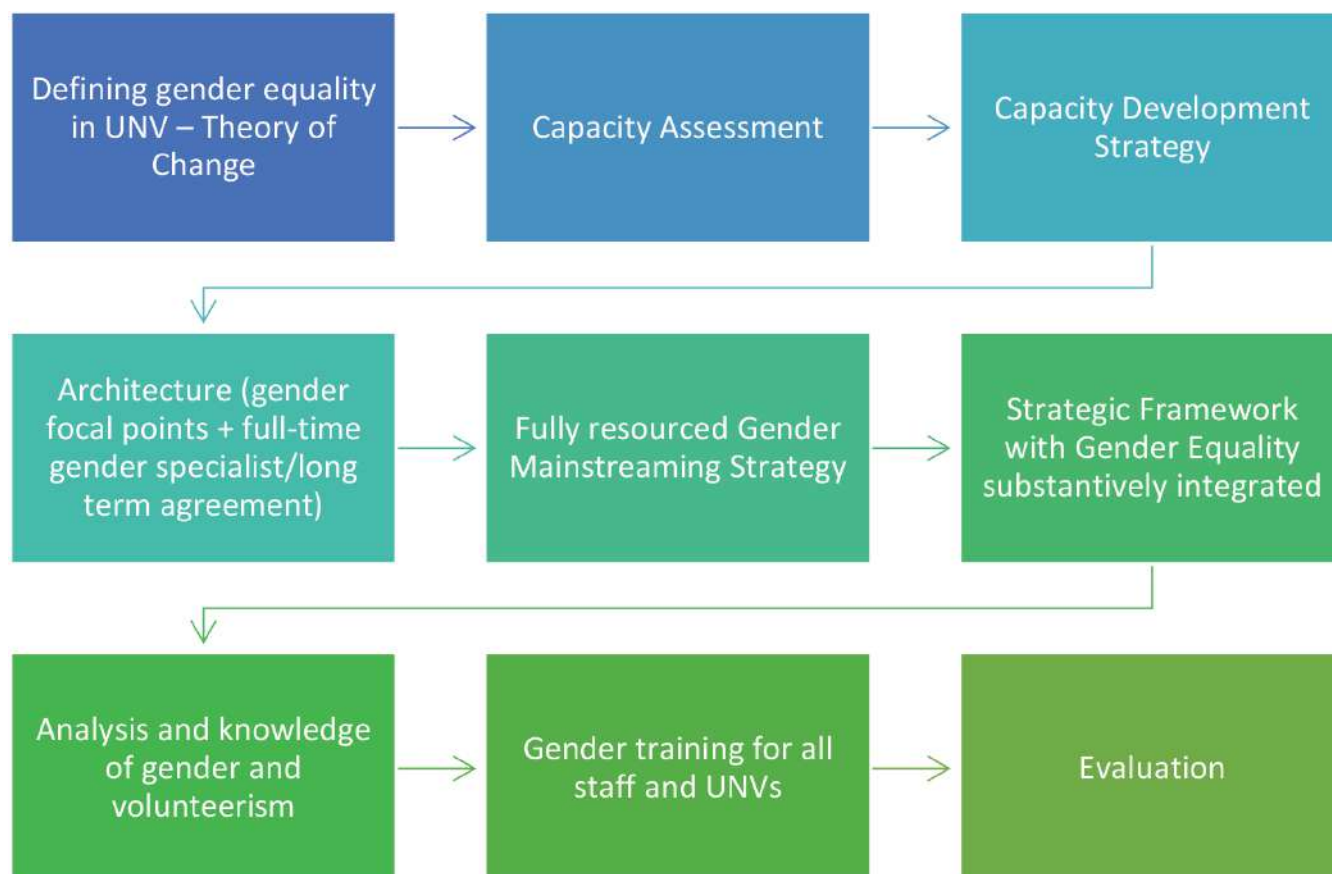
- » Revise the project concept note template and process – including quality criteria – to ensure that gender is mainstreamed more systematically, for example: include a text box to justify Gender Marker score; include a specific section on gender analysis and provide guidance on how to complete this. Engage a gender specialist – see Recommendation 4 – in the

programme and project review process, to ensure that gender equality issues are taken into consideration in a systematic manner.

- » Report more systematically on the Gender Marker, and offer support and training for this process
- » Develop minimum standards/criteria for gender equality in UNV's core work and programming, and ensure these are applied consistently, as well as communicated to donors and partners.



Figure 11 Steps to be Taken





# CHALLENGES, OPPORTUNITIES AND DRIVERS OF CHANGE





During the data collection process, stakeholders identified a number of potential **obstacles and risks to implementing the recommendations**. Many participants expressed a concern that there are currently **competing organisational priorities**, and that gender equality is very low on this list. This is of particular resonance at a time when the organisation is undergoing a transformation process and developing its new Strategic Framework. If gender equality is not taken seriously at this stage, there is a real danger of the next four years being a lost period for UNV's commitment in this area. Second, many of those consulted demonstrated a perception **that gender equality is not relevant to UNV's "core business"** or mandate, and that due to its size it should be mindful of the limited role it can fulfil in this area. This demonstrates a failure to clearly articulate UNV's obligations on gender equality as a UN entity, in particular in relation to the UN-SWAP reporting and SDG5. **As argued throughout the report, substantive work is required in the areas of institutional aspects, workplace issues and organisational culture in order to be able to deliver and demonstrate gender equality outcomes for UNV's core work.**

Finally, a key risk identified was that **senior management may not be willing** to take the necessary steps to prioritise gender equality and gender mainstreaming, particularly in terms of allocating the required financial and human resources for this to be successful. This

concern was reflected in the very low levels of participation from the highest levels of senior management during the evaluation. The Executive Coordinator and Deputy Executive Coordinator only participated in one short Skype meeting throughout the entire evaluation process, including the presentation of the final draft in Bonn. This presents a strong risk that the evaluation will not be accorded the highest priority and that the recommendations will not be implemented.

“  
This is possible  
”

“  
Gender equality presents an opportunity to be better  
”

“  
Convert will into awareness and concreteness.  
”

A number of **opportunities and external drivers for change** can be identified. First, the new UN **Secretary-General has demonstrated a strong commitment to gender equality** and women's empowerment. As part of the UN system UNV is obligated to ensure gender equality in its core and programmatic work, and to institutionalise gender mainstreaming across the organisation. Second, UNV has the **opportunity to make a strong impact on gender equality and women's empowerment** – under the

umbrella of SDG5 – through its 6,500 Volunteers across the UN system. If properly trained and equipped with gender equality knowledge and skills, the multiplier effect is substantive – both within projects/programmes themselves, as well as in Volunteers' home countries and communities. Moreover, UNV's **emerging partnerships with other agencies such as UN Women and UNICEF** can be used to work together and promote coherence in terms of gender equality and women's empowerment across the UN system.

2017 marks a clear moment for UNV to move forward with its commitment to gender equality and women's empowerment. The findings and recommendations of this evaluation should feed into current change processes – the Transformational Plan and the new Strategic Framework – to ensure that the momentum and opportunities do not fall by the wayside. As reiterated throughout this report, gender equality and gender mainstreaming are not an optional focus for UNV. At the very minimum, substantive commitments and action are needed to ensure UNV meets its obligations in the following areas: compliance on all 15 UN SWAP indicators; demonstrable commitment to achieving SDG5; and consistent application of the Gender Marker System.



# 10

## ANNEXES





## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

### Date

10 November 2016

### Job title

Individual Consultant

### Duty station (city, country)

Home-based, with visit to UNV headquarters in Bonn, Germany

### Job Globally advertised

International recruitment

### Practice area

Gender Equality and Women's Empowerment

### Brand

UNV

### Type of Contract

Individual Contract

### Category

External

### Post type

International consultant

### Languages required

Excellent command of professional oral and written English is required. Knowledge of other UN Languages, specifically Spanish and/or French is an asset.

### Expected Starting Date

15 January 2017

### Application Deadline

15 December 2016

### Duration of initial contract

20 days

### Expected duration of the assignment

20 days

### Project name

Review of UNV Gender Equality and Women's Empowerment (GEWE) for organizational and programming effectiveness.

## 1 BACKGROUND AND CONTEXT

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UN volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

Under the new Strategic Framework 2014-2017, UNV has created five global programmes, each with the aim to provide strategic seed funds and targeted technical expertise for integrating volunteerism in select substantive areas. The five areas are: (1) access to basic social services; (2) community resilience for environment and disaster risk reduction;

(3) peace-building; (4) youth; and (5) national capacity development through volunteer schemes.

In turn, in early 2015, the Programme Coordination Section (PCS) was officially established with four key pillars: global programmes, regional offices, Fully-Funded volunteer scheme, and partnerships with UN entities.

The UNV Peace and Development Programming Sections oversee and implement UNV's country programmes and operations. They advocate for the integration of volunteerism in peace and development at global, regional and national levels, targeting specific focus areas in which the role of volunteerism adds significant value.

Both Peace and Development Programming Sections work through Portfolio Teams. Each Portfolio Team is responsible for the implementation of the UNV programme strategy, including volunteer and programme management, at global, regional and local levels.

Along with the UNV Strategic Framework 2014-2017, UN General Assembly resolution A/67/138 and the accompanying report Integrating Volunteering in the Next Decade, specifically address the role of volunteerism in promoting inclusion, specifically the empowerment of women. To this end UNV has attempted to mainstream GEWE within both its programmatic work and its institutional management.



In line with the 2014-2017 United Nations Volunteer Programme Strategic Framework and its Integrated Resource and Results Matrix (IRRM), UNV will conduct a thematic review to assess the overall performance of UNV in promoting Gender Equality and Women's Empowerment (GEWE). The strategic framework clearly states:

*“Cross-cutting considerations will focus on the sustainability of UNV-supported development efforts through a human rights based approach to programming. Specific focus will be on i) ensuring commitment to gender equality, ii) recognizing the role of women as a driving force for peace and development efforts, and iii) promoting societal transformation across all areas of programme delivery”.... “UNV will also strive to specifically ensure gender balance in all its operational engagements, especially among UN Volunteers deployed. UNV is making efforts to ensure gender mainstreaming and women's empowerment initiatives at all levels of its programmes and operations. UNV programming will ensure commitment to gender equitable outcomes, and will review institutional processes to ensure that opportunities for volunteering, and in all its work, are open to both women and men equally.”*

Over the past few years, the UNV has implemented several initiatives to increase the effectiveness and impact of contribution to GEWE including the establishment of a UNV Gender Action Team and a policy of 15% resource allocation to gender responsive programming

under the 5 global programmes (Peace-building, Basic Social Services, Community Resilience for Disaster Risk Reduction and Volunteer Infrastructure). In order to further advance its commitment and strengthen the gender dimension, UNV has decided to conduct a review to take stock of progress and shortfalls in gender mainstreaming from an institutional and programmatic points of view. This consultancy is expected to identify achievements and successes as well as gaps and challenges for improvement and examples of good practice. The final report will highlight clear recommendations for addressing gaps and suggestions for new and more effective approaches to strengthen GEWE for organizational and programming effectiveness.

The review is being commissioned by the Results Management Support Section (RMSS) in close collaboration with the Programme Coordination Section and the Gender Action Team (GAT) of the UNV. RMSS will coordinate the review as well as provide quality assurance for deliverables. PCS and GAT will provide commentary and feedback to the inception report as well as draft review report.

## **2 MAIN OBJECTIVES, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK**

### **a) Project Objective**

The primary objectives of the review are to assess UNV's contributions to gender equality

and women's empowerment as outlined in the UNV Strategic Framework 2014-2017; assess the extent to which the UN SF and subsequent initiatives, including the GAT and the resource allocation plan were successful in guiding UNV GEWE work; and finally to provide actionable, evidence based recommendations and lessons learned to inform future GEWE work of UNV. The review should articulate any results or achievements in mainstreaming GEWE in the work of UNV. In addition, it is expected that the review will identify gaps and challenges for improvement and examples of good practice as well as highlight clear recommendations for addressing gaps and suggestions for new and more effective approaches to strengthen Gender Equality and Women's Empowerment (GEWE) for organizational and programming effectiveness as well as development of the new Strategic Framework 2018-2021.

### **b) Project Scope and Description of Responsibilities**

The scope of the review is aligned with the period of the current UNV Strategic Framework 2014-17 and all work related to GEWE within this framework. This includes both programmatic work as well as organizational and institutional work. UNV is currently undertaking an independent evaluation of the UNV Strategic Framework (SF) 2014-17 during the same time frame as the GEWE review. It is expected that the consultant for the GEWE review will collaborate with the UNV SF evaluation team with



the two final products being complementary.

The UNV response to the UN System Wide Action Plan on Gender Equality and Empowerment of Women (UN-SWAP) will be a significant source of data for the review and should be included in the scope. In addition, the scope of work for the review should include the following

- » A review UNV's compliance with inter-agency gender SWAP indicators with a special focus on areas where UNV is falling behind
- » A review of the degree of substantive mainstreaming of gender cross-cutting issues in UNV programmes through projects at global, regional and country level and any emerging good practices and lessons learnt;

An assessment of gender issues and dimensions in UNV staffing, human resources and volunteer management and identify areas for action;

- » Consideration of possibilities for UNV to make use of UNDP's gender seal exercise;
- » Final recommendations regarding gender at UNV covering programming and organizational effectiveness, identifying areas for improvement and concrete ways and next steps to strengthen the promotion of gender and women's empowerment across the organization.

### c) Project Approach

The review will analyze whether and how programmatic and institutional results have delivered against the stated intent, outcomes and results of the UNV SF and accompanying

initiatives. The review should investigate the logic model/ theory of change for how these initiatives were expected to achieve the identified results and whether this theory of change has been relevant and effective in contributing to GEWE within the work of UNV.

The review should be independent, transparent, inclusive, participatory and utilization-focused. The review will seek broad engagement from relevant stakeholders during all stages. This will allow for the full range of information and experience to be captured and will also help to ensure the relevance and utilization of findings and recommendations. To support a participatory approach, the review will include, as part of the inception phase, a stakeholder analysis as well as a plan to involve relevant stakeholders in the evaluation. While the resources available for the review are limited, the review should attempt to the extent possible to consult all relevant stakeholders. For the purposes of this evaluation, stakeholders are defined as those individuals, groups, or entities which are directly involved in carrying out the GEWE work of UNV and/or support UNV to carry out this work. In addition, relevant stakeholders also include those individuals, groups or entities which benefit from the GEWE work of UNV and therefore have a stake in the success of UNV in carrying out and achieving the results.

Following the identification, the consultant will determine to what extent these stakeholder should and will be consulted

within the available constraints of the review. The specific methodology will be determined by the consultant with full consultation of relevant stakeholders during the inception phase; specifically RMSS, PCS and GAT. However, given the complexity of the review it is expected that the consultant will use a variety of complementary methodologies, data collection and analysis processes.

## 3 Project Deliverables and Description

### DELIVERABLE 1

**Inception report, including stakeholder analysis, plan for stakeholder consultation and draft data collection tools delivered**

- » The inception report should be developed following a thorough desk review and in consultation with identified stakeholders.
- » The inception report should allow for coverage of the full spectrum of UNV work in GEWE.
- » The inception report should include a variety of data collection methods.
- » Complementary data collection tools (interview guides, surveys, focus group protocols, etc.) should be developed to support the methodologies identified and included as part of the inception report.



- » The inception report should consider areas / complementarity with the UNV SF Evaluation.

Estimated Working Days and Travel: 5 days

Due Date: 1 February 2017

## DELIVERABLE 2

### Data Collection and Analysis

- » At least one visit to UNV HQ Bonn for interviews and data collection
- » Data collection and initial analysis undertaken including both qualitative and quantitative methods
- » Desk review of materials
- » Following the initial data collection phases, a debriefing should be held to discuss the findings as well as any potential recommendations resulting from the findings.
- » The debriefings may be conducted via video conference.

Collaboration with the UNV Strategic Framework Evaluation team is expected during this period. This review and the SF Evaluation should be complementary in their work. Findings and recommendations should include inputs to the external evaluation of the UNV Strategic Framework 2014-2017.

Estimated Working Days and Travel: 6 days (with at least 2 days in Bonn)

Due Date: 28 February 2017

## DELIVERABLE 3

A draft comprehensive report including introduction (objectives and scope; methodology; constraints and limitations); key findings; and recommendations provided.

- » The draft report should be circulated to relevant stakeholders for feedback and comment. Stakeholders should have a minimum of ten days to comment.

Estimated Working Days and Travel: 5 days (does not include stakeholder comment period)

Due Date: 15 March 2017

## DELIVERABLE 4

Final evaluation report delivered

- » The final evaluation report should include an issue log identifying how stakeholder feedback was addressed
- » All recommendations included in the final evaluation should be actionable and relevant to future strategic planning of UNV.

Estimated Working Days and Travel: 4 days

Due Date: 15 April 2017

## 4 COMPETENCIES

### Corporate Competencies:

- » Demonstrates commitment to human development principles and values;
- » Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

- » Shares knowledge and experience;
- » Provides helpful feedback and advice;
- » Generates innovative, practical solutions to challenging situations;
- » Demonstrates openness to change and ability to manage complexities; and
- » Responds positively to critical feedback and differing points of view.

### Functional Competencies:

- » Professionalism: Is an advisor of long standing in the subject matter;
- » Leadership: Demonstrates ability to lead and guide in the area of expertise during the assignment;
- » Teamwork: Works collaboratively with colleagues to achieve organizational goals; and
- » Planning and Organization: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

## 5 QUALIFICATIONS

### Education:

- » Advanced degree in a field related to international development, gender equality, gender studies, civic engagement or other relevant social sciences.

### Experience:

- » Review and/or evaluation experience in the area of promotion of gender equality



and gender mainstreaming, including experience and knowledge of participatory approaches and methods, preferably within United Nations agencies;

- » Understanding of UN mandates related to Human Rights and Gender Equality;
- » Previous experience with internationally accepted standards for review and/or evaluation of gender equality (i.e. UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation);
- » Specific demonstrable expertise in gender equality, gender mainstreaming, and volunteerism including progressively responsible experience in the areas of gender mapping and analyses;
- » Familiarity with the UN System Wide Action Plan on Gender Equality and Empowerment of Women (UN-SWAP); and
- » Proven analytical and strategic thinking skills; excellent writing, editing, reporting skills.

#### **Language requirement:**

- » Excellent command of professional level oral and written English. Working knowledge of other UN languages, specifically French and/or Spanish is an asset.

#### **Criteria for Selection of the Best offer:**

The selection of the best offer will be based on the combined scoring method – where the qualifications and methodology will be weighted – 70% and combined with the price offer which will be weighted 30%.

Key selection criteria are:

- » Review and/or evaluation experience in the area of

promotion of gender equality and gender mainstreaming, including experience and knowledge of participatory approaches and methods, preferably within United Nations Agencies (20%);

- » Specific demonstrable expertise in gender equality, gender mainstreaming, and volunteerism including progressively responsible experience in the areas of gender mapping and analyses (20%);
- » Previous experience with internationally accepted standards for review and/or evaluation of gender equality (i.e. UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation), including UN SWAP (15%); and
- » Proven analytical and strategic thinking skills; excellent writing, editing, reporting skills (15%).

## **6 APPLICATION PROCEDURE**

Applicants have to provide a technical and financial proposal.

Qualified candidates must apply online via the UNDP e-tendering website. Interested candidates are advised to carefully review this ToR and ensure that they meet the requirements and qualifications described above. Applications should contain:

- » A brief cover letter, indicating your motivation for applying and a short summary of relevant qualifications and a technical proposal.
- » A technical proposal: The technical proposal shall describe the methodology and the approach how to fulfil the required deliverables as well as

outline the major components of its implementation.

- » A work sample. Proof of any previous relevant work carried out, ideally please provide links to past reviews conducted if publicly available. If not publicly available, but not restricted or confidential, please provide at least one final report.
- » A financial proposal. The financial proposal shall consist of all-inclusive lump sum for the whole duration of the contract period, which shall include the consultancy fee, costs of living, costs for insurance, and cost of travel to and from the duty station. The financial proposal shall contain a breakdown of these costs and indicate the number of off-days the consultant wants to take during the contract period (if any). The lump sum/contract price is fixed regardless of subsequent changes in the cost components. Download the Confirmation of Interest (COI) template from the e-tendering event for submitting your financial bid.
- » The financial proposal and the technical proposal files MUST BE COMPLETELY SEPARATE and uploaded separately in the system and clearly named as either “Technical Proposal” or “Financial Proposal”, as appropriate. Each document shall include the Proposers’ name and address. The file with the “Financial Proposal” must be encrypted with a password so that it cannot be opened nor viewed until the proposal has been found to pass the technical evaluation stage. Once a Proposal has been found to be responsive by passing the technical evaluation stage, UNV shall request the Proposer to submit the



password to open the Financial Proposal. The Proposer shall assume the responsibility for not encrypting the financial proposal.

- » A current completed and signed P11 form/ UN Personal History Form in English. Blank form can be downloaded from [www.sas.undp.org/documents/p11\\_personal\\_history\\_form.doc](http://www.sas.undp.org/documents/p11_personal_history_form.doc)
- » Please also include your CV.

- » Contact details for 3 references including e-mail, company name and title and telephone no.

Incomplete applications will not be considered. Please make sure you provide all requested materials. Any queries should be sent in a separate e-mail and addressed to: [procurement@unv.org](mailto:procurement@unv.org) clearly marking 0074163: International

Consultant to conduct Review of UNV Gender Equality and Women's Empowerment (GEWE) for organizational and programming effectiveness in the subject line.

Interested candidates are advised to carefully review this ToR and ensure that they meet the requirements and qualifications described above before applying.

## ANNEX 2 Detailed Work Plan

PHASE	INCEPTION	DATA COLLECTION AND ANALYSIS	DRAFT EVALUATION REPORT	FINAL EVALUATION REPORT
<b>ACTIVITIES</b>	<p>Initial meetings with UNV</p> <p>Map relevant stakeholders and determine consultation plan</p> <p>Identify and develop appropriate data collection methods</p> <p>Desk review of documentary materials</p> <p>Preliminary meetings with key stakeholders</p> <p>Develop first draft of inception report</p>	<p>Organise, plan and prepare focus groups, interviews and participatory workshops to be held in Bonn</p> <p>Three day visit to Bonn to conduct focus groups, interviews and participatory workshops</p> <p>Review of further materials and information obtained during Bonn visit</p> <p>Briefing meeting to present preliminary findings and recommendations</p>	<p>Plan structure and key points of report</p> <p>Share proposed structure and key points</p> <p>Develop first draft of comprehensive report with final recommendations</p> <p>Develop feedback method and key questions for stakeholders to review report and coordinate stakeholder feedback</p>	<p>Review feedback on first draft from stakeholders and develop issue log</p> <p>Revise and refine recommendations and address broader stakeholder feedback</p> <p>Share second draft with UNV focal points (Evaluation Specialist and Communications Specialist). for final comments</p> <p>Final revisions to report and submission of final version</p> <p>Presentation via Skype to UNV and key stakeholders to highlight key findings, recommendations and plan next steps for UNV</p>
<b>PRODUCTS</b>	Inception Report	Presentation of preliminary findings	First Draft Evaluation Report	Final Draft Evaluation Report
<b>DAYS</b>	5	6	5	4
<b>DUE DATE</b>	10 <sup>th</sup> February 2017	10 <sup>th</sup> March 2017	31 <sup>st</sup> March 2017	28 <sup>th</sup> April 2017



**Phase 1** of the evaluation covered the inception report, including stakeholder analysis, plan for stakeholder consultation and draft data collection tools. This involved the following specific activities:

- » Hold initial meetings with UNV contacts to plan project and obtain all necessary materials for review.
- » Map relevant UNV stakeholders, defined as those individuals, groups or entities which are directly involved in carrying out the GEWE work of UNV and/or support UNV to carry out this work. In addition, relevant stakeholders also include those individuals, groups or entities which benefit from the GEWE work of UNV and therefore have a stake in UNV's success in carrying out this work and achieving GEWE results.
- » In consultation with UNV focal points, determine to what extent these stakeholders should and will be consulted within the available constraints of the review and establish the extent of consultation appropriate for different actors.
- » Develop a preliminary plan for conducting focus groups and interviews.
- » Identify and develop appropriate data collection methods for conducting participatory review.
- » Desk review all relevant documentary materials in order to cover the full spectrum of UNV's work in GEWE, as well as links to UNV's Strategic Framework evaluation.
- » Hold preliminary meetings with key stakeholders.
- » Hold initial meeting with Strategic Framework Evaluation Team in order to coordinate effectively.

- » Provide technical inputs into the Strategic Framework evaluation questionnaires, surveys and other data collection tools in order to ensure that GEWE considerations are fully integrated.
- » Develop primary and supplementary evaluation questions and share with UNV for feedback.
- » Develop preliminary evaluation matrix and share with UNV for feedback.
- » Review evaluation questions and matrix in response to UNV feedback.
- » Develop inception report including preliminary documentary review, stakeholder mapping, methodology, participatory research methods and detailed plan for conducting the review.

This inception report represents the key **output** of Phase 1 of the evaluation. The first draft of the inception report was submitted to UNV on 10<sup>th</sup> February, 2017, in line with the project schedule.

**Phase 2** of the project involves data collection and analysis, including a three day visit to Bonn and further phone calls with selected stakeholders working in field units. The proposed schedule for the Bonn visit is included in Annex 2. This phase will involve the following key activities:

- » Organise focus groups, interviews and participatory workshops to be held in Bonn.
- » Plan and prepare focus groups, interviews and participatory workshops in coordination with UNV Strategic Framework Evaluation Team.
- » Three day visit to Bonn to conduct focus groups, interviews and participatory

workshops with a wide range of stakeholders in coordination with UNV Strategic Framework Evaluation Team.

- » Specifically, the evaluation will cover: UNV's compliance with inter-agency gender UN SWAP indicators, with a special focus on areas where UNV is falling behind; the degree of substantive mainstreaming of cross-cutting gender issues in UNV programmes through projects at the global, regional and country levels, in addition to taking stock of any emerging good practices and lessons learned; and an assessment of gender issues and dimensions in UNV staffing, human resources and volunteer management to identify areas for action.
- » Conduct detailed analysis of: whether and how programmatic and institutional results have delivered against the stated intent, outcomes and results of the UNV SF and accompanying initiatives; the logic model/theory of change for how these initiatives were expected to achieve the identified results; and whether this theory of change has been relevant and effective in contributing to GEWE within the work of UNV.
- » Review of further materials and information obtained during the consultant's Bonn visit.
- » Preliminary review and analysis of findings and development of presentation for briefing meeting.
- » Briefing meeting to present preliminary findings and recommendations via video conference, including proposed inputs to the external evaluation of the UNV Strategic Framework.

The briefing meeting will be the primary output from this second



phase of the review process. The notes from the focus groups and interviews will be written up and presented as part of the key findings for the evaluation.

**Phase 3** entails producing the first draft of the comprehensive evaluation report, including a comprehensive introduction (objectives and scope; methodology; constraints and limitations); key findings; and recommendations. This will follow UN Women quality guidelines, as discussed in [Section 5](#) of this report. This phase encompasses the following activities:

- » Plan the structure and key points of the evaluation report based on stakeholder consultations and comments from the briefing meeting.
- » Share the proposed structure and key points with the UNV focal point for feedback and revise accordingly.
- » Develop the first draft of the evaluation report including: objectives and scope; relationship with UNV Strategic Framework evaluation; methodology; constraints and limitations; reports of stakeholder consultation activities; key findings; and recommendations.
- » Include a consideration in the report of possibilities for UNV to make use of UNDP's gender seal exercise.
- » The report's final recommendations will cover gender and programming and organisational effectiveness at UNV; areas for improvement; and concrete ways and next steps to strengthen the promotion of gender equality and women's empowerment across the organisation.

- » Develop a feedback method and key questions for stakeholders to review the draft report.
- » Hold Skype meetings with stakeholders if necessary to clarify any issues or concerns.
- » Circulate the report to relevant stakeholders for feedback and comment, leaving a period of 10-14 days to provide comments. This could include, for example, a Skype meeting with all key stakeholders to discuss feedback, to maximise the efficacy and efficiency of the feedback process.

The main output of this third phase will be the first draft of the comprehensive evaluation report, along with a mechanism for stakeholders to provide feedback in a participatory and inclusive manner.

In **Phase 4** of the project, the final evaluation report will be produced. This will involve the following activities:

- » Review stakeholders' feedback on the first draft report.
- » Develop an issue log identifying how stakeholder feedback was addressed.
- » Revise and refine the report's recommendations to ensure they are actionable and relevant to future strategic planning within UNV.
- » Share the second draft with UNV focal points for their final comments.
- » Make final revisions to the report and submit this final version.
- » Presentation via Skype to UNV and key stakeholders to highlight key findings, recommendations and plan next steps for UNV.
- » Reflect collectively on the evaluation process to draw out any additional points or comments.

- » Facilitate a discussion on how the recommendations can be used to further gender equality and gender mainstreaming in UNV's institutional procedures and programmatic work.

The final output of the review process, developed throughout this fourth phase, will be the agreed evaluation report. It is envisaged that the final evaluation report will be of sufficient quality to contribute to the further development of best practice in the field of gender-responsive and gender-transformative evaluation.







CRITERIA	KEY QUESTIONS	SUB-QUESTIONS
RELEVANCE	What have UNV's key results or achievements been, to date, in terms of gender equality and gender mainstreaming?	<p>What is the history of gender mainstreaming in UNV?</p> <p>What mechanisms – e.g. procedures, policies, infrastructure, resources (human and financial), materials, training, theory of change, etc. – exist to promote gender equality and facilitate gender mainstreaming at UNV?</p> <p>What examples of good practice exist in gender mainstreaming in UNV?</p> <p>What are the achievements of gender mainstreaming in terms of UNV's Strategic Framework?</p> <p>What are the strengths of gender mainstreaming in UNV in terms of the 15 Performance Indicators of the UN-SWAP?</p> <p>Are these results and achievements uniform across all geographical locations in which UNV operates?</p>
EFFECTIVENESS	What are the key gaps and challenges for UNV's work on gender equality and gender mainstreaming?	<p>What have the main challenges been, to date, for gender mainstreaming in UNV?</p> <p>What current challenges exist for gender mainstreaming in UNV?</p> <p>What are the main challenges for achieving the targets set in UNV's Strategic Framework?</p> <p>Do the targets and indicators in UNV's Strategic Framework adequately capture the gaps and challenges for gender mainstreaming in UNV?</p> <p>What are the main gaps and challenges for reaching compliance on the 15 Performance Indicators of the UN-SWAP by 2017?</p> <p>Are these gaps and challenges the same for the UNV headquarters, regional offices and country offices?</p>
SUSTAINABILITY	What can be done to build on these achievements and address the key gaps in UNV's work on gender equality and gender mainstreaming?	<ol style="list-style-type: none"> <li>1. What are the priority areas of action for UNV in terms of gender equality and gender mainstreaming?</li> <li>2. What are the key considerations for UNV's next Strategic Framework?</li> <li>3. What are the key considerations for UNV in terms of the 15 Performance Indicators of the UN-SWAP?</li> <li>4. What is needed in order to meet these goals, and how can this be secured?</li> <li>5. What can be done to ensure that progress is made evenly across UNV headquarters, regional offices and country offices?</li> </ol>



INDICATORS	MEANS OF VERIFICATION
<b>Qualitative</b> <ul style="list-style-type: none"> <li>Progressive improvement in UN-SWAP reporting</li> <li>Existence of adequate mechanisms for gender mainstreaming and gender equality (using UN SWAP Performance Indicators)</li> <li>Systematic documenting and collection of good practices</li> </ul> <b>Quantitative</b> <ul style="list-style-type: none"> <li>Data on results relating to gender-specific aspects of the Strategic Framework</li> </ul>	<p>Review of key documentation provided by UNV related to gender mainstreaming, particularly UN SWAP annual reporting</p> <p>Comparative annual analysis of UN SWAP reporting</p> <p>Follow-up on specific questions with UNV Focal Point</p> <p>Participatory focus groups in Bonn</p> <p>Further semi-structured interviews with UNV staff (in Bonn and in Field Offices)</p>
<b>Qualitative</b> <ul style="list-style-type: none"> <li>Progressive improvement in UN-SWAP reporting</li> <li>Existence of adequate mechanisms for gender mainstreaming and gender equality (using UN SWAP Performance Indicators)</li> </ul> <b>Quantitative</b> <ul style="list-style-type: none"> <li>Data on results relating to gender-specific aspects of the Strategic Framework</li> <li>Key aspects from UN</li> <li>SWAP reporting such as gender marker, 15% target, etc.</li> </ul>	<p>Review of key documentation provided by UNV related to gender mainstreaming, particularly UN SWAP annual reporting and all documentation related to the GAT</p> <p>Comparative annual analysis of UN SWAP reporting</p> <p>Participatory focus groups in Bonn</p> <p>Further semi-structured interviews with UNV staff (in Bonn and in Field Offices)</p>
<b>Qualitative</b> <ul style="list-style-type: none"> <li>Progressive improvement in UN-SWAP reporting</li> <li>Existence of adequate mechanisms for gender mainstreaming and gender equality (using UN SWAP Performance Indicators)</li> <li>Clear institutional commitment to gender mainstreaming and gender equality</li> <li>Commitment of adequate human and financial resources</li> </ul> <b>Quantitative</b> <ul style="list-style-type: none"> <li>Proposed gender-specific indicators for next Strategic Framework</li> <li>Proposed targets for meeting UN SWAP compliance</li> </ul>	<p>Participatory focus groups in Bonn</p> <p>Further semi-structured interviews with UNV staff (in Bonn and in Field Offices)</p> <p>Stakeholder feedback on preliminary findings and recommendations to collectively shape priorities</p>



**UNV Documents***Policy Documents*

- January 2014 Gender Policy Draft
- Way forward for the Draft
- Strategic Framework 2014-2017
- Strategic Framework IRRM 2014-2017

*Gender Action Team (GAT) Documents*

- 1st GAT Meeting
- 2nd GAT Meeting
- 3rd GAT Meeting
- 4th GAT Meeting
- 5th GAT Meeting
- 6th GAT Meeting
- 7th GAT Meeting
- 8th GAT Meeting
- GAT Meeting with the EC
- GAT Inter Office Memo
- GAT Meeting with DEC
- GAT Memo New Composition
- GAT Report FUIW 2013
- GAT Report FUIW 2012
- GAT TOR August 2014
- GAT TOR with Nominations 2016
- April 2012 Updated Membership
- GAT Brief
- PPT GAT Meeting with Richard Dictus
- TOR GAT 2012
- GAT Brief August 2013
- GAT Meeting Minutes 1st July 2016
- GAT Meeting Minutes November 2016
- GAT Meeting 25th January 2017

*UNV Gender Action Plans*

- September 2012
- December 2012
- GAT Work Plan 2014
- UNV GAT Plan of Action 2017

*Other UNV documents*

- 2014 GSS Plan of Action
- UNV Project Gender Scanning 2013
- JPO Gender Analyst TOR
- Message from Richard Dictus
- Report on UNV Project Scanning
- UNV Gender Mainstreaming Assessment June 2006

*UNV UN SWAP submissions*

- SWOT of SWAP 2013
- UN SWAP Additional Comments
- UNV Letter from L. Puri
- UNV SWAP Reporting July 2013
- UNV SWAP Submission 2013
- Evaluation Support Document 2014
- Final Report SWAP 2014
- UN Women Letter 2014
- Responsible Sections 2014
- 2015 UNV SWAP Reporting
- UN Women Letter 2015
- 2016 SWAP Reporting Final
- UN Women Letter 2016

*Training Guidance*

- 2013 April FUIW inputs
- 2013 FUIW Inputs LGBT
- 2013 October FUIW Inputs
- Gender and Social Inclusion Interns Session
- April 2014 FUIW on Gender Mainstreaming
- FUIW October 2013
- Final draft for POs and PAs on gender mainstreaming
- FUIW GM Activities report
- FUIW Gallery Walk Gender
- FUIW Gender Game Power Walk
- FUIW Gender Mainstreaming Guide
- FUIW Gender Mainstreaming Activities October 2013

- FUIW LGBT Presentation October 2013
- FUIW Presentation Gender Matters
- GAT Presentation Haiti
- Gender Games
- Gender Lens
- Gender Volunteerism Course Outline
- List of questions for project definition
- May 2012 UNV and Gender
- Results of practical exercise LGBT
- Tree results guideline
- UNV Gender Practices September 2007
- UNV Kenya Gender Training Lessons Learned
- UNV Kenya Gender Training

*Miscellaneous Reporting*

- Concept Note Gender and Volunteerism 2009
- A guide to working with volunteers on EVAW
- Assessment of volunteerism Cambodia
- Compilation of case studies on gender and volunteerism
- Contribution of UNV in discrimination in law
- Database relevant to the case study
- DD report for gender 2010-2011
- Draft article UNV Gender and Development
- DRC in Focus Newsletter
- DRC UNV
- ECOSOC July 2013 report to GAT
- Gender UNV Inventory on VAW
- Inputs on women, natural resources and peace
- Kenya UNV Newsletter 2012
- Kenya UNV Newsletter 2013
- Online discussion GBV



- PD Report for Gender 2010-2011
- Report on Nike Sports Project
- UNV Contribution to HIV Report
- UNV Inputs on Supporting Domestic Violence
- Volunteerism for Gender Equality

#### *Global Programmes*

- UNV Global Programmes Implementation Guidelines September 2016
- Programme Document Basic Social Services Global Programme
- BSS handout
- Project Document Social Services
- Programme Document DRR (get full name)
- DRR handout
- Programme Document Global Peacebuilding Programme
- Global Peacebuilding Handout
- Project Document Global Peacebuilding Project
- Programme Document Global UN Youth Volunteer Programme
- Project Document Global UN Youth Volunteer
- UN Youth 4P
- UN Youth Volunteering Strategy
- Programme Document Volunteer Infrastructure
- Project Document Volunteer Infrastructure

#### *Additional documents*

- 2016 UNV Volunteer Survey Report
- PPS List of Field Units
- DPS FU Personnel
- Volunteer Condition of Service GAT Analysis
- UNV 2017 IWD Materials
- Data on Gender Aspects of UNV Assignments
- State of the World Volunteering Report 2015

- UNV Statistics 2014-2016
- Revised Project Concept Note January 2017
- Programme Approval Board Minutes 29th April 2016
- Assorted Approved Concept Notes from April 2016 (6)
- Gender Markers all UNV projects January 2017
- Thematic Evaluation of UNV Contribution to Volunteer Infrastructures April 2014
- Plan of Action for Volunteerism - Integrating volunteering in the next decade Report of the Secretary-General
- GSS 2016
- UNV Transformational Plan 2017
- UNV Draft Strategic Framework 2018-2021

### **Gender-Responsive Evaluation Documents**

#### *UN system documents*

- United Nations Evaluation Group (UNEG) (2005) Standards for Evaluation in the UN System. New York: UNEG.
- United Nations Evaluation Group (UNEG) (2008) UNEG Code of Conduct for Evaluation in the UN System. New York: UNEG.
- United Nations Evaluation Group (UNEG) (2008) UNEG Ethical Guidelines for Evaluation. New York: UNEG.
- United Nations Evaluation Group (UNEG) (2010) UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports. New York: UNEG.
- United Nations Evaluation Group (UNEG) (2011) Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance. New York: UNEG.

- United Nations Evaluation Group (UNEG) (2014) Integrating Human Rights and Gender Equality in Evaluations. New York: UNEG.
- United Nations Evaluation Group (UNEG) (2016) Norms and Standards for Evaluation. New York: UNEG.
- UN Women (2015) How To Manage Gender-Responsive Evaluation: Evaluation Handbook. New York: UN Women.
- UN Women Independent Evaluation Office (IEO) (2015) Global Evaluation Report Assessment and Analysis System (GERAAS). New York: UN Women. Retrieved from <http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf> [2 February, 2017].



## Institutional Focus Group presentation

Evaluation of UNV  
Gender Equality and Women's Empowerment for  
organisational and programming effectiveness

**INSTITUTIONAL FOCUS GROUP**  
MARCH 2017  
DR LUCY FERGUSON,  
GENDER EQUALITY RESEARCHER AND CONSULTANT  
[LUCYFERGUSON@GMAIL.COM](mailto:LUCYFERGUSON@GMAIL.COM)

**Structure of Session**

- Evaluation questions
- Discussion of gender equality in volunteerism
- Review of gender mainstreaming in UNV
- Final reflections

**Evaluation Questions**

1. What have UNV's key results or achievements been, to date, in terms of gender equality and gender mainstreaming?
2. What are the key gaps and challenges for UNV's work on gender equality and gender mainstreaming?
3. What can be done to build on these achievements and address the key gaps in UNV's work on gender equality and gender mainstreaming?

**Support for Gender Mainstreaming**

"Many of the respondents said that they felt that the lack of focus on gender was partly due to gender not being treated as a key issue at senior level. While there seems to be a sense that interest in gender issues is gradually starting to grow, many staff members felt that the most important factor to improve the implementation of gender mainstreaming would be a clear, visible lead on it at senior level."

- What year do you think this is from?

**Welcome**

- Thank you for coming
- Lucy Ferguson, Researcher and Consultant in Gender Equality
- Objectives and approach – interactive and participatory session
- Very much look forward to your input

**Icebreaker Activity**

**Corners of the Room:**

- To what extent is gender equality integrated in your work?

**I don't know** **Not integrated** **Quite integrated** **Completely integrated**

Please introduce yourself and say:

- Why have you put yourself in that corner?
- What one thing would help to integrate gender in your work?

**Why Gender Equality and Gender Mainstreaming?**

"The Chair reflected that UNV needs to play "catch-up" to some other agencies. She noted the importance of pushing the envelope with the right questions if we want volunteerism to be at the forefront of the UN system. She expressed the need of not seeing gender equality as an "add-on". For long-term business, the seriousness of gender equality should be intensified for UNV to stay relevant."

(Gender Action Team Meeting Minutes, 29<sup>th</sup> November 2016)

**Gender Equality in Volunteerism**

(Concept Note on Gender and Volunteerism, UNV, 2009)

- "Gender in volunteerism captures issues such as how men and women experience volunteerism (as volunteers), the gender equality of volunteerism structures, process and projects and centrally, gender mainstreaming in volunteerism."
- "Volunteerism for gender equality and women's empowerment captures how, by volunteerism's contribution to development and empowerment and its ability to support social inclusion (UNV, 1999; Gillette, 2003), it has strong potential for promoting gender equality."



## Discussion: Gender Equality in Volunteerism

- Does this reflect your understanding of gender equality and volunteerism?
- Does this reflect how gender equality is understood in UNV?

## 2017 UNV Gender Plan of Action (1)

"2017 is going to be the year of progress on gender equality and the empowerment of women (GEEW) at UNV. This is not something that we take lightly, nor is it optional. This is also not something that is going to be left up to the Gender Action Team; it's up to all of us to consciously and continuously work to improve UNV's approach and response to gender. Although we have made good strides with respect to gender in recent years, including with regards to adopting the UN Women Capacity Assessment tool as well as developing the e-learning course, "I know gender", in some areas challenges remain. In these we need to accelerate progress. Moreover, if we're serious about making progress this year, we need to undertake deep and critical reflection about every aspect of our work. This means that we want to hear from you: if you have an idea, suggestion or best practice, make sure that a member of the GAT knows about it. If we get this right, UNV can become a model of what a UN agency should look like with regards to gender equality and the empowerment of women. We will also improve our business, by fully unleashing the potential of all of our staff and UN Volunteers".

## 2017 UNV Gender Plan of Action (2)

1. All staff PMOs include a specific target on gender (HR).
2. The next UNV Strategic Framework includes at least one output on gender (V015).
3. A gender evaluation of UNV operations and programming is conducted and the findings are integrated into the next UNV Strategic Framework (RMSS).
4. All projects in UNV10 use and report on the gender marker (RMSS).
5. Three brown bag lunches, knowledge cafes or other information events are held that highlight UNV Initiatives or joint projects that excel on GEEW (DPS-Q2, V015-Q2, PPS-Q3, PCS Q4).
6. UNV has designated four gender focal points at P4 level or above and at least 20 percent of their combined time is allocated to gender focal point functions, including with respect to the perspectives and knowledge of the field and UN Volunteers on gender (OEC).
7. A UNV capacity development plan for GEEW is developed (HR).
8. All UNV personnel have completed the learning module on gender (HR).
9. Volunteer learning and communities on UNV e-campus are established and provide UNV personnel and UN Volunteers with a forum for discussion (PCS/GAT).
10. The UNV communications plan integrates GEEW as an integral component of internal and public information dissemination (CS).

## Activity: Gender Action Plan (1)

In groups, please discuss:

- Is this a realistic Action Plan?
- What is needed to be able to achieve this Action Plan?

## Activity: Gender Action Plan (2)

- What potential obstacles or challenges can you see to achieving this Action Plan?
- How can these be overcome?

## Discussion: Reflecting on Today's Session

Please ask the person sitting next to you:

- What will you take away from today's session?

## Closing

- Thank you and next steps
- Handouts
- Short Evaluation Questionnaire – please add any further comments here
- Open office hours Friday 3rd March, 3-4.30pm

Dr Lucy Ferguson,  
Gender Equality Researcher and Consultant  
[lucy.ferguson@gmail.com](mailto:lucy.ferguson@gmail.com)



## Programmatic Focus Group presentation

### Evaluation of UNV: Gender Equality and Women's Empowerment for organisational and programming effectiveness

#### PROGRAMMATIC FOCUS GROUP

MARCH 2017  
DR LUCY FERGUSON,  
GENDER EQUALITY RESEARCHER AND CONSULTANT  
[LUCY.FERGUSON@GMAIL.COM](mailto:LUCY.FERGUSON@GMAIL.COM)

### Structure of Session

- Evaluation questions
- Review of gender mainstreaming in UNV programmes
- Discussion of project review process
- Final reflections

### Evaluation Questions

1. What have UNV's key results or achievements been, to date, in terms of gender equality and gender mainstreaming?
2. What are the key gaps and challenges for UNV's work on gender equality and gender mainstreaming?
3. What can be done to build on these achievements and address the key gaps in UNV's work on gender equality and gender mainstreaming?

### UNV Survey 2016

- During your assignment, to what extent did you contribute towards gender equality and women's empowerment?



### Welcome

- Thank you for coming
- Lucy Ferguson, Researcher and Consultant in Gender Equality
- Objectives and approach – interactive and participatory session
- Very much look forward to your input

### Icebreaker Activity

#### Corners of the Room:

- To what extent is gender mainstreaming integrated in your Programme Area?



Please introduce yourself and say:

- Why have you put yourself in that corner?
- What one thing would help to mainstream gender in your Programme area?

### Why Gender Equality and Gender Mainstreaming?

"The Chair reflected that UNV needs to play "catch-up" to some other agencies. She noted the importance of pushing the envelope with the right questions if we want volunteerism to be at the forefront of the UN system. She expressed the need of not seeing gender equality as an "add-on". For long-term business, the seriousness of gender equality should be intensified for UNV to stay relevant."

(Gender Action Team Meeting Minutes, 29<sup>th</sup> November 2016)

### Discussion: Gender Mainstreaming in UNV Programmes (1)

- What are the gender equality goals and targets for your Programme?
- Are you on track to meet these targets?
- How is the 15% of budget for gender equality allocated, tracked and monitored?
- How is the Gender Marker system used?



## Discussion: Project Concept Note

- What training and guidelines are provided for staff to integrate gender? In Bonn, ROs and Fus?

1. How does the project team integrate gender into the system study and research process?  
2. How does the project team integrate gender into the system study and research process?

Project Concept Note	
<b>Project Title:</b>	
<b>Project Objectives:</b>	(Please provide a brief overview of the project objectives - no more than 10 words)
<b>Background/Justification:</b>	(Please provide a brief overview of the background/justification for the project - no more than 10 words)
<b>Project Results/Impact:</b>	(Please provide a brief overview of the project results/impact - no more than 10 words)
<b>Project Budget:</b>	(Please provide a brief overview of the project budget - no more than 10 words)
<b>Project Timeline:</b>	(Please provide a brief overview of the project timeline - no more than 10 words)
<b>Project Risks:</b>	(Please provide a brief overview of the project risks - no more than 10 words)
<b>Project Conclusion:</b>	(Please provide a brief overview of the project conclusion - no more than 10 words)

## Discussion: Gender Mainstreaming in UNV Programmes (2)

As a whole group, please discuss:

- Are these goals sufficient to achieve gender equality in your Programme area?
- What kinds of goals could be set in the future?

## Discussion: Reflecting on Today's Session

Please ask the person sitting next to you:

- What will you take away from today's session?

## Closing

- Thank you and next steps
- Handouts
- Short Evaluation Questionnaire – please add any further comments here
- Open office hours Friday 3rd March, 3-4.30pm

Dr Lucy Ferguson,  
Gender Equality Researcher and Consultant  
[lucy.ferguson@gmail.com](mailto:lucy.ferguson@gmail.com)



**Comments***Comments GAT**(8/? Responses TBC)*

- “It’s been a great introduction into the evaluation work that’s upcoming”
- “Very good session, thank you”
- “Thank you, well facilitated!”
- “Well presented session, quite interested in what the overall outcomes will be. Thank you for leading, Lucy!”

*Comments Performance**(3/3 responses)*

- “Many thanks!”
- “Thank you”

*Comments Programme (6/?**Responses – awaiting one more from Katherine)*

- “Only trainings on gender will not help a conscious effort at all levels to integrate gender at all levels of organization from mobilization and programming perspective need to be integrated and specific targets should be set up”
- “Well facilitated. The consultant’s idea and knowledge of the subject is excellent. Good job.”
- “A common understanding needs to be established and consistently maintained”

**Quantitative Analysis Focus****Group Feedback**

Overall

*Scores by groups***EVALUATION QUESTIONS**

The objectives of the session were clear

The session met the stated objectives

I had the opportunity to participate actively in the session

The session was well facilitated

I would like to learn more about gender equality and gender mainstreaming

I would like to be kept informed of the outcomes of the evaluation

**OVERALL***Scores by individuals***EVALUATION QUESTIONS**

The objectives of the session were clear

The session met the stated objectives

I had the opportunity to participate actively in the session

The session was well facilitated

I would like to learn more about gender equality and gender mainstreaming

I would like to be kept informed of the outcomes of the evaluation

**OVERALL**



Overall scores by group										
GAT		Performance		Institutional		Programme		Overall groups		
Average score (out of 5) and %		Average score (out of 5) and %		Average score (out of 5) and %		Average score (out of 5) and %		Average score (out of 5) and %		
4.375	87.5%	4	80%	4.67	93.33%	3.67	73.33%	4.1788		83.58%
4.125	82.5%	4	80%	4.33	86.67%	3.67	73.33%	4.0313		80.63%
4.375	87.5%	4.33	86.67%	4.67	93.33%	3.833	76.67%	4.302		86.04
4.75	95%	4	80%	4.78	93.33%	3.833	76.67%	4.313		86.26
4.125	82.5%	4.67	93.33%	5	100%	3.67	73.33%	4.366		87.32%
4.875	97.5%	4.67	93.33%	5	100%	3.5	70%	4.511		90.22%
4.4375	88.75%	4.278	85.57%	4.723	94.47%	3.696	73.9%	4.284		85.67%
GAT total (8 respondents)		Performance total (3 respondents)		Institutional total (3 respondents)		Programme total (6 respondents)		Overall 20 individuals average score (out of 5) and %		
35		12		14		22		4.15		83%
33		12		13		22		4		80%
35		13		14		23		4.25		85%
38		12		14		23		4.35		87%
33		14		15		22		4.2		84%
39		14		15		21		4.45		89%
213 (of 8)		77 (of 3)		85 (of 3)		133 (of 6)		4.233		84.67%



## Scores by Focus Group

### GAT (8 total)

EVALUATION QUESTIONS	23.12	23.21	23.29	23.37	23.46	23.54	24.02	24.13
The objectives of the session were clear	5	5	5	4	5	3	4	4
The session met the stated objectives	5	4	5	4	5	3	3	4
I had the opportunity to participate actively in the session	4	5	5	4	5	5	3	4
The session was well facilitated	5	5	5	5	5	5	4	4
I would like to learn more about gender equality and gender mainstreaming	4	5	4	5	5	3	2	5
I would like to be kept informed of the outcomes of the evaluation	5	5	4	5	5	5	5	5
OVERALL								

### Performance (3 total)

EVALUATION QUESTIONS	27.31	27.40	27.48	TOTAL (3 RESPONDENTS)	PERFORMANCE AVERAGE SCORE (OUT OF 5)	PERFORMANCE AVERAGE SCORE (%)
The objectives of the session were clear	5	3	4	12	4	80%
The session met the stated objectives	5	3	4	12	4	80%
I had the opportunity to participate actively in the session	5	3	5	13	4.33	86.67%
The session was well facilitated	5	3	4	12	4	80%
I would like to learn more about gender equality and gender mainstreaming	5	4	5	14	4.67	93.33%
I would like to be kept informed of the outcomes of the evaluation	5	4	5	14	4.67	93.33%
OVERALL					4.278	85.57%



TOTAL (8 RESPONDENTS)	GAT AVERAGE SCORE (OUT OF 5)	GAT AVERAGE SCORE (%)
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35	4.375	87.5%
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33	4.125	82.5%
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35	4.385	87.5%
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38	4.75	95%
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33	4.125	82.5%
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39	4.875	97.5%
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	4.4375	88.75%
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*Institutional (3 total)*

EVALUATION QUESTIONS	30.04	30.12	30.21	TOTAL (3 RESPONDENTS)	INSTITUTIONAL AVERAGE SCORE (OUT OF 5)	INSTITUTIONAL AVERAGE SCORE (%)
The objectives of the session were clear	5	5	4	14	4.67	93.33%
The session met the stated objectives	4	5	4	13	4.33	86.67%
I had the opportunity to participate actively in the session	4	5	5	14	4.67	93.33%
The session was well facilitated	5	5	4	14	4.78	93.33%
I would like to learn more about gender equality and gender mainstreaming	5	5	5	15	5	100%
I would like to be kept informed of the outcomes of the evaluation	5	5	5	15	5	100%
OVERALL					4.723	94.47%



Programme (6 total, possibly 7)

EVALUATION QUESTIONS	32.03	32.11	32.19	32.25	32.21	32.39	TOTALS	PROGRAMME AVERAGE SCORE (OUT OF 5)	PROGRAMME AVERAGE SCORE (%)
The objectives of the session were clear	3	5	5	5	2	2	22	3.67	73.33%
The session met the stated objectives	4	4	4	5	3	2	22	3.67	73.33%
I had the opportunity to participate actively in the session	4	4	5	5	2	3	23	3.833	76.67%
The session was well facilitated	4	5	5	5	2	2	23	3.833	76.67%
I would like to learn more about gender equality and gender mainstreaming	4	5	5	5	1	2	22	3.67	73.33%
I would like to be kept informed of the outcomes of the evaluation	4	4	5	5	1	2	21	3.5	70%
OVERALL								3.696	73.9%

## ANNEX 9

### Sample Interview Outline

*Total time: 60 minutes maximum, depending on interest and availability*

#### Introductions

- Consultant to introduce herself, the scope of the study and the key evaluation questions (to be shared in advance)
- Interviewee to introduce her/himself, including a short history of their time with UNV and previous work.

#### Background

- How relevant do you think gender equality is to your work at UNV? And to you personally?
- Please describe how gender equality is currently integrated/not integrated in your own work and work area (e.g. office, department).

#### Discussion of Approach and Key Evaluation Questions

- What is a gender-responsive evaluation? Discuss.

- Is there anything missing from these questions?
- Can you foresee any challenges in completing this evaluation?

#### Discussion of Key Evaluation Question 1: What have UNV's key results or achievements been, to date, in terms of gender equality and gender mainstreaming?

- Select relevant questions from supplementary questions:
- What is the history of gender mainstreaming in UNV?
- What mechanisms – e.g. procedures, policies, infrastructure, resources (human and financial), materials, training, theory of change, etc. – exist to promote gender equality and facilitate gender mainstreaming at UNV?
- What examples of good practice exist in gender mainstreaming in UNV?
- What are the achievements of gender mainstreaming in terms

of UNV's Strategic Framework?

- What are the strengths of gender mainstreaming in UNV in terms of the 15 Performance Indicators of the UN SWAP?
- Are these results and achievements uniform across all geographical locations in which UNV operates?

#### Discussion of Key Evaluation Question 2: What are the key gaps and challenges for UNV's work on gender equality and gender mainstreaming?

- Select relevant questions from supplementary questions:
- What have the main challenges been, to date, for gender mainstreaming in UNV?
- What current challenges exist for gender mainstreaming in UNV?
- What are the main challenges for achieving the targets set in UNV's Strategic Framework?
- Do the targets and indicators in UNV's Strategic Framework adequately capture the gaps



and challenges for gender mainstreaming in UNV?

- What are the main gaps and challenges for reaching compliance on the 15 Performance Indicators of the UN-SWAP by 2017?
- Are the gaps and challenges the same for the headquarters and the regional and country offices?

### **Discussion of Key Evaluation Question 3: What can be done to build on these achievements and address the key gaps in UNV's work on gender equality and gender mainstreaming?**

- Select relevant questions from supplementary questions:
- What are the priority areas of action for UNV in terms of gender equality and gender mainstreaming?
- What are the key considerations for UNV's next Strategic Framework?
- What are the key considerations for UNV in terms of the 15 Performance Indicators of the UN-SWAP?
- What is needed in order to meet these goals, and how can this be secured?
- What can be done to ensure that progress is made evenly across UNV headquarters, regional offices and country offices?

### **Reflections and Closing**

- Is there anything else you would like to add?
- How have you found the experience of participating in this evaluation? Do you feel anything could be improved?
- Would you like to be consulted for feedback on the findings and recommendations?

## **ANNEX 10**

### **Reflections on the process and lessons learned for gender-responsive evaluation**

Overall, the experience of data collection – both in Bonn and during the Skype interviews – has been highly positive. People were very keen to share their stories, perceptions and opinions. Participation in some focus groups was lower than expected (Performance Team) and higher in others (Programmatic). Unfortunately, it was not possible to secure a meeting with the Executive Coordinator or the Deputy Executive Coordinator. [Hopefully this will be rectified in time for the final version]. This means that, to date, the viewpoints of Senior Management are not reflected in these evaluation findings. It is hoped that the Senior Management can be engaged substantively in the Management Response process during the consultant's second visit to Bonn to present the Evaluation Report.

A key aspect of gender-responsive evaluation involves an intersectional approach that takes into account different aspects of inequality such as nationality, ethnicity/race, age, sexual orientation, ability and gender identity. In practice, this involves taking seriously these intersectional power dynamics across the organisation – at headquarters, in field offices and volunteers. The evaluation strived to understand the extent to which intersectional analysis is integrated into UNV's work, and how this aspect could be improved. A focus on LGBTQ issues in particular was

highlighted. Second, there was a strong focus on masculinities and engaging men and boys. This is important to ensure a relational understanding of gender – as a structural power dynamic – rather than static understandings of “men” and “women”. Men were engaged at all stages of the evaluation, and questions were asked about masculinities and diversity between men throughout the data collection process.

The qualitative research process consistently paid attention to the intersecting aspects of women's and men's identities, experiences, histories and power relations. Specifically, it considered how these intersections interact with women's and men's attitudes to – and experiences of – gender (in)equality and gender mainstreaming. One interesting observation to make in this respect is the wide range of perceptions that exist on UNV's performance in terms of gender equality. A number of key factors seemed to influence this:

- Male/female (men overwhelmingly rated UNV higher on its progress on gender equality than women), as verified by the GSS 2016 results;
- Knowledge of/interest in gender (those with low levels of knowledge or interest rated UNV well due to quantitative indicators, while those with higher levels of knowledge proved highly critical);
- Exposure to other agencies (those who recently joined are more critical of UNV compared to other organisations due to their



experience with organisations more advanced in this area); and

- Geographical organisation – HQ vs ROs (ROs were more critical as they feel unable to secure the support and training required to implement meaningful gender equality, while HQ staff were more optimistic about the impact of UNV's work and gender equality outcomes).

In terms of gender-sensitive evaluation, some aspects could have been improved, had more time and resources been available. For example, more efforts could have been made to reach out to more marginalised/under-represented members of staff – e.g. junior staff, female support staff, etc. In addition, the Brown Bag Lunch was not perhaps the best forum for inviting participation on these issues. More work is clearly needed in supporting UNV staff to present their perspectives and experiences of gender in/equality across the organisation. Some issues of confidentiality also arose, and as such all interviews have been anonymised to ensure that all stakeholders are protected and that their contributions cannot be attributed.

In line with best practice in gender-responsive and gender-transformative evaluation, every effort has been made to ensure that the evaluation process and final products contribute to clear action points which are followed up on by UNV. Thus, a focus has been placed on making the recommendations “actionable” and attainable in the context of both UNV's institutional and programmatic levels. In order to best achieve this, the evaluation process was as inclusive and

participatory as possible, aiming to engage not just those stakeholders already “convinced” of gender mainstreaming, but also the sceptics and resisters. This served the dual purpose of building broad based support for gender mainstreaming, while ensuring that the recommendations reflect the real needs and concerns of UNV's staff members, management and other key stakeholders.

Throughout the evaluation process, care has been taken to gain support and momentum for gender mainstreaming among UNV staff, in particular via raising awareness and interest in the participatory focus groups. The consultant worked with the UNV reference group to propose dissemination methods and channels for the key recommendations and findings – both internal and external. Two briefings were held via Skype for the Gender Action Team – one on preliminary findings and one on the first draft of the report – in order to provide detailed comments. A second visit to Bonn was also made to present the final evaluation report. This involved three presentations – to the Expanded Senior Management Team, the Gender Action Team and an open meeting for all staff. The open meeting was also broadcast via webinar software to ensure that those working in the field were able to participate. This was then recorded and made available to all staff. It should be noted that neither the Executive Director (due to a scheduling clash) nor the Deputy Executive Coordinator attended these presentations, undermining the potential influence of the

evaluation, and failing to send a message that gender equality and gender mainstreaming are important to UNV.

In the spirit of reflexivity which guides gender-transformative and feminist practice, the evaluation has been conducted as a mutual learning process. Feedback forms were circulated at the end of each focus group session in Bonn, in order to encourage participants' input, while allowing the consultant to improve aspects of her evaluation practice (see Annex 8). At the end of the project, a short evaluation questionnaire was provided to the UNV reference team to elicit feedback on the overall process, with the aim of feeding into discussions of best practice in the field of gender-responsive evaluation. Emphasis was placed on UNV and the consultant working productively together to produce an evaluation of the highest quality that can contribute to tangible change and results in gender equality for UNV's staff, volunteers, partners and beneficiaries.



## ANNEX 11

UNV Global Staff Survey Results UNV –  
Key Gender Gaps

ITEM	SUBGROUP	N-SIZE	FAVOURABLE	NEUTRAL	UNFAVOURABLE
I have authority to make relevant decisions that enable me to do my job effectively.	Female	64	56%	21%	24%
I have authority to make relevant decisions that enable me to do my job effectively.	Male	36	62%	21%	18%
I have the tools and resources (support, staff, technology, etc.) to do my job well.	Female	64	49%	17%	33%
I have the tools and resources (support, staff, technology, etc.) to do my job well.	Male	36	70%	18%	12%
My management team listens to my ideas, suggestions and concerns.	Female	64	52%	31%	16%
My management team listens to my ideas, suggestions and concerns.	Male	36	72%	19%	9%
My management team encourages and enables employees to try new and better ways of doing things.	Female	64	48%	37%	15%
My management team encourages and enables employees to try new and better ways of doing things.	Male	36	63%	22%	16%
In my office, on-boarding of new employees is done effectively.	Female	64	39%	25%	36%
In my office, on-boarding of new employees is done effectively.	Male	36	47%	41%	13%
I have authority to make relevant decisions that enable me to do my job effectively.	Female	64	56%	21%	24%
I have authority to make relevant decisions that enable me to do my job effectively.	Male	36	62%	21%	18%
My management team listens to my ideas, suggestions and concerns.	Female	64	52%	31%	16%
My management team listens to my ideas, suggestions and concerns.	Male	36	72%	19%	9%
My management team encourages and enables the environment of openness and trust.	Female	64	44%	33%	23%
My management team encourages and enables the environment of openness and trust.	Male	36	59%	25%	16%
My management team provides effective direction and leadership.	Female	64	56%	18%	26%
My management team provides effective direction and leadership.	Male	36	56%	34%	9%



ITEM	SUBGROUP	N-SIZE	FAVOURABLE	NEUTRAL	UNFAVOURABLE
I trust that my management team will act with integrity if they must choose between achieving results and “doing the right thing”.	Female	64	48%	38%	14%
I trust that my management team will act with integrity if they must choose between achieving results and “doing the right thing”.	Male	36	76%	15%	9%
My management team effectively manages conflicts and grievances in my office.	Female	64	36%	46%	19%
My management team effectively manages conflicts and grievances in my office.	Male	36	63%	25%	13%
My management team makes sure that policies and procedures are applied consistently to all staff, and does not play favourites.	Female	64	34%	42%	24%
My management team makes sure that policies and procedures are applied consistently to all staff, and does not play favourites.	Male	36	63%	19%	19%
My management team acts in ways consistent with what they say.	Female	64	40%	40%	20%
My management team acts in ways consistent with what they say.	Male	36	73%	15%	12%
Staff in HQ, regional, country and other offices/teams collaborate effectively.	Female	64	50%	33%	17%
Staff in HQ, regional, country and other offices/teams collaborate effectively.	Male	36	70%	21%	9%
In UNDP*, good ideas are taken seriously regardless of who suggests them or where they originate from.	Female	64	44%	22%	33%
In UNDP*, good ideas are taken seriously regardless of who suggests them or where they originate from.	Male	36	65%	26%	9%
In my office proactive efforts are made to get the opinions and thinking of all employees on relevant issues.	Female	64	51%	25%	24%
In my office proactive efforts are made to get the opinions and thinking of all employees on relevant issues.	Male	36	68%	26%	6%
In my office, people at all levels are held accountable for ethical behaviour.	Female	64	68%	20%	12%
In my office, people at all levels are held accountable for ethical behaviour.	Male	36	84%	9%	6%



ITEM	SUBGROUP	N-SIZE	FAVOURABLE	NEUTRAL	UNFAVOURABLE
My management team clearly communicates the importance of ethics.	Female	64	47%	40%	13%
My management team clearly communicates the importance of ethics.	Male	36	85%	12%	3%
If I observed unethical or illegal behaviour, I would feel comfortable reporting it.	Female	64	64%	23%	13%
If I observed unethical or illegal behaviour, I would feel comfortable reporting it.	Male	36	73%	15%	12%
I feel my career goals can be met in UNDP*.	Female	64	40%	29%	32%
I feel my career goals can be met in UNDP*.	Male	36	67%	19%	14%
If I sustain a high level of performance, I am likely to succeed in UNDP*.	Female	64	43%	33%	24%
If I sustain a high level of performance, I am likely to succeed in UNDP*.	Male	36	69%	23%	9%
In UNDP* managers and staff communicate openly and honestly.	Famale	64	38%	31%	31%
In UNDP* managers and staff communicate openly and honestly.	Male	36	75%	19%	6%
I can raise issues and share my concerns without fear.	Female	64	62%	13%	25%
I can raise issues and share my concerns without fear.	Male	36	79%	12%	9%
My management team encourages and enables the environment of openness and trust.	Female	64	44%	33%	23%
My management team encourages and enables the environment of openness and trust.	Male	36	59%	25%	16%
In my office appropriate action is taken if there is a performance issue.	Female	64	24%	32%	44%
In my office appropriate action is taken if there is a performance issue.	Male	36	48%	33%	18%
In my office, excellent performance is recognised and celebrated at all levels.	Female	64	30%	32%	38%
In my office, excellent performance is recognised and celebrated at all levels.	Male	36	64%	18%	18%



ITEM	SUBGROUP	N-SIZE	FAVOURABLE	NEUTRAL	UNFAVOURABLE
UNDP* senior leadership effectively communicates with staff on key issues: My Bureau Director (Head of Associated Fund/Programme)	Female	64	53%	29%	18%
UNDP* senior leadership effectively communicates with staff on key issues: My Bureau Director (Head of Associated Fund/Programme)	Male	36	73%	13%	13%
I feel comfortable using flexible arrangements for managing work and personal life.	Female	64	51%	19%	30%
I feel comfortable using flexible arrangements for managing work and personal life.	Male	36	64%	30%	6%
I am able to maintain a healthy balance between my work and personal life.	Female	64	46%	22%	32%
I am able to maintain a healthy balance between my work and personal life.	Male	36	64%	30%	6%
The amount of work pressure I experience in my job is acceptable.	Female	64	43%	16%	41%
The amount of work pressure I experience in my job is acceptable.	Male	36	70%	24%	6%