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Sida Decentralised Evaluation

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Review of Gender Equality Support in Eastern Europe and the Western Balkans 2001 – 2012

Final Report

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**Final Report
September 2013**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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ACRONYMS and ABBREVIATIONS

BiH	Bosnia and Herzegovina
CNVP	Connecting Natural Values to People
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FARMA	Fostering Agricultural Markets Activity
FIGAP	Fund for the Implementation of the Gender Action Plan
FIRMA	Fostering Interventions for Rapid Market Advancement
ILO	International Labour Organization
IOM	International Organisation for Migration
KtK	Kvinna till Kvinna
NGO	Non-Governmental Organization
OSCE	Organization for Security and Cooperation in Europe
Sida	Swedish International Development Cooperation Agency
ToR	Terms of Reference
UNWomen	United National Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

The purpose of this review is to draw the results and lessons learned from Swedish support to gender equality in the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), and Russia, and the Western Balkans countries (Albania, Bosnia-Herzegovina, Macedonia, Montenegro, Kosovo and Serbia) over the past decade. The primary task of the review was to collect and distil a very large amount of information generated in 12 countries over a ten year period into five key issues for success in promoting gender equality in the region and five key challenges, at country level as well as at the level of projects and programmes, for application in future interventions.

The review was conducted in two phases: A desk review exercise to collect, sort, and analyze project and programme documentation from all of the countries, followed by an exercise to identify clusters of similar projects in different countries to allow for cross-country comparison. The field visit phase and identification of lessons learned was structured on the framework of the five most prominent thematic areas in Sida gender equality support interventions. The results of the cluster analysis identified three countries which had conducted similar projects in each of the five priority thematic areas. Field visits to these three countries: Albania, Bosnia and Herzegovina and Georgia, included interviews with Sida staff, government counterparts, other development agencies, implementing partners, NGO service providers, beneficiaries and other stakeholders. A debriefing meeting was held in each country to present preliminary findings to the Sida Counsellor, gender focal point and other interested Sida staff members prior to departure.

Lessons Learned:

- **Women's Political Participation**

Key issues for success: Focus on Institutions, not Individuals. In societies and political cultures in which power and authority are exclusively held and exercised by men, it is essential to work with men – male leaders, administrators and party members – as well as women to increase women's participation in political processes. Local representative bodies may offer the best entry point for building women's authority with their constituencies.

Challenges: While gender quotas for parliamentary candidates are reported to have been successful in Macedonia, quotas for female elected representatives had a poor success rate in all three field visit countries and significant potential negative side-effects.

- **Women's Economic Empowerment**

Key issues for success: Integration across sectoral projects can be highly effective; networking of local women's organizations and very local level, step-wise capacity building offer the most productive entry points.

Challenges: An institutional mechanism for information transfer over time, between administrative levels, and across thematic boundaries is essential to avoiding duplication, increasing synergies and improving effectiveness; Improving coordination with relevant line Ministries would increase the effectiveness of schemes to better integrate women into the formal labour force.

- **Gender-based violence, including trafficking**

Key issues for success: Building a close working relationship with State institutions and building their capacity is essential to sustainable domestic violence response and prevention.

Challenges: Gender-based violence involves both women and men. Trafficking is no longer solely women for sex work, but women and men are being trafficked for forced labour as well as sex. We need to recognize the connections between domestic violence and trafficking. Even more important, we need to recognize and address the roots and sources of domestic violence among perpetrators and to break the cycles of social and economic insecurity that underlie it.

- **Implementation of national gender plans and strategies**

Key issues for success: Work within State bodies in ways that help them to improve their own functioning in areas under their own control before expecting them to achieve any external impact.

Challenges: Policy level intervention need to be anchored by buy-in at both the political and executive level to be sustainably financed and implemented.

- **Gender Disaggregated Statistics**

Key issues for success: The strong technical progress achieved in data collection and processing and the publication of gender disaggregated statistics is effective and sustainable only if accompanied by increasing the demand for and use of gender disaggregated statistics.

Challenges: Donor-funded one-off surveys are not sustainable and gender disaggregated statistics that are not integrated into the policy process are not effective. To be effective and sustainable, raising the capacity of data producers should include a parallel effort to build the capacity of statistics users – and with it, their demand on data producers and their use of statistics as a routine tool in their work. Gender disaggregation of all survey data is not yet independently sustainable nor is gender disaggregation of administrative data widespread.

Additional Observations and Recommendations

- **Institutional memory:** Lessons learned become lessons lost unless they are effectively stored and transmitted.
- **Strategic forward planning:** Significant additional impact may be derived from an on-going intervention at little cost by preparing in advance of completion.
- **Integrated programming – horizontal and vertical coordination:** Division of programming into thematic areas is a practical necessity, but increasing cooperation across portfolios can raise efficiency and improve effectiveness.
- **More Realistic Time-frames:** A large number of requests for no-cost extensions to complete planned project activities suggests a need for longer project implementation periods.

- **Encouraging cooperation and networking:** Increasing competition for a rapidly shrinking pool of donor funding can be responded to through better coordination to limit duplication.
- **Visibility:** While most materials produced by Sida funded projects acknowledged Sida support, we were not able to find a consistent protocol and found examples of misattribution.
- **Gender mainstreaming:** Despite certain drawbacks, gender mainstreaming with effective monitoring and oversight may be a better approach to improved synergy, effectiveness.

1 INTRODUCTION – TASKS AND METHODOLOGICAL APPROACH

Promoting gender equality has been widely recognized as a key component of development co-operation and plays an important role in the social and economic development strategies of the countries of Europe, international development agencies and other developed countries. Sweden has been recognized as a leader in promoting gender equality and women's role in development is one of three thematic priorities for Swedish development co-operation. The most important priorities for the EU within the area of gender equality are:¹

- 1) Women's political participation and influence,
- 2) Women's economic empowerment and working conditions,
- 3) Sexual and reproductive health and rights,
- 4) Women's security, including all forms of gender based violence and human trafficking.

Swedish strategies for development cooperation emphasize gender equality, and in their implementation the following topics in the area of gender equality are the most prominent²:

- Women's political participation
- Women's economic empowerment
- Gender based violence
- Implementation of national gender plans and strategies
- Gender disaggregated statistics

1.1 Tasks and objectives

As specified in the TORs, the purpose of the assignment is to draw the results and lessons learned from Swedish support to gender equality in the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), and Russia, and the Western Balkans countries (Albania, Bosnia-Herzegovina, Macedonia, Montenegro, Kosovo and Serbia).

The overall objective of the assignment is to gain knowledge from lessons learned and results achieved in the Swedish support to gender equality in Eastern Europe and Western Balkans, and Russia during the period 2001-2012.

The specific objectives of the assignment are to:

¹ Terms of Reference Review of gender equality support in Eastern Europe and the Western Balkans 2001 – 2012, citation of the Swedish policy for gender equality in development cooperation “*On Equal Terms - Policy for the Promotion of Equality Work, 2010-2015*”

² Ibid.

1. **Provide input to the forthcoming drafting of the Strategies for Eastern Europe and for Western Balkans and serve as a guide with recommendations for implementation of gender equality.** The objective of providing input to the new Strategy development process was only partially met. Delivery of final report was significantly delayed due to difficulties experienced in the desk study phase and the decision to recruit a new team of consultants for the field visit phase. Nonetheless, the lessons learned, observations and recommendations presented in this report should provide a valuable contribution to the implementation of gender equality interventions and may also be useful in final revisions to the new Strategies.
2. **A mapping of selected projects/programmes supported by Sweden in the countries included in the desk study and covered during field visits.** An extensive mapping of gender equality-related national and regional programmes and projects for the countries of both regions throughout the review period was completed and an electronic database of project documents assembled. The bibliographic listing of all documents received is included in an appendix to this report together with a link to the electronic document database of the assembled documents. Details of selected project modalities, indicators, risks and gender-relevance are included in separate appendices. However, it must be emphasized that the materials collected in the course of this review are neither comprehensive, nor do they constitute a representative sample. See Section 3.1 below for a description of the limitations of the document database.
3. **Identify the most effective and cost effective contributions and get a country specific on what works and what does not work with conclusions on the most efficient entry points for gender equality and gender mainstreaming in the region, including modalities, cooperation partners, focus areas as well as entry points for closer cooperation and synergy effects with the EU.** A sampling of effective and cost efficient contributions as well as specific country level examples are included in the body of this report. The most promising entry points, modalities and cooperation partners for gender equality and gender mainstreaming in these regions are addressed in the body of the report below.
4. **Identify the five key issues for success and the five key challenges for promoting gender equality in the region, at country level as well as at projects/programmes.** The five key issues for success and the five key challenges for promoting gender equality in the regions, at country level and at project/programme level are outlined in the lessons learned section below.

The study was done in two phases:

1. **A first phase consisted in a desk study based on project documentation.** The first phase covering the inception report and desk review was carried out by Dr. Marina Blagoeva (Serbia) and Dr. Katarina Shalayeva (Ukraine), both highly respected gender specialists in the region.

2. **The second phase included field visits to selected projects.** The second phase of the project was conducted by Dr. Dorothy Rosenberg (USA) and Dr. Sevinc Rende (Turkey). To address issues raised by Sida during the first phase, the document search parameters were broadened, the collection of project and programme documentation was re-done and a new analytical framework for the review based on the five priority thematic areas (see above) was proposed and accepted by Sida, which also agreed that looking closely at several projects in each of 3 countries would result in a better sample than the previously proposed approach of one project in each of five countries. Sida then provided a preliminary list of 6 field visit candidate countries (those with continuing programmes). After document collection was as complete as possible given incomplete record availability, a cluster analysis was conducted on the six field visit candidate countries (see Appendices) to identify those countries with similar or overlapping projects in at least 3 of the five priority thematic areas to support comparison of project design factors independent of country context. The countries selected for field visits on the basis of the cluster analysis were Albania, Bosnia-Herzegovina and Georgia. Field visits were conducted from 29 June – 19 July, 2013.

1.2 Methodological approach

Document review: Project and programme documents³ – including annual and final reports, mid-term and final reviews and external evaluations and relevant thematic studies -- were first categorized by country and then cross-selected according to priority thematic area clusters to compare similar themed projects across countries. Lessons learned were organized by thematic area.

Field visits: After field visit country selection, further review of the project/programme document database and consultation with the field visit country gender focal points produced matches across all three countries in 4 priority thematic areas and all five thematic areas in two countries. The names and contacts of implementing partners, national counterparts and other stakeholders were obtained from the country gender focal points and contacted with requests for appointments as well as suggestions of additional relevant sources (snowball method). Interviews were conducted using a semi-structured open ended set of questions. In addition, each person interviewed was asked to complete a short questionnaire, which was

³ Sida maintains a physical document archive, but only recent programmes and projects are available in electronic form. Sweden Abroad and OpenAid list only recent programmes and projects, but do not include project documentation. The first team agreed with Sida to ask country office gender focal points to propose projects regarded as successful for inclusion in the review. Although the second team broadened the search parameters in renewing the document request to Sida gender focal points, the initial project selection criteria led to a sample that is both non-comprehensive and non-representative, with limited coverage of the first half of the review period and varying levels of cooperation across country offices. As a further limitation, access to full project documentation was constrained by factors including lack of Sida staff time to scan physical documents, staff turnover, and incomplete country office records. The electronic database of gender-related project documents created in the course of this review is nonetheless a useful resource and could serve as the basis for creating a comprehensive and searchable collection of Sida programme and project materials.

also sent to individuals who could not be personally interviewed due to distance or time limitations. (See Appendices 3, 9 and 10 for survey highlights, questionnaire form and tabulated response results). These three sources: project and programme documents, face-to-face interviews, and written responses to the questionnaire form the basis of the conclusions and recommendations presented below.

2 LESSONS LEARNED: FIVE KEY ISSUES FOR SUCCESS AND FIVE KEY CHALLENGES

The goal of Swedish development cooperation with the countries of Eastern Europe and the Western Balkans is to support their progress toward the EU, which has developed policies, strategies and action plans to address gender equality issues. As a recognized leader in this policy area, Sweden plays an important role in promoting convergence with EU gender standards and practices through its development assistance.

In assessing the challenges and key issues for the success of Sida support to gender equality interventions in Eastern Europe and the Western Balkans, it may be helpful to briefly consider the path that led the countries of Western Europe to the levels of gender equality achieved by today's third post-war generation. The two key factors driving progress toward gender equality were the generally steady growth of the post-war period, which drew ever more women into the labour force, and the second wave feminist movement, which brought increasing numbers of women into higher education and the professions.

In Sweden the first major step toward gender equality was an unintended consequence of the Solidarity Wage agreements of the 1960s. Driven by labour unions, these were contract agreements that awarded a higher percentage of the total negotiated wage increase to lower paid workers, with a graduated smaller percentage increase higher up the wage scale. In practice, the Solidarity Wage disproportionately benefitted women workers, who predominated in the lowest wage categories, although the agreements were based on working class egalitarianism with no consideration of gender. While Sweden had one of the highest rates of female labour force participation in the West, it continued to have a highly gender segregated labour force well into the 1980s and early 1990s, as reproductive labour was moved out of the home and into the sphere of paid employment to meet the needs of the increasing numbers of working women. These State mandated social welfare programmes were explicitly intended to sustain the birth-rate by supporting women to better meet both work and family responsibilities. With small variations, the other Nordic countries traced similar trajectories, as did France, Belgium, the Netherlands and Great Britain. They were later joined by Italy and Germany, which initially relied on labour migrants and only began gradually reducing the barriers to women's labour force participation after the oil shocks of the early 1970s and under pressure from an active feminist movement from the mid-1970s onward. Greece, Portugal and Spain began to move along the same lines after joining the EU.

Thus, significant female labour force participation, women's higher education and entrance into the professions, and broad social service provision were the foundation from which the women of the third post-war generation have moved in significant numbers into leadership positions in politics and the economy.

The Western European trajectory and its social and economic context should be kept in mind in assessing initiatives to increase women's political participation or to implement national

gender plans and strategies in the states of post-socialist Eastern Europe and the Western Balkans. Both regions are characterized by high un- and underemployment, low wages, large informal economies, declining labour force participation, and out-migration of skilled labour under the pressure of free-market, anti-union, and low social expenditure policies. Leaving aside Albania and Turkey, the status of women -- as measured by their access to employment, income security, education and professional qualification, and social services -- has declined throughout both regions since 1991. Most of the countries of these regions have adopted gender equality laws, as well as legislation for the prevention of trafficking and domestic violence. However, implementation has lagged and services remain un- or under-funded, due not only to limited budget resources, but the absence of the economic, social and political pressures that drove increasing gender equality in the West.

In each of the field visit countries, women activists argued that the essential foundation for gender equality was not to be found in externally driven policies, strategies or action plans, but in women's employment and economic security, from which political participation and representation and with it legal protections and supporting social services could gradually emerge. In designing development support to gender equality, careful consideration should be given to balancing the weight of these multiple factors in a coordinated program of interventions.

Women's Political Participation

Key issues for success: Focus on Institutions, not Individuals. *In societies and political cultures in which power and authority are exclusively held and exercised by men, it is essential to work with men – male leaders, administrators and party members – as well as women to increase women's participation in political processes. Local representative bodies may offer the best entry point for building women's authority with their constituencies.* **Albania** - OSCE project - training individual women and working exclusively with women to prepare them as candidates has had poor results; working with women candidates at the local council level has been somewhat more effective. We need to work in a two-step process with women and then women and men together. CNVP Sustainable Forestry project has worked with women and men together and succeeded in getting 40% female representation on Forest and Land-Users councils. **Bosnia and Herzegovina** – Support to Civil Society in the Balkans - Some (women) informants felt that voting for women just for the sake of it may result in a backlash. They referred to examples in some municipalities where women politicians have not played the role wished for in terms of peace building and gender equality and where they have not built relationships with women's organizations.

Challenges: *While gender quotas for parliamentary candidates are reported to have been successful in Macedonia, quotas for female elected representatives has had a poor success rate in all three field visit countries and significant potential negative side-effects.* **Georgia** – Gender and Politics - most parties did not accept voluntary quotas of 30% women, despite payments to parties which agreed and those few parties that did participate failed to receive the minimum percentage of the vote. Women candidates were placed at the bottom of party lists, were widely perceived as having no demonstrated competence, but regarded as elite tokens. **Albania** - Mandatory 30% quotas have failed to have any noticeable effect and women's political representation remains around 12%. **Bosnia and Herzegovina** – Despite a law stipulating that 30% of the names on party lists are women, in the 2008 election it fell from around 20% to less than 12% actually getting seats in political bodies. In the last election, the percentage of women elected to parliament rose to 17%, higher than in Georgia or Albania, however,

only 5 out of 140 mayors are women. In **Kosovo** – Support to Civil Society in the Balkans - the percentage of women in decision-making positions in municipalities increased from around 20% to almost 34% in 2009, although some of them have been voted in only to fill the numbers – being wives or relatives of male politicians. **Macedonia** – Support to Civil Society in the Balkans- The introduction of the percentage quota law has resulted in an increase in the representation of women both in local councils and in Parliament. However, few women are present at high-ranking decision-making levels and significantly fewer women than men vote.

Women's Economic Empowerment

Key issues for success: *Integration across sectoral projects can be highly effective; networking of local women's organizations and very local level, step-wise capacity building may offer the most productive entry points.* **Albania** – Two environmental projects, Natural Resource Development and Sustainable Forestry, are supporting women selling handicraft, forest and agricultural products at environmental events; the Anti-trafficking project is supporting social enterprise jobs for women and self-employment loans, as well as an active job placement system for victims of trafficking. In **Georgia** – UN Joint project to enhance Gender Equality - in the Kakheti region in cooperation with the local technical college provides women farmers with agricultural extension services, training in food processing and access to a modern standard food processing facility as well as business management support with participants obliged to disseminate the skills learned to their communities. The project is still at an early stage, but appears likely to be sustainable given its connection to a well-established, state funded institution.

Challenges: *An institutional mechanism for information transfer over time, between administrative levels, and across thematic boundaries is essential to avoiding duplication, increasing synergies and improving effectiveness. Improving coordination with relevant line Ministries would increase the effectiveness of schemes to better integrate women into the formal labour force.* **Georgia** – Lack of institutional memory and inadequate horizontal and vertical transfer of information (between economics and gender portfolio officers) led to similar projects being implemented at different times with zero transfer of information on risks and outcomes (see example under further observations and recommendations section below). **Bosnia and Herzegovina:** FIRMA and FARMA suggested better engagement with the Ministries of Agriculture, Forestry, and Industry would both increase effectiveness of the project interventions, but more importantly, promote the dissemination of improved practices beyond a limited number of project participants.

Gender-based violence, including trafficking

Key issues for success: *Building a close working relationship with State institutions and building their capacity is essential to sustainable domestic violence response and prevention.* **Georgia** – Shield project - A model has been developed and expanded by an NGO network coordinated by UN Women and supported by SIDA, based originally on the experience of one local NGO. This group began by developing a cooperative relationship with local police. After supporting an analysis of emergency calls for police intervention and finding that 25% of all calls to police were related to domestic violence, local police agreed to appoint dedicated officers and requested training from the NGO. After successful training cooperation on the local level, the NGO was requested to develop a gender-based violence module for the Police Academy standard training. The groups have now expanded to similar collaborative training to the Judiciary, judges and prosecutors, and lawyers through the Bar Association. Although a domestic violence law had been in place since 2006, which included women's shelters and a hotline, neither had been funded or implemented. UN Women and the NGO group agreed with the government to fund set up costs, establish protocols and train staff to run a first shelter and a domestic violence hotline on the condition that the State budget take over all costs, Ministry of Health assume

management of the shelter and hotline. After successful transfer of the first shelter, which remains under NGO oversight, a second shelter is now in progress. **Albania** – The experience of the IOM Counter Trafficking programme in creating a State reception centre for victims of trafficking reinforces the key importance of working closely with State structures and building their capacity to work together with NGOs to address domestic violence and trafficking. Experience suggests that trafficking is best addressed through central institutions and domestic violence through local authorities. **Bosnia and Herzegovina** – FIGAP programme - representatives of the Centers for Social Work in several municipalities described achieving significantly lower recidivism rates in their domestic violence prevention program by working with male perpetrators in groups, rather than individual sessions. They also reported instituting parallel women and children's victims groups, which they gradually brought together with the men in mixed therapy sessions. They have been monitoring levels of incidence between the standard individual counselling and the group method to verify these findings. Given the limited resources, they hope to increase the number of men's and mixed groups if additional funding can be secured.

Challenges: *Gender-based violence involves both women and men. Trafficking is no longer solely women for sex work, but women and men are being trafficked for forced labour as well as sex. We need to recognize the connections between domestic violence and trafficking and the need for long-term interventions. Even more important, we need to recognize and address the root and sources of domestic violence among perpetrators and to break the cycles of social and economic insecurity that underlie it.* **Albania** – IOM project staff and NGO service provider Different and Equal both emphasized the need for long term support for successful remediation and re-integration of victims of trafficking and domestic violence. Most providers find that 50% of trafficked women are victims of domestic violence (some argue all) and the large majority of trafficked women experience gender-based violence. The NGO runs a shelter, staffed with social workers and psychologists and maintains contact with women after they leave the shelter for 3 to 5 years or longer for victims with mental health problems. It also provides job training and job placement and has now set up a social enterprise and small loan program with business counselling to provide employment or self-employment to former victims.

Implementation of national gender plans and strategies

Key issues for success: *Work within State bodies in ways that help them to improve their functioning in areas under their own control before expecting them to achieve any external impact.* **Albania** – the project Support to Tax Administration initially supported an external study of the gendered effects of the tax structure and an internal review of the gender structure of Tax Administration personnel. While the study showed significant gender differentials in effective tax rates, it had no effect as adjustments to tax legislation does not lie with the Tax Authority. The internal review, however, was highly successful and led to a broad internal discussion of the results, alterations in the administrative structure and personnel practices, staff training and a dedicated gender officer on the payroll. The Ministry of Defence – on its own initiative – approached the project to request a similar gender structure review, as did the State Police, both of which made changes in recruitment, training practices and structures as a result, followed by the Ministry of Health. The project is now working with the Ministries of Agriculture, Justice, Economy and EU Integration to conduct gender structure reviews at their request. **Bosnia and Herzegovina** – the project Gender Action Plan, has supported achievement of a fully developed gender strategy, action plans and Gender centres at the national, entity and regional levels. Sida also supported the development and implementation of the Gender MA programme at Sarajevo University. Women's political participation is higher than in the other two field visit countries, however it is significantly lower than in the pre-war system.

Challenges: *Policy level intervention need to be anchored by buy-in at both the political and executive*

level to be sustainably financed and implemented, which can be a long-term process. **Georgia** – Focus on the legislative and policy level led to a gender strategy and action plan being formulated and legal framework adopted, however, the initiative was donor-driven with buy-in from the political parties quickly evaporating, exacerbated by rapid turnover in the legislature resulting in no budget commitment. Failure to focus on the Executive, especially mid-level Ministerial staff led to weak or non-existent implementation due to lack of funding, expertise and commitment. Need to consider the full policy cycle including implementation and monitoring, do a lot of preparatory work with the responsible Ministries and recognize the long-term nature of creating sustainable institutions, rather than just pieces of paper. **Albania** – Efforts to get the Gender Strategy, Action Plan and laws in place were very successful, less success in getting them implemented. **Bosnia and Herzegovina** – Although gender institutional structures are in place, the staffing, funding and capacity to fulfil an overbroad mandate with unclear prioritization is lacking, producing the impression of a donor-driven structure grafted onto, rather than effectively integrated into the system of state institutions. The Gender MA program was accepted for inclusion in budget funding by the Ministry of Higher Education, pending accreditation of the curriculum. However, formal accreditation will not take place until September 2014, due to delays in the executive and legislative processes. Sida extension of funding ended in February 2013 and the Gender MA program is now closed, pending completion of the accreditation process, allocation of funding and recruitment of students and faculty.

Gender Disaggregated Statistics

Key issues for success: *The strong technical progress achieved in data collection and processing and the publication of gender disaggregated statistics (Women and Men in Albania, Georgia, BiH) is effective and sustainable only if supported by increasing the demand for and use of gender disaggregated statistics by national executive and legislative institutions, non-governmental organizations and the media.* **Albania, Georgia and Bosnia and Herzegovina** – INSTAT, Partnership in Statistics and UN Joint programme - Technical support to state statistics agencies is a long-term process, which has shown strong results in all countries, however, many surveys and publications are driven primarily by international reporting requirements or demanded and supported by donors.

Challenges: *Donor-funded one-off surveys are not sustainable and gender disaggregated statistics that are not integrated into the policy process are not effective. To be effective and sustainable, raising the capacity of data producers should include a parallel effort to build the capacity of statistics users – and with it, their demand on data producers and use of statistics as a routine tool in their work. Gender disaggregation of all survey data is not yet independently sustainable nor is gender disaggregation of administrative data widespread.* **Georgia, Albania and Bosnia and Herzegovina** – Statistics Sweden technical support has been much appreciated and very successful in enabling the national statistics bureaus to produce and disseminate gender disaggregated statistics. However, for gender disaggregated statistics production and dissemination to be sustainably supported by the State budget and – even more important – to influence policy-making in the future, statistics users: policy-makers, members of the legislature (starting with members of the Gender Equality Council), executive and ministry officials and staff, and journalists who disseminate information to the general public would need to know how to understand and use them. Training materials and training to improve the statistical literacy of all of the above groups, which already exist, should be revised to include gender disaggregation as an integral part of their content. Such training increases the demand for statistics as well as impact on planning and implementation. An added benefit is improved coordination across Executive and Ministry levels with statistics producers and improved implementation of functions.

3 SUPPORTING MATERIALS AND RELATED QUESTIONS

As described in the Introduction section above, the Lessons Learned in **Section 2** were drawn from a set of country field visits as well as a large body of documentary supporting materials. After being assembled and sorted by country or multi-country and thematic focus, and mapped in the priority thematic and cluster analysis to support the selection of field visit countries, this body of gender-related project documentation was mapped along other vectors providing further country and project comparative information. These exercises included a compilation of project modalities (donor partners, recipients, timeframe, projected costs, etc.), for the field visit countries and a compilation of available project indicators and risk factor assessments from across the regions. The supporting materials are presented in the appendices to this report and are commented on in the section below.

3.1 Document list, Project mappings, Indicators and risk assessments, Summary document review, and questionnaire highlights:

- **Appendix 1. List of documents received:** This is a bibliography of all gender-related project and programme documentation from the Eastern Europe and Western Balkans regions assembled in the course of the review, classified by thematic area and country or multi-country intervention, by title as well as date and document number, if available. However, due to limitations in the availability of documentation (see explanatory note Appendix 1), this list of Sida programme and project documents is neither comprehensive nor representative and is not suitable for use in statistical analysis.
- **Appendix 2. Document Review Highlights:** After completion of the field visits, the field-based findings (Lessons Learned and Additional Observations) were cross-checked against the documents collected in the desk review. This Appendix is comprised of sections excerpted from internally generated results reports and prior external evaluations that indicate that similar observations had been reported over the years. Please note that while internally generated comments are included here, they are subject to bias. For that reason, only the findings of external evaluations have been used to validate the lessons learned or additional observations in this report.
- **Appendix 3. Survey Highlights:** Comments drawn from a questionnaire distributed to all identified informants in each of the field visit countries. The survey was disseminated to **57** key informants and the response rate to the survey is recorded at **57%**. For reference, the questionnaire is attached to this report as Appendix 9 and the consolidated survey statistics are provided in Appendix 10. This appendix consists of excerpts from the participants' responses that are relevant to the lessons learned and additional observations. The source country is shown, but the identity of the respondents is withheld for reasons of confidentiality.

- **Appendix 4. Priority thematic cluster analysis:** Lists by thematic area and country of gender-relevant projects to identify those countries with the most matching or similar projects for field visits. The purpose of the cluster analysis was to allow cross-country comparison to distinguish between project design and local context factors.
- **Appendix 5. Project modalities: For field visit countries:** Albania, Bosnia and Herzegovina and Georgia, lists by project title for each country all project management relevant details. Please note that this is a selective, not comprehensive, listing of all gender related projects in these countries over the period under review and not suitable for statistical analysis. (See 3.2 below and Appendix 1 introduction).
- **Appendix 6. Available program indicators and risk factors:** A listing by country of indicators used at country level and proposed alternative; Risk analysis: expected, encountered and anticipated

3.2 Comment on Indicators used at country level and proposed alternatives & Risk analysis: expected, encountered and anticipated

We are unable to provide a complete response to these two queries, for several reasons. First, we experienced significant difficulties in acquiring systematic documentation for the programme and project documents relevant to this review: project documents or proposals are not available electronically, especially for projects and programmes from the earlier part of the review period. With the help of Annika Yoko Stier, a Sida intern, whose aid in finding and scanning paper copies in the Sida archives we gratefully acknowledge, we were able to acquire sufficient documentation to proceed with an analytical basis for the field visit country selection. However we know that we do not have a full sample and that it reflects a clear selection bias, and is thus not representative. For these reasons, the sample is not suitable as a basis for statistical analysis. The list of documents received in Appendix 1 indicates the types and extent of documents we were able to access.

Second, only some of the project documents to which we had access included results tables with indicators and risk logs, which are included as Appendix 6.

Finally, those project level indicators that we do have are primarily output indicators, which are collected internally in the course of project implementation and are useful for accounting purposes and as well as project evaluation, but are specific to individual projects and are not useful at the country level. The data necessary to support country level indicators would require a significant dedication of resources to collect as well as to then analyze to rule out external and internal causal factors other than Sida interventions. We strongly encourage Sida to consider funding a regional project to develop a set of indicators and system for country level monitoring.

3.3 Regional versus bi-lateral interventions

In the course of this review we collected information on and interviewed participants in the Western Balkans regional statistics programme and the Western Balkans regional IOM

implemented anti-trafficking programme. We also reviewed separate country level domestic violence and technical support to statistics programmes and projects. We did not conduct a specific comparative assessment of the two types of interventions, but as a general observation, we found evidence that regional programmes encouraged networking, cooperation and exchange of experience among specialists among the countries of the region. This type of programme appears to be most effective in building capacity to address shared challenges among countries with similar social and economic contexts. Given the differences in levels of development and social and economic context among the countries of the Western Balkans and Eastern Europe, regional projects may not be as effective as country specific projects in addressing other challenges. In addition, given the difficult geography and ethnic diversity of these regions, country specific projects are better able to promote domestic networking and cooperation, as well as address specific national priority issues, which may not be shared by their neighbours. In the cases we observed of both regional and national projects in the areas of statistics and anti-trafficking, we saw positive synergies from the different types of intervention and little or no duplication of effort. *Kvinna till Kvinna* provides a special case, as it conducted regional programmes which involved some regional exchanges, but primarily focused on local level interventions managed by separate country offices and projects designed to develop long-term support relationships and networking among a selected number of local NGOs.

3.4 Complementarity with EU and other donors

We saw a very good example of complementarity with the EU in Bosnia and Herzegovina in the coordinated programme of support to the State Statistics Agency in conducting the first post-war census. We saw positive examples of smooth cooperation or complementary interventions in several cases. However, we also saw several examples which called for improved mechanisms for donor coordination to avoid duplication and overlapping initiatives and to reduce the need for multiple applications to different agencies among NGO service providers.

4 ADDITIONAL OBSERVATIONS AND RECOMMENDATIONS

1. Institutional memory

Lessons learned become lessons lost unless they are effectively transmitted. For example, in Georgia, we looked at a current project supporting rural women's economic empowerment. This project documentation listed a set of objectives virtually identical to an earlier project, also funded by Sida and implemented by the same partner in a different region of the country, which ended in 2005. Neither the current Sida gender focal point nor the implementing agency project manager was aware of the earlier project. The only documentation that we were able to obtain prior to the field visit was an external evaluation report, but after a search at our request, the implementing agency located a copy of the project document, noting that the project had been implemented as part of the economic development portfolio, rather than as a gender project and that both the current project manager and the Sida gender focal points had taken their current posts several years after the project closed.

This is not a reflection on individual staff members, but an issue of institutional structure. We found similar deficiencies in information flow across time as well as in horizontal communication across thematic areas within other implementing partners as well as within Sida offices. For example, Sida gender focal points provide any projects supporting gender disaggregated statistics for this review until we specifically requested them, as Sida support to statistics is managed through the economics portfolio and not tagged as a gender-related activity. As a general case, we found that historical institutional memory was held by individuals who had been in place for an extended period of time, but lost with the arrival of a new staff member. This problem is hardly unique to Sida, among development agencies, nor to the country offices that we visited and is unlikely to be corrected through an improved handover process, as even well designed handover briefings address current issues, not historical experience of as yet unidentified future use.

To begin to address the challenge of effective institutional memory, we suggest that consideration be given to the following three aspects:

- **Accessibility:** Sweden Abroad and OpenAid are excellent open-access transparency tools. However, at this point they contain little beyond current project and programme titles. To become fully functional as a key resource for institutional memory, the websites would have to be populated with a retrospective database. At minimum, this should include in addition to project title, dates, budget, modalities, and implementing partners, the original project document or proposal, annual, interim and final reports, any requests for project extensions, links to follow-on project phases, and any external evaluations.

Given that the existing Sida project and programme archive consists of paper copies, this would require a specially funded effort to scan and assign key words to each

document, but the potential efficiency gains of creating an online key word⁴⁴ searchable historical project and programme archive are significant. Going forward, each programme or project document should be assigned key word identifiers and added to the database at the conclusion of the approval process.

- **Use and application:** Online access to such a key work searchable database of Sida-funded development programmes and projects would facilitate the work of Sida staff, allowing quick review of the design, risks and results of relevant projects and programmes in a country or region during the new project formulation and implementation phases. Such an electronic archive would provide the basis for the types of mappings requested as part of this review. It would also serve as a source for quick read-outs of interventions and results for Ministry of Foreign Affairs reporting as well as an invaluable resource for development researchers, the media and the interested public.
- **Due diligence:** To ensure its effective use, Sida programme and administrative staff should be trained in the use of the database and key word search strategies. In addition, a requirement should be instituted that all new projects and programmes be checked against the database prior to approval, using a check-off list similar to a risk table commonly appended to project documents.

2. Strategic forward planning

It may be possible to derive significant additional impact from an on-going programme intervention, or to increase the usefulness of the planned outputs of an on-going project at minor additional cost by anticipating and preparing in advance of completion. As an example, in Bosnian and Herzegovina, Sida has supported Statistics Sweden, now in Phase III of a programme of technical support to the State and Entity statistics agencies. Currently, Sida is cooperating with the EU in an extensive programme of technical support, training, equipment, enumeration and data processing for the first census in Bosnia and Herzegovina since the 1991 collapse of the Yugoslav state. The census results will clearly have significant political implications and are highly likely to be contested by various affected parties. Sida could play a very constructive role by providing support to an external analysis of the census results and preparing a public information campaign to disseminate an independent perspective as a balance to the less objective interpretations to be expected from interested political actors. An example of the risks of lack of adequate forward planning in Bosnia and Herzegovina is described above in the current hiatus of the Gender MA program.

As a general practice, consideration should be given to making an explicit connection between the production and publication of high quality statistics and their application and use.

⁴⁴ Several key word systems are available and currently used by development journals. The system most appropriate for Sida use should be identified in consultation with Swedish university librarians.

Sida has supported a Western Balkans regional programme of support to state statistics agencies as well as technical support programmes in a number of countries. This should not be limited to a technical exercise for data producers carried out by Statistics Sweden, but should function in synergy with the broader development agenda of support to evidence-based policy making. Training data users: policy-makers, parliamentarians, as well as ministry staff, as well as representatives of the media, in the interpretation and effective use of the statistics produced by national statistics agencies should be included as an integral part of governance and economics programme portfolios, as well as gender-related work.

3. Integrated programming – horizontal and vertical coordination

While the division of programme responsibility into thematic areas or portfolios makes obvious practical sense, the creation of separate spheres of activity brings with it certain drawbacks. The on-going debate over gender-mainstreaming versus specific gender programming serves to highlight both the advantages and disadvantages of thematic segmentation. As the above discussion of technical support to statistics agencies argues, there is much to be gained from cross-thematic coordination of governance, environment and economic programming. As an example, we found a very successful gender component in the Sustainable Forestry project in Albania, the main objective of which was to improve forest management and resource conservation practices. However, by targeting both women and men, the project served to increase women's participation in local decision-making in the management of natural resources, raising their status in the community, while also improving women's income through the sustainable harvesting and processing of natural products.

To help programme staff to identify areas of the potential cross-thematic synergies or multiple-outcome opportunities offered by programme interventions, Sida should consider creating a coordination mechanism, such as joint programme staff discussions of new programme or project proposals. To be effective, such a coordination mechanism would be preceded by an initial staff training module, with examples of successful cross-thematic or multi-use interventions and exercises in identifying entry points and elaborating on potential synergies in the programme design process.

4. Realistic Time-frames

In reviewing project documentation, we found a number of requests for no-cost extensions to allow completion of planned project activities. Project implementation can be delayed by a wide variety of unforeseeable circumstances. However, ensuring a realistic period within which a project is to be implemented to begin with is especially important for small NGO-led projects at the local level involving social mobilization, in particular with minority communities. Establishing contacts and gaining trust within a community is a slow process and the pressure to deliver outputs on schedule tends to rule out the painstaking process of establishing ties with minority populations, especially in a post-conflict context. We saw one example of this problem in Georgia. By the time the implementing agency had hired the project team, issued a call for applications, selected NGO providers and approved their work plans, only 18 months of the two year project period remained for implementation of community work. The NGO providers coped by selecting only communities in which they had previously worked and had well established ties. This problem and its unintended consequence that certain communities

become saturated by repeated small short interventions while others are never touched is well known and so common that we saw examples of it in every country that we looked into in depth. The problem of adequate budgeted time to achieve more difficult outcomes was also noted in a 2010 external evaluation of the Support to Civil Society in the Balkans programme:

“The program should allow multi-year agreements with funded partners in each country and should encourage funded organisations to consider, design and submit proposals for 2, 3 or 4 year programs with a clear beginning and end and a clear need for the multi-year focus to achieve desired outcomes. The purpose of the multi-year arrangements is to allow projects that require more than one year to deliver outcomes to be designed and implemented with confidence of funding arrangements – such arrangements are better for the donor and the implementing agency. However, multi-year arrangements where funding is provided to repeat an activity should be discouraged – the program focus should be on multi-year arrangements for outcomes and impact, not on consistency of funding of organisations for the sake of it.”⁵

Sida can address this problem by encouraging the submission of multi-year proposals as outlined above, by ensuring that implementation time periods are adequate to the complexity of the intervention being undertaken, by maintaining oversight that NGO provider services are in fact delivered to at least a representative mix of nationally or locally resident ethnic groups and by formally notifying all implementing partners and NGO service providers that quality is more important than speed and that no-cost extensions are available, if needed.

5. Encouraging cooperation and networking

In all of the countries included in this review, there is increasing competition among implementing agencies and especially among national NGOs for a rapidly shrinking pool of donor funding. In the field visit countries, Sida is becoming, or already had become the largest donor in the area of gender equality. Given its influence under these conditions, Sida should focus on improving coordination among donors to complement EU assistance and encouraging networking and cooperation among NGOs and actively promoting their cooperation with state and local institutions. Sida should also devote serious attention to building the sustainability of the institutions and organizations that it supports and avoid creating parallel structures of service delivery. Every effort should be made to ensure a gradual transition of service delivery to state financing and to encourage self-sustaining NGO oversight. This issue was also addressed in the 2010 external evaluation.

“Also, we recommend that Sida engages more with likeminded donors and partnering governments for the creation of an enabling environment for NGOs (e.g. legislation,

⁵ Annex 6 – Country Report Macedonia. Marija Nashokovska and Jim Newkirk in: Annika Nilsson, Joakim Anger and Jim Newkirk (2010) “Evaluation of Support to the Civil Society in the Western Balkans” Indevlop

taxation, protocols for consultative processes, transparent government funding systems etc.) with the aim of reaching a situation where local NGOs are able to form alliances and sustain themselves with local and international funding without intermediaries.”⁶

6. Visibility

During the field visits we met with groups of Sida supported NGO service providers in each country. We also met with individual NGO representatives to learn about their projects and their experience with Sida and collected sample NGO pamphlets or other Sida supported publications. While most of these printed materials acknowledged Sida support, we were not able to find a consistent protocol. In one interview, a regional NGO director in Bosnia and Herzegovina who had led her organization for 10 years, stated that her organization had never received any support from Sida and that she understood that Sida was uninterested in her region of the country. She also described to us her participation in an ILO implemented, Sida funded regional project and we later found that she had also received Sida funding through at least one small grant project administered by the FBiH Gender Center. We were not able to verify awareness of the source of their grant funding with each NGO that we interviewed in each country, but we are not confident that this was an isolated case.

To ensure that local NGO implementers and beneficiaries are aware that they are receiving Swedish aid support, we suggest that Sida develop a standard agreement that the Sida logo and brief acknowledgement be included on any printed materials as well as that of the implementing partner, and that all financial agreements carry a standard acknowledgement of Sida funding

7. Gender mainstreaming or Gender programming?

The appearance of sex-selective abortion in both Albania and Georgia should serve as a warning signal of the declining value and valorisation of women in these countries, which has implications for gender work in the region. In all three field visit countries, multiple interviewees emphasized the need to address men as well as women to effectively address improving women’s political participation, reduce gender violence and support economic empowerment. The repetition of this conclusion based on experience across a range of thematic areas of intervention, together with our observations on the need to improve cross-thematic communication and coordination and several examples of successful synergetic multiple outcomes in thematic projects (e.g. Sustainable Forestry in Albania), suggest placing more emphasis on gender mainstreaming, and less on stand-alone gender projects and programming. We found that gender mainstreaming was supported by many of our informants, including Sida gender focal points, as well as recommended in an external review as early as 2006:

⁶ Annika Nilsson, Joakim Anger and Jim Newkirk (2010) “Evaluation of Support to the Civil Society in the Western Balkans” Indevlop

“While special programmes such as KtK may be crucial as an initial strategy to safeguard women’s rights to participate and to access resources where mainstream programmes and agencies marginalize or exclude women, it is important that such strategies be accompanied by a gender mainstreaming strategy to transform ‘mainstream’ institutions so that men and women, girls and boys, have equal/complementary access to resources, ability to control resources and the right to participate. Women-focused policies and programmes should be seen as adjuncts, not a substitute to gender mainstreaming. Some actors mentioned the need to support to state structures and more focus on training for the government counterparts to the women NGOs. Hence, there is room for Sida to expand their support to gender mainstreaming beyond the women and grassroots focused work of KtK.”⁷

While there will continue to be a strong argument for women-only projects in certain situations and definitely for women-only initial phases in a number of areas, we would strongly encourage Sida to explore mechanisms to achieve systematic programme wide gender mainstreaming, supported by gender-specific advisory oversight and monitoring.

⁷ Lyth, Anette and Lennart Peck (2006) “Women’s Empowerment Projects: “Kvinna till Kvinna””
Department for Europe Sida Evaluation 06/18

5 APPENDICES

1. List of documents received
2. Document review highlights
3. Survey highlights
4. Priority thematic and cluster analysis
5. Project modalities
6. Available program indicators and risk factors
7. Field visit meeting schedules
8. TORs
9. Questionnaire
10. Consolidated questionnaire results

APPENDIX 1 – LIST OF DOCUMENTS RECEIVED

This list of gender-related Sida programme and project documents from the Eastern Europe and Western Balkans regions is neither comprehensive nor representative.

Sida maintains a physical document archive, but only recent programmes and projects are available in electronic form. Sweden Abroad and OpenAid list only recent programmes and projects, but do not include project documentation. The first team agreed with Sida to ask country office gender focal points to propose projects regarded as successful for inclusion in the review. Although the second team broadened the search parameters in renewing the document request to Sida gender focal points, the initial project selection criteria led to a sample that is positively biased and heavily weighted toward the second half of the review period. In addition, varying levels of cooperation across country offices resulted in significant disproportions across countries. The number of projects included for each country does not reflect the volume of Sida programming, as some country offices provided extensive materials, while others contributed only a few and, in at least one case, none. As a further limitation, access to full project documentation was constrained by factors including lack of Sida staff time to scan physical documents, staff turnover, and incomplete country office records.

As it is a non-representative sample, the electronic database of gender-related project documents created in the course of this review cannot be used as a source for statistical analysis. It is nonetheless a valuable resource and could serve as the basis for creating a comprehensive and searchable collection of Sida programme and project materials.

Albania

Project: Natural Resource Development

Monitoring Mission Report, Nov 2007

Project appraisal document

Albania Natural Resource Development Project

Albania Natural Resource Development Monitoring Mission 2007

Bedömningspromemoria.pdf

Bil 1 - Albania Monitoring Mission 2006

Mid Term Review Mission 2008

Project: Supporting Healthy Lifestyles Education of Young People in Albania, Final Report 2008

Project proposal 9/2004 - 12/2007

Project: Enhancing Women's Role in Governance 2008 - 2011

Project Proposal

Mid Term Evaluation Report

Semi Annual Report Jan June 2011

Final Project Report

Final Financial Report

Project: Support to INSTAT 2010 - 2013

Phase 2

2009-013656 Report from a mission to INSTAT Tirana, Albania 19 January - 23 January, 2009, Construction cost ind 496607_1_1

2009-017099 Draft Partnership in statistics in Albania, progress report July-December 2008 496608_1_1

2009-034533 Assessment mission on Environment statistics, Report from a mission to INSTAT Tirana, Albania 17 - 1 496616_1_1

2009-048371 ALBSTAT Draft Progress report Jan-June 2008- PARTNERSHIP IN STATISTICS IN ALBANIA 496627_1_0

2010-000019 Draft Progress Report, Partnership in Statistics in Albania, January-June 2009, SCB 496629_1_0

2010-003216 Final evaluation report, Evaluation of Sidas support to Statistics Swedens co-operation with INSTAT, 496634_1_0

2010-046190 Sida comments on draft final report on statistics cooperation with Albania 496639_1_1

project prop 2005-032457 APPENDIX 2 496498_1_0

project prop 2005-032457 Appendix 3 496499_1_0

project prop 2005-032457 Appendix 4 496496_1_0

project proposal Copy of 2005-032457 Appendix 1 496497_1_0

2005-032457 ALBANIA PROJECT PROPOSAL 2005-2008 DRAFT 496500_1_0

2006-029359 ALBSTAT 2006-04, Assistance to Western Balkan countries for improvements in the area of Dissemination 496521_1_1

2006-030005 ALBSTAT 2006 02 496528_1_1

2008-006808 Progress Report April - September 2007 - Partnership in Statistics in Albania. 496587_1_1

Promemoria 100423

Budget 2010-2013 AL 100427

Draft INSTAT Progress Report January-June 2010 100910

INSTAT January 2010 - January 2013 100427

INSTAT_Progress_Report_January-June_2011_final

INSTAT_Progress_Report_July-December_2010_Final

Management inception report

Progress report Q2-2012 ver3

Progress report Q4-2011 12 02 12 (2)

Progress report Q4-2011

First Part Project Proposal

Promemoria 100423

INSTAT January 2010 - January 2013 100427

Second Part

Progress report Q4-2011 12 02 12 (2)

INSTAT_Progress_Report_July-December_2010_Final V6

Management inception report

Second part Reports

Progress report Q2-2012 ver3

INSTAT_Progress_Report_January-June_2011_final

Support 2010 - 2014

Result matrix INSTAT-SCB 2013-2014 Final

Albania INSTAT Result and Monitoring Matrix 2013 FINAL

Project proposal Albania bridging project 2012 to 2013 Final

Part 1

Annex 6. Standard Terms of reference for annual financial audit

Annex 7. Instructions for Financial Reporting

Annex nr. 5 (Action Plan of 10.12.2010)

Agreement_final

Annex 1. Project proposal- 22 February 2011

Annex 2. Budget February 28, 2011

Annex 3. Work Plan, 28 February 2011

Annex 4- LFA NES 28 Feb 2011

Part 2

Progress report PDF for Sida 12 april 2013

Annual Progress Report 29 Sept 2012(1)

First Progress report sent to Sida (Slightly revised version report)[1]

Project: Sustainable Forestry 2010 - 2013

Project Documents - part 1

Sustainable forestry II project summary 2011_12

AM SNV II_final draft_24-06-2010

Strengthening Sustainable Communal Forestry II_partners

Strengthening Sustainable Forestry II Target groups

Gender Component - Part 3

Sustainable Forestry II Project gender strategy

Sustainable forestry II midterm review and draft final report

Project: Support to Tax Administration - Phase 2 2008 - 2010

Part 1

Project document 0501816

Albania Project Document final version 25 Aug 2010

Budget Proposal implementation phase II 2008-06-19 final

Inception report July 2010

Part 2

Sida approval letter re Annual Narrative and Financial Reports June 2010 - June 2011

Final report Albanian project

Semi Annual report 1 June - 31December 2010

Part 3

LFA Gender 2010 2012

Appendix1GenderLFAmatrixJune09

Final report gender component

Part 4

Report Albanian tax systems effects on gender equality_final_31 05 2011

Gender Mission report Dec 2011

Project: Swedish Helsinki Committee (SHC) Civil Rights Defenders

Plan of Action 2008 - 2011

2008 - July 2009 Report on development results

Updated plan of action 2009

Results report 2010

Results report 2011

Update of the plan of action for 2011

Other Materials

Training on gender sensitivation 1/1 - 12/31.2002

Report on WEE selected programs
Evaluation of Sweden's Development Cooperation Strategy Albania
KtK 2003 report

Armenia

Table of the Review Gender Equality SIDA Armenia Azerbaijan

Armenia Outcome assessment final report -1

Final donor report Gender and Politics

Azerbaijan

Kvinna till Kvinna Slutrapport 2007-200 (1 pg document)

Azerbaijan Review report Outcome Review of Sida's Development Cooperation 2003 - 2009

Bosnia and Herzegovina

Project: FIGAP

Sipu draft report, part for auditors

120308_FIGAP Annual narrative report_2011_

090410_FIGAP_ProgramDocument

Revision of FIGAP Program Document ENG-5

110318_FIGAP_ Annual Narrative Report 2010_eng

FIGAP Decision 18 June final unlocked

MidTerm Review FIGAP Programme Dec 10.FINAL REPORT

Batch 1

2009-021379 Proposal for Support and Monitoring of the FIGAP Implementation 559553_1_0

2009-027150 Draft FIGAP Program Document 559564_1_0

2009-027154 FIGAP Program Document 2009 559567_1_0

2009-027154 JFA FIGAP Final 559566_1_0

2009-027154 Joint Financing Arrangement, BW Council of Ministers of BiH and the Dono 559568_1_0

2009-027392 Draft FIGAP Programme Document 559571_1_0

2009-047148 Assessment Memo- Support to the Funding Mechanism for Implementation FIGAP1_1

2009-047148 FIGAP Program Document 559596_1_1

2009-047148 Funding Mechanism for Implementation of FIGAP in BiH 2 559592_1_1

2009-047148 Joint Financing Arrangement between the Ministry for Human Rights and Refugees of BiH 559593_1_1

2009-047148 Specific agreement between BiH and Sweden concerning support to the Funding mecha 559594_1_1

2010-001810 Annex 2. List of Documents 559601_1_0

2010-001810 FIGAP FINAL STEP 1 Report 559600_1_0

2010-001810 REPORT ON FIGAP STRUCTURE AND IMPLEMENTATION MECHANISMS, STEP TWO 559599_1_0

2011-004905 Progress Report January - October 2009, World Bank COM 559607_1_1 (1)

2011-004905 Progress Report January - October 2009, World Bank COM 559607_1_1

Copy of 2009-021505 Budget, revised EnGender Development 559555_1_0
Copy of 2009-027392 FIGAP, Programme Budget 559570_1_0
Copy of 2009-044710 Check List, FIGAP 559589_1_0
2009-014435 FIGAP - Program Document 559545_1_0
2009-014435 Joint Financing Arrangement - to implement the Gender Action Plan for Bosnia 559546_1_0
2009-019811 RE- A few pending things... 559549_1_1
Outcome matrix Annex IB 2008 - 2011
Revision of FIGAP programme 2011

Project: Gender MA Program

Decision GMS 2011-2012
Decision 2008-2010
summary of the main results-Gender studies I and II
Final narrative report -December 2010
KSTN-7FVG4Z
Annual draft progress report-2011
2008-006650 University of Sarajevo, Audit Report for 2006 and 2007 MA Gender Studies 507907_1_1
2008-006650 Audit report for 2006 and 2007, M A program in Gender Studies 507908_1_1
Project Proposal 2008 - 2010

Project: KtK

KtK slutrapport 2005
Final Report Bosnia and Herzegovina 2008
Final Report Bosnia and Herzegovina 2008-2011
KtK Decision and Amendment 2008-20110001

Project: Pera

Pera End Report 2012

Project: Partnership in Statistics Bosnia and Herzegovina

Phase I

No documents

Phase II

Final Report January 2010 - February 2012

Phase III

Project plan for phase III 2012 - 2014
Progress Report February - June 2012
Progress Report July - December 2012

Project: FIRMA

No documents

Georgia

Project: SHIELD

SHiEld – Enhancing Prevention and Response to Domestic Violence in Georgia 2010 - 2011

Annex A: Tables and Charts

Annex B: Capacity Assessment

Annex C: SHiEld – Public Defender’s Office Report

Annex D: Communications Campaign

Annex E: Management and Implementations Arrangement

Annex F: Final Evaluations Report

73298 ECA Georgia SHiEld Final Report to SIDA

73298 Final report Financial to SIDA

73298 Final report to SIDA cover ltr

Project: KtK

KtK Delrapport Georgien April-Augusti 2003

KtK Delrapport Georgien september-december 2003

KtK Report Georgia January-April 2003

Kvinna till Kvinna South Caucasus Program Report 2010-2012

Final Report KtK Georgia 28 June 2012 submitted by Orgut and partners

Project: Enhanced gender equality in Georgia, UNDP/UNDG

2012 Consolidated annual report

Project document 2011 - 2014

Project: NDI Building public confidence in the electoral process 2009 - 2013

Final report - Indevelop

Project proposal - final

Annual Report 2012

Project: UNDP Establishment of Women’s Regional Center in Samtskhe-Javakheti, Georgia

(Project ID: 000 12717)

Project: GEOSTAT Partnership in Statistics

No Documents

Kosovo

Project: KtK

Final report 2008-2011 KOSOVO_final version

Notes 19062012_Meeting Sida and Kvinna till Kvinna Sthlm

Amended Programme proposal Kosovo 2012-2014_September

Annex 1 Project outputs Kosovo 2008-2011_final

Annex 2 LFA Kosovo 2008-2011

Annex C2 Detailed financial specification SEE 2011 Kosovo

Annual report 2011 Kosovo

Annual work plan for Kosovo 2013_Kvinna till Kvinna_final (2)

Appendix C1 Annual financial report 2011 Kosovo

Appendix C1 Final Financial Report Kosovo 2008-2011
 Appendix C2 Detailed financial specification Kosovo 2008-2011
 Audit memo KOS
 Audit PM Kosovo 2008-2011
 Audit report KOS
 Audit report Kosovo 2008-2011
 Exit strategy and action plan Kosovo 2012-2014_Final
 Final Monitoring Logframe Kosovo 2012-2014_120913_to Sida

Disbursements

17 Oct 2012 Minutes of the Meeting - Sida and Kvinna till Kvinna YS-23Oct2012
 Checklist for payment 2 disbursment KtK
 Rekvisition march 2012
 2 disbursment ktk

Macedonia

Project: KtK 2008 - 2011

FINAL REPORT TO SIDA FOR MACEDONIA 2008-2011
 KTK_RESULT_REPORT_MACEDONIA 2008-2011
 KTK_RESULT_REPORT_MACEDONIA_2011
 Result Report MAC 2010
 2007-044733 Kvinna till Kvinna, Programme proposals Albania, Bosnia and Herzegovina, Kosovo, Macedonia and Serbi
 2009-038964 Kvinna till Kvinna Application for Additional Funds Macedonia 2010-2011
 2012-032210 Final Report Macedonia 2008-2011, Kvinna till Kvinna
 Annual Report 2009 Macedonia
 Annual Report 2010 Macedonia KtK
 Annual report 2011 Macedonia 2012-03-22
 Annual report 2011 Macedonia
 Appencix C1 Final Financial Report Macedonia 2008-2011
 Appendix C2 Detailed financial specification Macedonia 2008-2011
 Audit PM Macedonia 2008-2011
 Audit Report Macedonia 2008-2011

Other Materials

Table of the Review Gender Equality Macedonia

Gender Action Plan 2013 Macedonia

Result Report Macedonia 2008-2009

Report 2008 Macedonia

Project: Support to Farmers' Association 2007 - 2010

2010-044472 Final report, Support to farmers associations in the Republic of Macedonia, 2007-2010
 2008-027415 SFARM III Project document July 2007 - June 2010-1
 2009-032413 Final Report SFARM In-Depth Review 2009
 2010-044472 Annex 07 - Final Report on gender representation and women involvement in SFARM Project activities

Moldova

Project: CDI Plopi

Plopi Community Empowerment Project article

Plopi CDI email contents

Project: Community Project in Cioresti

Final Activity Report of Cioresteanca_eng

Community Project in Cioresti village accomplished - Moldova

Project: Community Empowerment Project Hincauti

Hincauti CEP - email contents

JILDP Hincauti Community Empowerment Project article_FINAL

Brief report Hincauti_draft 3_rom

Project: Joint Integrated Development Programme 2009 - 2013

Review of JILDP Final Report May 28 2012

SND eng fin 10 Aug 2012

Agreement UNDP LSG Dec 2009

Decision LSG 091207

JILDP Inception Phase Progress Report_20 04 11 Chancellery approved (1)

JILDP Inception Phase Progress Report_20 04 11 Chancellery approved

JILDP_Annual_Report_2011

Joint Integrated Local Development Programme UNDP_UNIFEM signed Bodi Feb 2010

Project: National Development Policies and Programmes 2006 - 2009

Batch 1

53125 Third Progress Report to SIDA narr rpt

53125_Annexes A-G

Copy of 2009-021885 Financial report 2006-2009, UNIFEM gender programme 612811_1_0

Copy of 2010-014638 Promoting Gender Eq in Natl Dev Policies Programmes Moldova, Program Implem 612841_1_0

2009-014820 Some clarifications 612796_1_1.txt

2009-016794 Annual report 2008 cover letter UNIFEM 612804_1_0

2009-016794 Annual report 2008 Narrative report 612806_1_0

2009-020332 UNIFEM in Moldova 612809_1_1

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 ANNEX H
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Kosovo
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Serbia
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Turkey
2007-014949 Second round comments proposal 352123_1_0
batch 1 of 2 for case: 2005-004221 mtv antitreficking II (for years 2006-2008)
2006-014128 On outreach 337001_1_1
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Copy of 2009-000601 Bilaga- MTV Europe Foundation - Proposed budget for remaining funds 337040_1_0
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APPENDIX 2 – DOCUMENT REVIEW HIGHLIGHTS

Women's Political Participation:

Key Issues for Success: *Focus on Institutions, not Individuals. In societies and political cultures in which power and authority are exclusively held and exercised by men, it is essential to work with men – male leaders, administrators and party members – as well as women to increase women's participation in political processes. Local representative bodies may offer the best entry point for building women's authority with their constituencies.*

- "Primarily the programme [KtK] involves women, but a growing number of men, particularly younger men, have been involved in activities and awareness raising." (Source: Elmqvist, M. and L. Rylander (2010) "Outcome Review of Sida's Development Cooperation with Armenia 1999 – 2009", p.23)
- "The introduction of the law on thirty percentage quota adopted in its current form 2004 has so far been respected and resulted in a rather significant increase in the representation of women both in local councils and in Parliament where it increased from 18 percent in 2000 to 30,8 percent in the last election 2008. Women's participation remains fairly low on high-ranking decision-making levels however, and women's voting is generally also substantially lower than men's, especially in rural areas." (Source: Author unknown "Macedonia Result report 2008 – 2009", pp.1-2)

Women's Political Participation:

Challenges: *While gender quotas for parliamentary candidates are reported to have been successful in Macedonia, quotas for female elected representatives has had a poor success rate in all three field visit countries and significant potential negative side-effects.*

- "The introduction of the law on thirty percentage quota has so far been respected and resulted in a rather significant increase in the representation of women both in local councils and in parliament, which at present is the highest in the region. At the last local and parliamentary elections slightly more than every third candidate on the ballots was a woman. The number of women in the local councils increased from 8 (2000) to 23 (2005) to 27 percent in the last election 2009, and the number of women elected into parliament from 18 (2000) to 28 (2006) to 30,8 percent (2008). However, there are only two women heading ministries (Interior Affairs and Culture) out of 19 ministerial posts in the Government, and out of the 364 mayoral candidates only 13 (3,6 percent) were women, and none of them were actually elected. One of the reasons for this might be that the women at the ballots were placed from the middle – down, and not at the top." (Source: Author unknown (2009) "Macedonia Result report 2008 – 2009", p.5)

Women's Economic Empowerment

Key issues for success: *Integration across sectoral projects can be highly effective; networking of local women's organizations and very local level, step-wise capacity building offer the most productive entry points*

- "The involvement of women in business has been at a very low level in the past and some of the project's efforts have proved that this situation can be amended – two of the businesses

formed with project support are predominantly female (Darija LLC and Flora flower growers' cooperative). Establishing a women farmers' business is an achievement considering the traditional conservative perceptions of the role of rural women in family and society. The business entity set up in Vinica opens opportunities for organised appearance on the market and better price both for inputs and outputs. The first effects have already been seen with the signature of contracts with two Macedonian companies for selling handicrafts and a letter of interest with a Slovenian trade company. A contract has also been concluded with the Museum of Ethnology for production of traditional handicrafts." (Source: Author Unknown (2010) "Final Report on Gender Representation and Women Involvement in SFARM Project Activities 2001 – 2010", p.7)

Implementation of national gender plans and strategies:

Challenges: Policy level intervention need to be anchored by buy-in at both the political and executive level to be sustainably financed and implemented

- "Methodological knowledge and awareness on gender have been established in important fields of government institutions on all levels and the National Institute for Labour and Social Research has produced number gender-related research, policy recommendations, training and other activities. It is now critical to keep the momentum going and continue to support these processes for the next several years to ensure strategic vision and proper policies on gender equality are in place and implemented. The Government of Armenia has confirmed its commitment to promote gender equality in its 2008-2010 Government programme, but the funds allocated for this purpose are insufficient." (Source: Elmqvist, M. and L. Rylander (2010) "Outcome Review of Sida's Development Cooperation with Armenia 1999 – 2009", p.29)
- "After 2009 local elections all new municipality councils started the process of establishing a Gender Commission. So far, 75 out of 85 commissions in total were formed. The information we get from the women's organisations is that the Gender Commissions do not yet have any specific working programs/plans/strategies or trained staff, why none of them are actually functioning at the moment." (Source: Author unknown (2009) "Macedonia Result report 2008 – 2009", pp.3-4)
- "The sustainability of Papa Schools in Ukraine will depend on the financing available over the longer term and not just from UNICEF and SIDA or other international donors but also the Ukraine local administrations." (Source: Abdela, L. and U. Färnsveden (2011) "Impact Assessment of Oleg II 2004 – 2006", p.4)

Gender-based Violence, including trafficking

Key issues for success: Building a close working relationship with State institutions and building their capacity is essential to sustainable domestic violence response and prevention.

- "The collaboration between institutions and women's organisations at local level has also become more systematic during recent years. This signals political commitment to tackle the issue of violence against women. (Source: KtK (2011) "Final Report Kvinna till Kvinna's Program Kosovo 2008 – 2011", p.18)

Gender Disaggregated Statistics

Challenges: Donor-funded one-off surveys are not sustainable and gender disaggregated statistics that are not integrated into the policy process are not effective. To be effective and sustainable, raising the capacity of data producers should include a parallel effort to build the capacity of statistics users – and

with it, their demand on data producers and their use of statistics as part of their work. Gender disaggregation of all survey data is not yet independently sustainable nor is gender disaggregation of administrative data widespread.

- "Although in the last several years, collection of sex-disaggregated statistical data has improved, there is still no systematic collection of sex-disaggregated administrative data within the normal activity of various authorities on the national and local levels. The baseline study revealed that, additionally to the statistical data collected by the NBS, sex-disaggregated administrative data is collected by the MLSPF, the NEA, and the Organisation for the Development of SMEs. No systematic mechanism for collecting sex-disaggregated data exist within the LI, in most of the services operating on the local level, certain NGOs providing services, or in private banks. More importantly, the use of even existing data in policy-making is limited. For example, the Ministry of Economy recognized that the existing State Programme for Supporting of SMEs for years 2009-2011 does not contain any gender-specific analysis or monitoring and evaluation indicators." (Source: Jamsran, U., N. Catrinescu, and A. Birca (2010) "Women's Economic Empowerment through Increased Employability in the Republic Of Moldova Baseline Study" p.12)

Additional Observations and Recommendations:

More Realistic Time Frames

- "Two out of four human rights/gender projects needed a no-cost extension and the third project 'Strengthening of the capacity of HRDO' would have benefitted from an extension as well. Working with human rights, gender and advocacy within government and institutional structures in an unstable political climate are long-term inputs and require longer project periods to have a chance to contribute to envisaged project outcomes." (Source: Elmqvist, M. and L. Rylander (2010) "Outcome Review of Sida's Development Cooperation with Armenia 1999 – 2009" p.4)
- "Some partner organisations were given the opportunity to apply for more than one year. This gives long-term partners more room to make long-term plans and be more strategic. At the same time it eases the administrative burden for them and for Kvinna till Kvinna to a certain extent." (Source: KtK (2011) "Final Report Kvinna till Kvinna's Program Kosovo 2008 – 2011", p.27)
- "Several people interviewed by the Assessment Team expressed similar views to the Papa School volunteer who said, "Our own experience of non-governmental activities within responsible fathering is the problem of short/limited time for implementing the project. It would be more beneficial to know there is at least a 5-year programme. For this we would need to know we had support for at least 5 years from State Authorities, SIDA, and UNICEF etc." (Source: Abdela, L. and U. Färnsveden (2011) "Impact Assessment of Oleg II 2004 – 2006", p.4)

Integrated Programming – horizontal and vertical coordination

- "There has been no gender component in the [Forest Institutional Development] project and gender issues and mainstreaming have not been observed." (Source: Elmqvist, M. and L. Rylander (2010) "Outcome Review of Sida's Development Cooperation with Armenia 1999 – 2009", p.12)
- "Except for the time use statistics, the [Social Statistics] project has not had any explicit gender component or strategy. Gender is not mentioned in project documents or reports." (Source: Elmqvist, M. and L. Rylander (2010) "Outcome Review of Sida's Development Cooperation with Armenia 1999 – 2009", p.17)

- “Sida may also promote the use of data produced by the project in connection with other activities in the region carried out by other Swedish organisations. That is e.g. results of a survey which shows differences between men and women using their time for various activities, uncovering striking difference in the share of paid/unpaid work performed by men and women. These results would be interesting to partners’ organisations of KtK. Statistical reports produced by the project could be distributed to the Azerbaijan Young Lawyers Union library.” (Source: Sida (2009) *“Outcome Review of Sida’s Development Cooperation with Azerbaijan 2003 – 2009 Review Report”*, November, pp.27 – 28)
- “The project has supported a number of initiatives by FFRM [Federation of Farmers of the Republic of Macedonia] on gender issues: attendance at the World Rural Women’s Day 2008; four workshops for farmers to build capacity on gender sensitivity (87 participants); and forums on gender representation in agricultural sector in 2008 and 2009.” (Source: Author Unknown (2009) *“Support to Farmer’s Associations in the Republic of Macedonia (SFARM 3), p. 8*)

Encouraging cooperation and networking

- “The Donor information list, with contacts and their position to support NAP is perishable; today it is updated and fresh, but could easily be out of date. Our recommendation is that GED takes advantage to visit those donors ready to support NAP and produce the necessary projects. We also recommend GED to do an update of the donor list every year, especially when it comes to contact information and contacts with GED.” (Source: Indevelop (2011) *“Final Report Gender Equality Directorate of Serbia during the Inception Period”*, p.17)

APPENDIX 3 – SURVEY HIGHLIGHTS

The survey was disseminated to **57** key informants and the response rate to the survey is recorded at **57%**. For reference, the questionnaire is attached to this report as Appendix 9 and the consolidated survey statistics are provided in Appendix 10. Below are excerpts from the participants' responses that are relevant to the lessons learned and additional observations. The identity of the respondents is withheld for reasons of confidentiality.

❖ Women's Political Participation

Key issues for success: *Focus on Institutions, not Individuals. In societies and political cultures in which power and authority are exclusively held and exercised by men, it is essential to work with men – male leaders, administrators and party members – as well as women to increase women's participation in political processes. Local representative bodies may offer the best entry point for building women's authority with their constituencies*

"Lack of awareness of women rights - most women residing in rural areas have attended only elementary education, thus they are not employed and are not aware of laws and conventions protecting their rights. Some of them even take for granted the way they are treated in the families and make no attempts to change it, as that would be a shame for them and their families.

Lack of participation and representation of women: Lack of capacities as women lack proper education related to forestry, and do not have access to vocational trainings. As agents of change we need to be careful not to overdo with requirements and expectations, we need to respect the local traditions and mentality, and try to introduce new things gradually."

"Political stalemate, distrust among beneficiaries towards similar projects implemented by the internationals, competing projects" **(Country: Albania)**

❖ Women's Economic Empowerment

Challenges: *An institutional mechanism for information transfer over time, between administrative levels, and across thematic boundaries is essential to avoiding duplication, increasing synergies and improving effectiveness. Improving coordination with relevant line Ministries would increase the effectiveness of schemes to better integrate women into the formal labour force*

"The government, partners and donors need to be involved in all project phases: design and project implementation. The costs of activities need to be designed very carefully." **(Country: Albania)**

"All the process need to be covered by juridical legislations. Transparency of the main goal and publicity campaign are important for a successful process." **(Country: Albania)**

❖ Implementation of national gender plans and strategies

Key issues for success: *Work within State bodies in ways that help them to improve their own functioning in areas under their own control before expecting them to achieve any external impact.*

"Alignment between different ministries and government institutions. Often, it is hard to deal with two or more government institutions and have them as the lead in the project, rather is suggested to have only one lead government institutions and other close partners. Also, intervention of civil society in

monitoring and working with the government requires caution. A friendly environment should be set up, and international organization is best suited for coordination of such interaction so to have comprehensive and participatory policy dialogue and decision-making.” **(Country: Albania)**

Challenges: *Policy level intervention need to be anchored by buy-in at both the political and executive level to be sustainably financed and implemented.*

“Ensure Government’s financial commitment since the beginning towards the agreed commitments and in achieving the intended results as a way in increasing accountability and ensure sustainability;

The unit in charge of GE should have the needed human and financial resources in carrying out the mandate provided by the law as well as the capacities to influence decision-makers on the importance of GE mainstreaming and implementation of national and international commitments;

A clear mechanism of central to local coordination should be agreed upon since the beginning of the programme implementation.” **(Country: Albania)**

❖ **Additional Observations and Recommendations:**

More Realistic Time Frames

“When developing future programme implementation plans, it is important that both the UN and government partners more realistically estimate duration required for establishment of institutional agreements.” **(Country: Albania)**

“Better planning of needed time to achieve the some of the intended results (quota, establishment of mechanisms and their effectiveness, time needed to build the awareness and knowledge)” **(Country: Albania)**

“Allocate sufficient time for capacity development of local NGOs as experience showed two years is very ambitious to ensure sustainability of the NGO.” **(Country: Georgia)**

“When the funding runs out, the working together tendency seems to drift away and interventions might be fragmented. “ **(Country: Albania)**

“Gender mainstreaming is a process that requires change of mind, and as such is a long term process. In that sense, it is very important to define reasonable and achievable goals, strive for concrete results orientation, defining indicators (measurable as much as possible) to be used in monitoring the progress of project.” **(Country: Bosnia and Herzegovina)**

APPENDIX 4 – PRIORITY THEMATIC CLUSTER ANALYSIS

The selection of the field visit countries, Albania, Bosnia and Herzegovina and Georgia was based on a two-step process. In the first step, the projects were listed by country. In the second step, the projects were clustered by thematic focus to find the countries with the most matches. The purpose of the thematic cluster analysis was to allow cross-country comparison to distinguish between project design and local context factors.

Gender and Politics

Albania	Enhancing Women's Role in Governance (2008 - 2011)
BiH	FIGAP (2009 - On-going)
Georgia	Gender and Politics, phase 2 (2007 - 2009)

Women's economic empowerment

Albania	Sustainable Forestry (2010 - 2013)
BiH	FIRMA (This project is discovered during country visit; Ongoing)
Georgia	Establishment of Women's Regional Center in Samtskhe-Javakheti (2002 - 2004) Establishment of Women's Regional Center in Kakheti (This project is discovered during country visit; On-going)
Macedonia	Support to Farmer's Association (2007 - 2010)
Moldova	Women's Economic Empowerment (2009 - 2013) Women in Business EBRD (2011 - 2014)

Domestic Violence and Human Trafficking

Albania	DV and Human Trafficking Shelters (These projects are discovered during country visit)
Georgia	SHIELD (2010 - 2011)
Ukraine	Combating Trafficking in Human Beings (2006 - 2010)

Gender mainstreaming

Albania	Enhancing Women's Role in Governance (2008 - 2011) Support to Tax Administration, Phase 2 (2008 - 2010)
BiH	Gender MA Programme (2008 - 2010)
Georgia	Enhanced gender equality in Georgia, UNDP/UNDG (2011 - 2014) NDI Building public confidence in the electoral process (2009 - 2013)
Moldova	National Development Policies and Programmes (2006 - 2009)
Serbia	Gender Equality Directorate (2009 - 2011)

Gender disaggregated statistics

Albania	Support to INSTAT (2010 - 2013)
BiH	Partnership in Statistics (On-going)
Georgia	GEOSTAT Partnership in Statistics (1999 - On-going)

APPENDIX 5 – PROJECT MODALITIES

Please see separate document.

APPENDIX 6 – AVAILABLE PROGRAM INDICATORS AND RISK FACTORS

Albania

Project: Support to INSTAT

Intervention logic		
Project purpose	Indicators	Assumptions/constraints
Overall objective: To contribute to the development of a sustainable statistical system in Albania that facilitates decision-making based on relevant and reliable statistical information that meet domestic demands, supports the monitoring of the Poverty Reduction Strategy process and complies with EU requirements.	* To develop a common frame for all economic statistics and to make sure an efficient and regular production of business statistics. * To initiate the development of a central metadata repository and to develop a public macro database. * To improve the production of the Consumer Price Index, the Producer price Index, the Construction Cost Index and the Unit Value Index. * To improve general knowledge in survey methodology. * To improve INSTAT's knowledge about strategic planning, management systems and management processes.	
Improved capacity within INSTAT for production of business statistics and planning and making surveys.	1. Increased number of satisfied users. 2. 20% increase of the coverage with reference to no of enterprises 3. Measure the demand/Number of publications distributed. 4. The 25 EUROSTAT indicators improved	1. The government is supporting the necessary changes within INSTAT. 2. A stable political and economic situation in Albania

Project purpose	Indicators	Assumptions/constraints
Business Statistics sub-project: A statistical register with unique registration codes and with updated information for stratification and classification. Structural Business Survey (SBS) covering all registered enterprise activities in line with EU requirements and domestic demands of information. Short Term Statistics (STS) in line with EU requirements and domestic demands of information. Statistical Business Register (SBR) over all enterprises and with regularly updated information for the enterprises. Annual statistics based on the revised accounting standard initiated. Coordinated use of results from annual reports and surveys initiated. Quarterly STS in line with users' needs and seasonally adjustment of the results tested.	A statistical register created with unique registration codes and with updated information for stratification and classification. An on-going SBS covering all registered enterprise activities in line with EU requirements and domestic demands of information. An on-going STS survey in line with EU requirements and domestic demands of information. An on-going SBR over all enterprises and with regularly updated information for the enterprises. Work initiated regarding creating annual statistics based on the revised accounting standard initiated STS in line with users' needs and seasonally adjustment of the results tested	
IT sub-project; Forming of IT strategy paper for INSTAT Development of knowledge within the field IT	An IT strategy paper in use at INSTAT Initiated the construction metadata repository and implement public macro databases	

system in modern national statistical offices Establishment of a stable and secure production and development environment in respect to hardware equipment and network solutions Development of know-how regarding systems architecture of a modern information system in general and an integrated statistical information system in particular The initiation of development and implementation of a central metadata repository Establishment of a public macro database enabling static as well as dynamic retrieval of data internally and externally Implementation of a modern dissemination tool for internal and external use The initiation of a user-friendly metadata-driven web site enabling dynamic retrieval of data from the public macro database as well as static publications	A stable and secure production and development environment in respect to hardware equipment and network solutions Know-how on systems architecture of a modern information system in general and an integrated statistical information system in particular The work started with the initiation of development and implementation of a central metadata repository Public macro database enabling static as well as dynamic retrieval of data internally and externally Implement PC-Axis The work started with the initiation of a user-friendly metadata-driven web site enabling dynamic retrieval of data from the public macro database as well as static publications	
Price Statistics: The revision of weights and the publishing of a CPI index 2005=100 in February 2006 The revision of the sample size concerning rents, especially in Tirana (CPI) The production of a new index, 2005=100	CPI, the index year changed to 2005 and new weights. Updated sample size regarding rents and a new publishing format. CCI, the index year changed to 2005 and new weights calculated. New publication format. UVI, the index year changed to 2005 and publishing of the figures.	

The publishing of the 2005=100 in May 2006 The revision of products, weights and enterprises using the 2005 structural business statistics as basis The production of a new index with base year 2005 and the publishing of the CCI in May 2007 Revision of products, weights and enterprises from annual structural statistics 2005 and changes of weights and products of CCI will be carried out by using outside experts Produce a new index with base year 2005 and publishing for the first time on. May 2007 concerning the 1st-quarter of 2007 (UVI). The switch over from an Excel database to SQL database.	SQL database with a Visual Basic insertion application will be in use	
Survey methodology: The project purpose of this sub-project is that the participants gain knowledge from the training, and that at least in theory, should be able to henceforth conduct survey work independently.	The participants will be able to conduct a survey independently.	
Management: The objective of the component is continuing the initiated work with strategic planning, management system and management process.	The main result that is expected from this component is an amended strategic plan in regards with management system and processes.	

Project: Sustainable Forestry

Overall Objective	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Promotion and strengthening of decentralized forest and pasture management/harvesting practices as a means for sustainable local economic development in the Kukes, Diber and Korça regions of Albania.	Strategy 1: Promotion of land tenure security and adaptation of the legal framework for decentralized forest and pasture management Strategy 2: Promotion of income generation through farmer forest management Strategy 3: Development of cross border linkages and networks for the promotion of decentralized forestry	▪ The legal framework for forest and pasture management in Albania, including property transfer, is being adapted to facilitate an effective decentralized management of forest and pasture resources, taking into account the interests and traditions of the forest users and rural population in general. ▪ The property transfer process, in particular related to forest and pasture areas, is speeded up and brought in line with the forest and pasture management policies. ▪ Farmer forest models have been identified and are being monitored and increasingly used as an alternative for rural economic development. ▪ Non timber forest products and its marketing are being studied and provide increased income generation for rural families. ▪ Linkages have been strengthened and networks are developed among actors related to forest management across borders ▪ Regional cooperation in the Western Balkans on vocational training for communal and private forestry started	▪ Forestry law adapted to include communal forestry ▪ Property transfer in all communes working with SNV-SIDA ▪ Different successful farmer forests cases in the regions working with SNV-SIDA ▪ Different Value-Chain Analysis of timber and non-timber products ▪ Number of exchanges between Kosovo, Albania and Macedonia ▪ One project document for vocational training build with participation between countries.	▪ Willingness of the minister & government to promote decentralized forest management ▪ Communes actively involved in the process ▪ Stable and adequate economic situation and environment ▪ Integration of MAP/CFM advisory team

Specific Objectives	Expected Results	Activities	Indicators	Assumptions
Regional federations and the national association will continue to network and lobby the forestry ministry and other relevant national government organizations to impact policies and regulations that will enhance the sustainable development, management and harvesting of communal forests.	The forestry law and related rules and regulations are adapted to include communal forest and pasture management	1. Develop an up to date lobby and action plan (civic engagement, seminar, debates, campaigns) 2. Inform the associations, communes on the current situation on forestry 3. Involve the media in the debate (press releases) 4. Monitoring the ongoing developments regarding policy and reforms 5. Define proposals on reforms on the existing forest related regulations and laws	Adapted forestry law approved by the Parliament	Political willingness
	The roles /competencies of forest user association are adapted to include market / income generation activities	1. Discussion on the different options for forest associations (bottlenecks) 2. Develop a proposal for changes in the legislation (statutes, local govt, taxes) 3. Linkages with other stakeholders with interest on reform on the law on NPOs 4. Share on experiences in collecting taxes and implementing investment funds (FUAs and communes)	Statutes of FPUAs amended and approved by the ministry	Willingness of the ministry to provide increased competences to FPUA
	The communal forest property is being transferred in line with the law of transfer of public	1. Advocacy and lobbying action plan for property transfer/decentralization	Communes have received the ownership rights of communal forests	Active participation of the communes and willingness of the government

	properties	process 2. Studies and debates on the legal and social aspects of common property management 3 Provide follow up and support to communes that are in the process of property transfer 4. Make alliances with other related organizations (AAC) 5.Studies and debates on private forest ownership as an alternative for local forest management		
Regional federations and the national association will develop marketing and income generation capacities for forest and pasture users associations	Non timber forest products/ EU marketing standards/ competitiveness are being studied and promoted as alternative income generation for rural families	1. Study and promote non timber forest products (NTFP) through value chain analysis and management: 1) medicinal and aromatic plants; 2) nuts (chestnuts, hazelnuts) 2. Development of business linkages within the chain to add value 3. Develop mechanisms so that marginal groups (women, poor) can also participate in income generation activities	▪ Clear mechanism for improving NTFP marketing benefiting rural communities	▪ Adequate economic and social climate for development ▪ Interest of stakeholders to engage in Value chain Analysis
	Business plan concepts developed for marketing timber and non-timber products for associations	1. Preparation of a module on how to make business plans 2. Develop a business plan in 3 pilot	▪ Business plans for NTFP marketing made and experiences shared	▪ Involvement of private sector & business stakeholders

		projects 3. Organize a seminar to present the concept to involved actors 4. Visioning workshop(s) on marketing/ business between actors (association, commune, federations) 5. Coach and facilitate DFS, commune, associations communication and cooperation regarding communal forestry		
	Farmer forest models identified, monitored and promoted as an alternative for rural economic development	1. Identify, study and develop more farmer forest models for the Albanian situation 2. Develop a simple monitoring system for farmer forest models: permanent sample plots 3. Develop an adapted guide for the drawing up and use of simplified farmer forest management plans 4. Exchange visits and seminars on farmer forest practices	Number of successful cases of farmer forest management	
Regional federations and the national association will develop knowledge and networking capacities to provide necessary services and information to FPUA's	Strengthen linkages and networks across borders among communal/private forests stakeholders related to forest management	1. Exchange visits to Kosovo, Macedonia on self-sustainable forest systems and private forest management 2. Sharing the legal reform processes between the 3 countries	Number of exchange visits	Interest of different countries to share knowledge

		3. Debate on pros and cons on different legal frameworks with the government and private sector 4. Take relevant policy regulation to forestry ministry through national association (see objective 1)		
	To develop a regional training program for the promotion of sustainable management and safety practices in forestry	1. Develop a clear vision in their role of vocational training 2. Define what information or services can be shared 3. Develop some information packages for farmers/associations 4. Investigate the possibility of a regional/international training centre 5. Establish linkages with EU related institutions or organizations	▪ Regional program proposal for vocational trainings	▪ Common problems / needs in Balkan countries

Project: Enhancing Women's Role in Governance

	Narrative Summary	Objectively verifiable indicators	Means of Verification
Overall goal	To promote women's participation in public and political life.	- Number of successful women community leaders. - Increase of the elected women officials at central and local level, including women MPs, women mayors and city councillors. - Central and local media more responsive to portrayal of women leaders. - Improve Public Administration service quality on the basis of gender-based needs. - Women holding leading position in their respective community, city, social and political groups.	- Analysis of public and voters perception after the central and local elections; - Comparative election results in both central and local levels; - Comparative review of Public Administration services
Project purpose	1) To increase the active participation of women in electoral processes and fight the practice of family voting; 2) To increase the capacity of women elected officials and other women pursuing public leadership level posts to advocate for themselves and become a lobbying force, thereby making public authorities more responsive and accountable to women's needs/rights; 3) To provide for networking opportunities for women leaders in politics, public administration, civil society and NGOs.	<i>(see details in respective results)</i>	<i>(see details in respective results)</i>
Results 1	Women's participation in the electoral processes has been increased and the practice of family voting has been diminished		Monitoring of election campaigns and the election days.

Activities	- Training sessions on advocacy, public speaking, message development and media relations. - Carry out advocacy campaigns on issues of relevance to women by promoting better access to local services, e.g. garbage collection, health, water supply, education, employment. - Coach a group of female candidates in the 2009 parliamentary elections and the 2011 local government elections. - Public debates with female candidates in the run-up to the Parliamentary and the local government elections. - Organise public awareness events to promote participation of women in political life; - Organise public awareness events to promote participation of women voters in the electoral process; - Organise awareness raising activities relating to family voting - Carry out public surveys on perception of women's actions in their respective communities after the 2009 Parliamentary elections and the 2011 local government elections.	- Number of training sessions; - Variety and number of women participating in the training sessions; - Number of women involved in public life; - Number of women participating in the competition on advocacy campaign; - Number of campaigns run; - Number of women candidates running in the 2009 Parliamentary elections and 2011 local government elections; - Number of women coached and results of those women in either of these elections - Number of public events organised (roundtables, focus group discussions, public debates, public awareness events in universities and high schools); - Number of people attending; topics raised; - Number of people surveyed; - Number of cases of family voting reported.	- Campaign activities; - Party lists or candidates registered with the election administration; - Media reporting/coverage. - Events programmes, minutes and attendance sheets; - Media reporting/coverage; - Public surveys; - Election observers' reports
Results 2	Women's profile, visibility and outreach at local and central level has been improved		
Activities	- Conduct half-day forums with plenary sessions and focus group discussions on leadership and advocacy in seven regions of Albania. - Organise gender mainstreaming training for the middle and senior level officials of public administration; - Facilitate community discussions for men and women on local public services with a gender perspective in twelve regions; - Distribute awareness raising material on women's rights; - Newspaper articles highlighting specific women's rights issues to be written by women in politics and public life; - Organise radio and television talk shows with focus on	- Number of forums organised; - twelve training sessions organised per year; - number of discussions organised; - number of regions targeted; - number of participants at forums, training sessions and discussions; - number and variety of topics addressed during the events; - Number of talk shows organised; - number of Project materials printed; - three to four 'soap-box' events organised and	- Forums programmes, minutes and attendance sheets; - media reporting/coverage - Involvement and participation of: citizens, gender balanced elected officials, thematic specialists; NPOs and other civil society or community based representatives; Women's Forums; GFPs, etc. - TV channel video records; - printed materials and booklets delivered;

	women's rights with the participation of political candidates, gender experts and women leaders; - Appearance of each female MP at a TV programme in the run-up to the 2009 parliamentary elections; - Organise yearly TV campaigns on gender-specific topics that promote key women's rights as human rights; - Organise 3-4 soap-box events over the summer period in a non election year; - Publish all Project related materials, including training materials, meeting proceedings, PR/campaign materials and survey results;	broadcasted; - number and frequency of TV spots broadcast; - number of TV channels involved,	
Results 3	Women's capacity to network at local and central level has been improved		
Activities	- Organize regional forums between women councillors and community leaders, members of the Sub-Committee on G&JI, members of the parliamentary Women's Caucus, and representatives of MoLSAEO; - Supporting meetings to existing cross-party networks between women mayors/heads of borough/communes, women councillors and community leaders; - Conduct annually a National Conference and formalize the networks of women active in public and political affairs; - Organize a yearly event on the occasion of International Woman's Day where women diplomats get together with women leaders to promote women's equal rights. - Experience sharing of international key female figures from other OSCE countries who has made a significant progress over the years; - Experience sharing with neighbouring OSCE Field Operations i.e. Women's Caucus from countries where the percentage of women in national parliaments is relatively high; - Provide in-country scholarship opportunities and organise study trips for women leaders to visit women-lead public administrations at local and national level in a European	- Twelve regional forums organised; - number of participants from diverse institutions; - topics addressed; - twelve meetings of women participating in the networks; - one national conference in each of three years to formalize women's forums; - number of women in voting commissions in the 2009 and 2011 elections increased. - number of women diplomat and women leaders at the yearly International Women's Day events; - number of international women participating in the School of Political Studies scheme; - number of educational and information sharing trips organised and scholarships provided;	- events programmes, Conferences' programmes, - networks linked with one another; - minutes and attendance sheets; - Women's Days events and programmes - Meetings and networks with women diplomats; - Meetings and discussions with invited international women from the region. - Scholarships to access in-country educational institution; - Media reporting/coverage; - Women Caucus exchange visits with neighbouring countries; - Study trips for Albanian women leaders in EU countries.

	Union country.		
Assumptions and Risks (provided in the document) The Project runs two main risks: on the one hand to be perceived as politically biased especially around election time, and on the other hand to remain limited to women, thus contributing further to the men-women divide. In order to mitigate these risks, the Project will, first of all, involve as much as possible, political parties from across the political spectrum, especially in those activities aimed at promoting participation in the elections, e.g. advocacy campaigns, voter education campaigns or public awareness events. Secondly, the Project will target and involve men in key-positions (e.g. mayors, councillors, MPs, local party branch Chairs), in order to ensure sustainable results. Where possible and upon agreement with the Women's Caucus Chair, the Project will use the Assembly Women's Caucus as a channel of communication and/or a way of fostering cross-party co-operation. The electoral system as recently amended from a mixed-member proportional system into a regional proportional one with closed lists only allows for women to participate in an effective manner if they are put relatively high on the list, or in an alternate way (zebra). A working document is currently presented in the Parliamentary Sub-Committee on Gender Equality and Juvenile about the implementation of gender quotas in the Electoral Code, in addition to those mentioned in the GEL. In this respect, the increased representation of women in the electoral administration will highly depend upon the new rules and criteria to be defined as part of the currently ongoing electoral reform. A full commitment is required from those women that will participate in trainings, advocacy campaigns, and coaching component. The capacity of these women to deliver on their commitment will serve as an indicator of their long-term perseverance. The work at local level with Gender Focal Points (GFPs) will require prior agreement and endorsement of the relevant head of municipality or commune. The work with media will require specific monitoring, both in terms of political inclusiveness and in terms of topics and style. Media should focus in the promotion of good models of women (not only in leadership position or politics, but also successful women, young women in career, business, etc). Networking activities will require the voluntary and personal involvement of all stakeholders, from elected officials to government officials and MPs, and representatives of the diplomatic corpus as well as other foreign women in high-level positions. Special attention will be dedicated to monitoring the entire process, especially gender-sensitive scanning of party lists, positioning of women candidates, media coverage, etc.			

Project: Support to Tax Administration

Component/Strategic Plan Objectives	Activity	Output	Outcome	Indicator	Sources of Verification	External Factors and Risks
2.1 Taxpayer Service/ Maximally improve taxpayer service by providing high quality service in order to increase voluntary compliance and avoid irregularities as well as make taxpayers aware of the payment of their tax obligations. Make sure to encourage voluntary compliance with tax legislation through information, education and publication of sub- legal acts.	Linked to output 1: - information campaign on social contributions, - training small businesses in filling out tax returns, - information as regards cash registers, - collaboration with NRC (leaflet, posters etc.), Linked to output 2: - agreement signed with the university, - survey of knowledge about taxes among the students, - make an informative movie/commercial, - train the teachers in this field, - assistance in compiling basic information on taxes directed to schools, - students help with surveys for the tax administration, Linked to output 3: - training in e- filing (Durrës, Kavaja, Kruja), - assistance and suggestions for the preparation of archive regulation in	1. Tax education campaign to increase awareness in society. 2. A young taxpayers campaign. 3. Improvement of the archives in Durrës.	A new taxpayer service concept has been promoted as the principal tool for increasing voluntary compliance. Improved taxpayer service.	Deadlines for procedures, accuracy, convenient taxpayer service premises and timely responses. Methods are used by other tax offices in 2011.	Accounted for in GTD annual report.	External Factors: Infrastructure in place by the end of 2010. Risks: Excessive staff rotation. Nothing happens with the reconstruction of the Durrës office.

	compliance with all relevant Albanian legislation in this field, • create of a group within GTD and design instructions according to the legislation, • define the day to day practical work and staff arrangement including security aspects, • staff will have to get training on the new methods to be used and • a time plan will be made for the introduction of e-archive methods.					
2.2 Updated Tax Audit Procedures/ Develop audit strategies and indicators for failure to fulfil obligations. Changing the object of audit program from full audits to audits of systems (functions). Use of management reports which specify the number of audits conducted over a given period of time (monthly, quarterly, annually). Effective audit plans based on tax audit manuals in place. A functioning manual for Audit Operations in place.	The activities are to include: • in meetings with the Albanian counterparts discuss in what way the present audit manuals ought to be changed, this includes giving advise on how the quality of audits could be improved by, for example, an updated audit program, better notes etc., • exchange of experience about the contents of different audit manuals and • exchange of experience about how to introduce new manuals in all tax offices.	A complete and updated Audit Manual in place.	The new Audit Manual is implemented.	Assessment of the effectiveness of audit strategies based on results.	Identify audit productivity for each function.	External Factors: Several donors active in this field. Risks: Risk of overlapping between this project and the project run by USAID. Excessive staff rotation.

2.3 Monitoring of GTD Efficiency/ 1. Maximize the collection of tax revenues within the tax legislation framework by improving the quality of management on a standard-based performance and not on the basis of the revenue target. 2. Create an appropriate information management system including definition of tasks for all working areas through performance measurement indicators and performance based reporting.	Linked to output 1: - assistance on how to go on with new and added indicators to measure, Linked to output 2: - assistance on how to use the output from the monitoring, - assistance on how the Swedish Tax Agency proceeds in measuring the work efficiency in their administration and Linked to output 3: - assist in defining a system for information	1. Indicators have been established for improving the quality of management on a standard-based performance. 2. Indicators have been established for measuring, distributing and follow up of available resources. 2. A system for information in place, including definition of tasks for all working areas.	1. A new system for higher quality in management. 2. A system that enables the GTD management to allocate resources in the most efficient way. 3. An appropriate information management system in use.	Performance measurement indicators and performance-based reporting in place. Monitoring and reporting functional by the end of 2011.	Measurements are made regularly in GTD. Indicator monitoring in place with baselines established second half of 2010.	External Factors: Monitoring is given high priority by the GTD and the Ministry of Finances. Risks: Excessive staff rotation. Essential data not available.
2.4 EU- alignment of Tax Statistics/ Accurate statistical data provided to government institutions and the fulfilment of EU requirements for tax statistical reporting.	Linked to output 1: - make a structured plan for the work with statistics, - assist in producing a manual that includes the process for reporting, instructions for personnel at different levels and	1. Production of a manual for reporting. 2. Publishing of a statistical yearbook.	The Annual Tax Statistics Report is in line with EU requirements. EU- alignment of tax statistics	Progress according to EU progress report for Albania	The Annual Tax Statistics Report. In general the EU progress report for Albania can be used as a source of	External Factors: GTD commits itself to future budgetary funding for the Annual Tax Statistics Report.

	- hierarchy for reporting, expertise on which data to gather, how to gather this data and how to ensure the quality and correctness of the gathered data, Linked to output 2: - input to how to design the statistical yearbook and Linked to output 3: - support to the production of a tax statistical bulletin.	3. Publishing of a tax bulletin for the period 1994-2005.	2011.		verification to measure the progress in the field of tax collection.	Risks: Excessive staff rotation. Essential data not available.
2.5 Industry Notes/ Contribute to the effectiveness of Audit Strategies.	The activities are to include: - planning and structuring of the work to prepare and write each industry, - layout and structure of each industry and - suggestions and comments on the proposed content of each industry.	Industry notes for chosen industries.	Industry notes implemented and in use. Organization in place for new industry notes and administration of the documents.	Industry notes are used for the selection of industries for audit, for fuel trade by the end of 2010 and a third industry note in use end of 2011.	GTD annual report.	External Factors: ----- Risks: Excessive staff rotation.
2.6 Gender Equality Long term goal is: the Albanian Tax Administration promotes gender equality at all levels of the organisation.	The activities are to include: - Establishment of a long term development program with representatives from different departments and levels of the Tax Administration. - Mapping of areas for	A gender equality policy for the Albanian Tax Administration. A strategy for implementation of the policy. A pre- study of the Albanian tax system	Gender equality status in the Albanian Tax Administration analysed, endorsed, presented and discussed.	Report with data on men and women's positions and salary level. A realistic plan for	Mapping gender balance at certain positions. Mapping the gender	External Factors: All parts involved agree on the work plan for the gender component.

	analysing the status of gender equality within the Tax Administration. 3. Top and middle management provided with information on how the work on the plan and strategy is proceeding and training provided to the same group. 4. Information to all staff about the plan and the strategy and how it will affect the work and the organisation and training provided to the same group. 5. The participants in the development program are to outline a gender equality policy for the Albanian Tax Administration. 6. A pre- study on the Albanian tax system from a gender perspective will be made. 7. A seminar for relevant stakeholders will be held to present and discuss the pre-study.	in relation to its effects on gender equality.	Implementation strategy for improving the situation agreed and decided on. Raised awareness and knowledge among relevant stakeholders about the Albanian tax system and its influence on gender equality in society related to activities 6 and 7.	implementing the Gender equality Policy is available and accepted by management at GTD. Suggestions for changes to the tax system to promote gender equality in society.	pay gap. A pre- study that is discussed with the GTD-management and STA- team.	GTD management appoints key persons to take part in the program. The work is reported to the GTD management on a regular basis. GTD management makes necessary decisions after each step in the process. Risks: Excessive staff rotation. Participants in the development program are not able to follow the program (heavy work load). Essential data not available
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Project: Support to National Employment Services

	Intervention logic	Objectively verifiable indicators	Sources of verification	Important assumptions
Overall objective	Promote a better functioning of the Albanian labour market through modernisation of NES services and development of IT as foreseen in the objective nr. 3 of the Action Plan of Sectorial Employment and Vocational Training Strategy 2007-2013.	- Increase number of Job matching (mediation): going from 10.500 in 2008, to 12.000 in 2011, and 13.000 in 2013. - Decrease of unemployment from 13.1% in 2008, to 11.5% in 2013.	- EU Report for Albania 2013 - Ministry of Labour Reports - Report on implementation of Sectorial Strategy on -Employment and Vocational Training 2007-2013 - NES annual reports	- Political will - National statistics are collected in an accurate and timely manner
Project Purpose	Increase the efficiency, transparency, and accessibility of public employment services in Albania	- A new uniform IT-based information system is implemented at all regional and local offices of the NES - Improved service at the regional Employment Offices - Increased number of job seekers consulting the NES for job search - Increased number of vacancies registered at the NES. (Baseline: Number of vacancies registered at NES in January 2011 as registered in the statistics of NES). - Increased number of employers consulting the NES for recruitment (baseline: Number of employers consulting NES in January 2011 as registered in the statistics of NES). - Increased number of vacancies proposed for jobseekers. (Baseline: Number of vacancies proposed for job-seekers in Jan 2011 as	- Ministry of Labour report - NES annual statistics - Vacancies registered in NES website increased - Number of employers and jobseekers that use the website is increased (NES annual report of 2013).	- Resources of staff must be provided so that job-seekers and vacancies registered at the local level can be entered into the new IT based information system at the Employment Offices of NES. - Registration of job-seekers and vacancies at local level must be coordinated by the regional Employment Offices of NES. - The working methods at

		registered in the statistics of NES).		the regional Employment Offices must be adapted to the new NES IT-System. - NES includes in the annual budget for MoF approval the cost for resources needed to maintain the IT system - The Albanian government fulfills the agreement obligations including the action plan of the internal review
Results	1. An amended version of the Software for NES Employment Service System (ESS) is developed, procured, installed and is functional in all NES organisation (12 regional employment offices and 24 local employment offices) by September 2012. 2. Hardware is procured, installed and is functional in all NES organisation (12 regional employment offices and 24 local employment offices) by December 2011. 3. Increased capacity building of NES staff to understand, use, keep running and benefit from the IT system.	- Terms of reference for the amended version of the software elaborated - Quality and standards check of the hardware terms of references is done by local and international experts, and AKSHI-NAIS of the Republic of Albania - Tendering process following the Albanian procurement law - The hardware and software is installed, checked, tested and accepted - IT training designed, and implemented for super users, users and managers(	- Terms of references for the amended version of the approved by internal resources and local and international experts - Approval of standards by AKSHI and local and international experts - Verification of the tender in the website of the public procurement agency - Procurements contracts signed for hardware and software	- The new added features and functions are well adopted. - The procurement process will not have delays - No major problems will arise during the testing process - Users will be adopted to the new way of working - The employers trust the

	4. NES organization has adopted organization, working methods, routines, procedures and staff management in line with modernization and information of the employment system. 5. Increased accessibility of men and women jobseekers and businesses to the on-line employment service.	250 users trained, 32 trainers and 50 managers) - Information and communication campaign designed, and implemented. - Increased % of men and women jobseekers accessing NES active employment measures (baseline: data from NES of January 2011). - Increase of % businesses⁸ accessing on line services.	- Report of delivery, testing and acceptance of the hardware and software - Spot, posters, leaflets, photos of the activities, etc. - Comparison of NES annual report 2010, 2011, 2012	quality of NES service
Activities Related to result 1.	1.1 Elaboration of TOR for the amended version of the software 1.2 Procurement of the software and the hardware following the Albanian procurement law 1.3 Delivery of software, testing, acceptance test, distribution and installation of the ESS system in all the country.	- ToR for the amended ESS software are elaborated, approved according the standards with assistance from internal resources and local and international experts within 2 months from the beginning of the project. - The procurement of the software carried out in International open tender, through the e-procurement, and according the Albanian procurement law - The new ESS is delivered, tested, approved, installed and is functional and operational in all the country within September 2012.	- Tender Dossier - Notification of tender in the website of Albanian Procurement Agency within 2011 - NES reports	- 12 IT experts in total will be recruited (11 for the 11 regional offices and mote staff at the HQ). - NES must think for the sustainability of the project (maintenance, after one year that the project has been closed. - Testing and installation process is successful - NES prepares a good

⁸ If possible information will be provided for business owned by women.

				logistic plan for the delivery of the equipment
	2.1. Elaboration of terms of references for the hardware, network and services needed. 2.2 Procurement of Hardware and Local Area Network through International tender by open procedure. 2.3. Delivery of the Hardware and Local Area Network. 2.4. Testing, Acceptance test, and installation of all Hardware including Local Area Network	- Terms of references for the hardware, regional and local area network are elaborated, approved according the standards with assistance from internal resources and local and international experts within 2 months from the beginning of the project. - The procurement of the hardware and LAN carried out in International open tender, through the e-procurement, and according the Albanian procurement law - The delivery, testing, acceptance, distribution and installation of hardware, including LAN in all employment offices is done within year 2011.	- Tender Dossier - Notification of tender in the website of Albanian Procurement Agency within 2011 - NES reports	- There will be no delays in approval of terms of references. - Condition to the exempt this procurement from the central procurement arrangement (Specific agreement) is agreed and put in practice. - The Albanian side must provide for NES to have sufficient funding for recruitment of IT staff for the 11 regional employment offices and one more staff at the HQ.
Activities Related to result 3⁹.	3.1 Preparation of the work plan for the training and the training curricula 3.2 Training of NES staff users, trainers and managers.	- The work plan for the training and the training curricula is elaborated by NES with SPES assistance - 32 trainers are trained in a 3 days	- Training curricula document - Users' manual - Reports of the training - Photos	- NES staff is motivated - Gender aspects considered Managers fully involved in the process.

⁹ This is not part of the direct financing agreement. See the project document

		training workshop. - 250 users staff of the new ESS system are trained and will be able to use the system in all Albania - 50 managers (Regional and local directors) are trained on the use of the IT system, and the benefit of the IT system for the management system.		- There will be no delays in the other components that may hinder this component.
Activities Related to result 4.	4.1. New routines introduction in the job of the employment offices as a consequences of the introduction of the new ESS IT system. 4.2. Hire a full time project assistant for the management working group. 4.3 Hire 12 IT staff for NES 4.4. Promotion and increase of public sector job vacancies	- New routines and methods are elaborated and used in the service delivery for the clients (job seekers and employers) by January 2012.. - An IT policy paper is elaborated for NES, by January 2012, in line with the Albanian government strategy on e-services (and AKSHI-NAIS Strategy) - The project assistant is recruited from the beginning of the project - 12 IT staff are hired by NES from January 2012 - Established cooperation with Public Administration Department in order to publish public sector job vacancies.	- Number of public sector jobs available on the website of the NES. Baseline September 2012. - The IT policy document of NES is approved and operational in January 2012. - Signed contract of project assistant and job description	- Users accept easily the introduction and use of new routines and new tool for improvement of services towards the jobseekers and employers. - Full involvement of managers in this process.
Activities related to result 5.	5.1. Design of the Information campaign 5.2. Development of a communication plan for the new service	- The information campaign is designed and implemented focused on customers (jobseekers and employers) as well as to all stakeholders of the labour market - The communication plan is developed and resourced - % of men and women of men and women accessing new services at NES	- Report on information campaign(materials of the information campaign available) - Report on communication plan	- NES follows-up the implementation plan after the end of the project. - Wide participation of the stakeholders in the information campaign

Bosnia and Herzegovina

Project: FIGAP

Development objective	Expected impact	Indicators	Verifications source	Assumptions	Risks
Increased level of gender equality in Bosnia and Herzegovina society	- More women politicians and in more powerful position (all political positions at all levels of BiH state and entity) - Improved economic position and situation of BiH women and marginalised groups (focusing on the public and private labour market, access to economic rights) - Improved social position of women and other marginalised groups (focusing on diminished violence, and education)	- Number and % of women in political positions (all levels of BiH political positions) - Number and % of women in powerful political positions. - Average salaries expressed in Euro and in % to that of men (women, marginalised groups) - Number of women in powerful positions in public and private enterprises expressed in % compared to the general gender balance. - Control over economic assets and access to credit expressed in % (women, marginalised groups) - Number of court cases related to violence, type and no. of verdicts Media coverage shows diminished gender biased	- Statistical data, e.g. from governmental and sectoral reports, CSO reports, UN documents, NHDR and CEDAW. - Impact baseline monitoring report (Focus groups verifications). - Quantitative and qualitative research. - Financial reports.	- Political will. - Political and economic stability in BiH. - Raised awareness of the need for gender mainstreaming.	- Strong retro-trends in society.

		reported expressed in % - Number of girls (and marginalised groups) fulfilling primary, secondary and higher education expressed in %. - Statistics on reported diagnostics and treatment offered (in the primary health care system) compared to statistics from other countries in the region.			
Program purpose	Expected impact	Indicators	Verifications source	Assumptions	Risks
Gender institutional mechanisms, partner institutions and organisational capacities strengthened to undertake the implementation of GAP (ownership)	- All sectors apply gender mainstreaming as the approach to formulating and implementing their policies and programmes. - Key GAP areas implemented applying the cross-cutting GAP areas - Responsible actors of GAP implementation have developed and implemented programmes defined in 15 areas of GAP.	- Number of sectors applying gender mainstreaming. - Percentage of implemented GAP chapters and activities. - Number of institutions implementing GAP. - Level of awareness of gender equality issues.	- Annual reports. - Statistical data. - Research. - Media. - Independent experts. - Official gazettes. - Financial reports.	- Entity governments officially adopted the implementation of GAP. - Established satisfactory level of partnership with partner institutions. - Timely planning. - Gender mainstreaming is part of framework of government institutions.	- Lack of interest and willingness to be involved in capacity development. - Capacity building results achieved not sustainable and not applied within partner organisations. - Lack of quality human resources. - Lack of political will (with respect to sustainability). - Lack of responsibility. - Lack of knowledge for quality assessment of training needs. - Lack of procedures that regulate gender mainstreaming in sectors.

Result 1	Expected effects	Indicators	Verifications source	Assumptions	Risks
GEA and GCs fully equipped to perform their duties and responsibilities according to mandates and the Gender Equality Law	- Developed material and human resources required to implement GAP. - Developed ability for the full application of acquired knowledge and skills.	- Number of new staff members (ensuring gender balance in employment procedures). - Number of new or changed policies and laws as a direct result of GEA and GC activities - Number of reports on changes in the field of gender submitted to the government and public. - Level of development of IGMM communication system. - Level of cooperation with academic and other communities in their specific fields (DEP, DEI...). - Level of implementation of IGMM mandates. - Level of implementation of CEDAW committee. - Efficiency of each employee based on annual assessment (expressed in percent). - Number of employees who apply acquired knowledge	- Training reports. - Staff performance evaluations. - Internal documents (systematisation). - Work plans and programmes. - Equipment inventory lists. - Policies, laws and regulations which have an integrated gender component. - Internal procedure documents. - Certificates of trainers and training participants. - Contracts for organising education. - Database and other elements of the IGMM information system. - Reports on the success of joint cooperation.	- Correctly defined job descriptions. - Staff is qualified for GAP implementation. - Motivated staff. - All material needs of all staff and institutions adequately assessed and met. - Training needs and opportunities adequately defined. - Training modules based on best practices and adapted to needs of IGMMs. - ToRs properly defined. - Adequate selection of training needs and opportunities. - Staff responsible for gender equality situation analysis qualified for the implementation of analysis.	- Lack of support for ICT maintenance. - Acquired skills are not properly applied. - Lack of programmes for professional development. - Large staff turnover. - Risks based on employment of new staff due to restrictive budgetary policies of the Council of Ministers (for GEA) and the Governments of FBiH and RS (for GCs). - All problems which can arise during implementation have not been envisioned.

Project: KtK**Women's organising**

Outcome	Indicator	Relevance	Activity/Strategy	Method of verification
A stronger and more visible women's movement	Number of women's organisations taking part in local, regional and international exchange. A more formal women's network is established. Number of advocacy initiatives at local and national level. Number of different funders to each organisation. Strategies within the POs* on burn-out prevention and long-term sustainability of the staff.	New input and learning from others make the women's movement stronger. A formal network is assumed to have a stronger voice, and thus higher credibility in the Bosnian society. Indicates degree of cooperation between organisations and ability to mobilise. Indicates the fundraising capacity within an organisation. Indicates capacities within the POs to deal with the wellbeing and sustainability of their staff.	Connect local, national, regional and international capacity builders to our POs for organisational development support. Organise "network meetings" for our POs. Field coordinator is networking with other actors and facilitate contacts between POs and donors. Support to networking between local organisations (stronger voice, start cooperating). Support increased knowledge about the EU and lobby initiatives towards the EU. Provide support in fundraising. Support to supervision and other forms of human recourse activities.	POs reports Reports by other stakeholders. Media
An improved constructive and critical dialogue between state institutions and	Perception among women's organisations of the level of willingness within public institutions to engage in dialogue. Collaboration on issues of common interest between public institutions and women's	Women's organisations are the best suited to observe the attitudes, and possible changes in attitudes, of public institutions towards women's organisations.	Support to lobby and cooperation initiatives. Provide or support capacity building in advocacy, lobbying and	PO's reports Dialogue with POs Reports by PO and other

women's organisations	organisations.	Concrete outcomes of collaboration indicates that dialogue is constructive.	media training.	stakeholders.
Improved knowledge of and cooperation with women's movements within the EU	Shown interest among our POs regarding women's organisations within the EU. Number of partner organisations in contact or cooperating with women's organisations within the EU.	Indicates that the POs are ready to move beyond the local context. Proxy indicating improved knowledge about the EU.	Support study trips and other types of experience exchange.	PO reports Dialogue with POs. Participatory observation by KtK.

Women's participation in peace processes

Outcome	Indicator	Relevance	Activity/Strategy	Method of verification
Women participate in peace and status discussions within the country	Number of advocacy initiatives regarding reformation of the BiH Constitution from the women's organisations on the Government and relevant international organisations. Perception among women's organisations of willingness of the Government to engage in dialogue.	Indicates degree of input from the women's organisations on the process of reforming the BiH Constitution.	Support to lobby initiatives.	PO reports Dialogue with POs
Beginning tendency among the women's organisations to face the past	POs are showing openness to have a dialogue around the issue.	Indicates the degree of willingness or readiness to face the past.	Support to meeting and dialogue initiatives.	PO reports and dialogue with POs. Participatory observation by KtK.

Women's participation in the decision making process

Outcome	Indicator	Relevance	Activity/Strategy	Method of verification
Increased number of elected women in the local elections 2008 and parliament elections 2010	Number of women voting in national and local elections. Number of women candidates in local and national elections. Number of elected women in local and national elections. The portrayal of women in media.	Indicates the level of women voting for women candidates. Indicates the level of women potentially being elected. Indicates the perception of women among media and the general public.	Support activities aiming at increasing the number of women voting. Support to activities aiming at supporting women candidates in local elections (2008) and parliamentary elections (2010). Support to activities aiming at improving media's portrayal of women.	PO reports Statistics Reports by other stakeholders
Improved and systematic cooperation between women's organisations and women politicians	Perception among POs of willingness and interest of women politicians to engage in dialogue with women's organisations. Women's organisations are consulted as experts by women politicians. Agendas of women politicians and women's organisations correspond.	POs are best suited to observe the attitudes, and possible changes in attitudes, of women politicians towards women's organisations. The expertise of women's organisations is recognised. Indicates that women politicians have gained knowledge and consider these issues important.	Support the creation of platforms/forums for women politicians. Support lobbying and education activities for women politicians in gender equality and women's rights.	PO reports Dialogue with POs.

Women's human rights

Outcome	Indicator	Relevance	Activity/Strategy	Method of verification
Issues concerning discrimination against women are considered crucial social issues	Level of budget allocations for gender equality mechanisms from local and state budgets.	Indicates the priorities of the authorities.	Support to advocacy activities aiming at improving the implementation of GEL.	PO reports. Statistics. Media reporting. Reports published by other stakeholders.
More women are aware of their rights and dare to demand them	Number of educational workshops for women in rural areas and in schools on gender equality and human rights. Number of women voting in national and local elections. Number of women contacting counselling centres for support.	Indicates the level of awareness among women and youth about gender equality and human rights. Indicates the level of women's own perception of what their rights are. Indicates the degree to which women realise that their rights are not being respected.	Support educational activities aiming at improving the knowledge among women and school children about their rights. Support activities aiming at increasing the number of women voting. Support to counselling activities.	CEDAW report. PO reports and evaluations.
The implementation of the Gender equality law is improving	Perception among our POs regarding the willingness and interest of the local institutions and political parties to engage in dialogue with women's organisations. Number of discrimination cases brought to court and prosecuted.	Indicates that representatives within local institutions and political parties have gained knowledge of the Gender equality law, and thus are more prone to following the law. Measures the extent to which the gender equality law is being implemented in practice.	Support lobbying activities toward local institutions and political parties with regard to the Gender equality law. Support organisations giving legal aid to women.	PO reports. Reports by other stakeholders.

Women's work against violence and sexual abuse

Outcome	Indicator	Relevance	Activity/Strategy	Method of verification
Deepened knowledge of men's violence against women among relevant institutions at national and local level	Degree of cooperation between POs and the police, social services and legal sector on how to assist women victims of violence.	Indicates the level of commitment of the institutions.	Support activities for information and advocacy on men's violence against women towards authorities and institutions. Support to activities aiming at assisting women victims of violence.	PO reports. Reports by other stakeholders.
Increased awareness among the general public of the structural causes of men's violence against women	Perception among POs and other key observers of the awareness among the general public of the structural causes of men's violence. Perception among POs of media's coverage of domestic violence. Number of women seeking assistance for being subjected to domestic violence. Number of initiatives among girls and boys promoting gender equality.	Indicates the degree to which the general public is perceived as aware. Indicates the level of awareness among media-actors. Indicates the level of awareness and attitude among the general public regarding domestic violence. Indicates the level of awareness among youth on structural causes of gender based violence.	Support to information activities to the general public and journalists on men's violence against women. Support to research investigating the level of awareness among the general public. Support to activities aiming at assisting women victims of domestic violence. Support to educational activities to youth addressing the issue of gender inequality and gender based violence.	PO reports. Media reporting. CEDAW-report
The issue of men's violence against women is established on the political agenda	Perception among POs and other key observers of the willingness among politicians to address the problem of violence against women. The legislation in RS defines men's violence against women as a criminal offence. Shelters and SOS-hotlines receive state	Indicates the level of awareness and commitment to the issue of violence against women among political parties. Indicates the level of awareness and commitment to the issue. Indicates the level of awareness and commitment to the issue.	Support to advocacy activities against political parties, state institutions, and municipality councils on violence against women.	PO reports. CEDAW-report

	support. The existence of official statistics on domestic violence.	Indicates the level of awareness and commitment to the issue.		
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Women's physical and mental health

Outcome	Indicator	Relevance	Activity/Strategy	Method of verification
Raised awareness among decision-makers of the general discrimination of women within healthcare	Degree of the willingness among decision-makers in local communities to engage in dialogue with POs on discrimination of women within healthcare. Degree of access to qualified gynaecological services throughout the country.	Indicates the level of awareness regarding the issues. Indicates the engagement among the decision makers to improve women's access to public health care.	Support to advocacy activities in regard to women's lack of access to public health care including qualified gynaecological services.	POs reports. CEDAW-report. Reports of other stakeholders.
Raised awareness among women's organisations on women's sexual and reproductive health and rights	Number of trainings on SRHR. Number of educational workshops on SRHR conducted by our POs to other women's organisations.	Indicates that POs have gained new knowledge. Indicates the number of women who have gained new knowledge about SRHR.	Providing experts in the field of SRHR. Support to educational activities conducted by our POs.	Self-evaluation Dialogue btw KtK and participants. PO reports.

* POs=Partner organisations

Moldova

Project: UNIFEM in Moldova

Outputs	Indicators	Indicative Activities	Inputs
1.1 National Strategy on Gender Equality developed subsequently, the national Action plan on gender equality will be amended in accordance with the Gender equality Strategy)	--National Strategy on Gender Equality adopted --Gender priorities defined within the Strategy on Gender Equality -- Gender policies mapping performed -- Job descriptions stating role/mandate/time allocation of Gender Focal Points approved	1.1.1 To perform a mapping of overlapping policies and strategies within the gender area and GAP analysis, to be used in the drafting of a National Strategy on Gender Equality; 1.1.2 National consultation process with involvement of key stakeholders to discuss the priorities of the National Strategy on Gender Equality 1.1.3 Facilitate development of the National Strategy on Gender Equality and lobby for its approval	Consultants
1.2 Gender issues integrated in the EGPRS and EU-Moldova Action Plan reflecting the priority areas defined in the National Strategy on Gender equality	--Partnership with key line ministries and governmental institutions built and functional for engendering PRSPs in Moldova --PRSPs and key sectoral programmes reflect gender equality commitments --Number of GE advocates participating in the PRS Groups	1.2.1 Gender analysis as a part of the process of EGPRS 2004- 2006 evaluation and start in developing of the next PRSP 1.2.2 Facilitate prioritization process in compliance with the priorities defined in the National Strategy on Gender Equality 1.2.3 Consultations to elaborate gender recommendations to the next EGPRS and Moldova EU Action Plan 1.2.4.Identification of synergies with other policies and strategies	Sub-contract Workshops Publications
2.1 Enhanced national capacities for gender responsive policy making and implementation	--Increased capacity of NGEM to lead engendering PRSPs --Joint initiatives of women's groups and government promoting gender equality in policy -- Increased awareness and skills in gender	2.1.1 Sub-contract the team of experts/agency for developing the training modules (including the TOT) for central and local government civil servants. 2.1.2 Training in policy development and mainstreaming theory for Gender focal points, Staff from the Department for Equal Opportunities and Family Policies, Gov. Committee on Gender	Sub-contract (Training modules) Training

	mainstreaming among government officials	Equality 2.1.3 Conduct regular assessment of the impact of gender training on government officials and amend training and capacity building programme to suit emerging needs	
2.2 Gender impact analysis of at least 4 sectoral programmes undertaken, recommendations made and accepted by the ministries	-- Gender –responsive recommendations prepared by joint sectoral PRS Groups and NGOs incorporated into PRS ---The sector policies incorporated into the National Action Plan on gender equality --Gender impact assessments and research effectively applied in sectoral policy and programming decisions	2.2.1 Sign the MOU with the ministries that will enable Gender Focal Points and ministry personnel to work on gender policy review 2.2.2 Undertake a gender impact analysis of these policies and programmes, and present results and recommendations to appropriate decision makers for their consideration and approval 2.2.3 Upon agreement with key decision makers and stakeholders make relevant changes to the reviewed policies/programmes 2.2.4 Publish a brochure outlining the process, experience, benefits and lessons learned in this process for wide dissemination within other government ministries	Sub-contract (Gender impact analysis) Publication
2.3 Gender responsive budgeting piloted in selected sectoral priority areas	-- Scheme of public participation in gender responsive budgeting processes developed; --Increased number of publications on gender budgets, articles and public statements by experts and government/parliament representatives --Increased coverage of gender issues and, in particular, gender budgets in media	2.3.1 Facilitate public involvement on budgetary processes for promoting gender equality issues in sectoral budgets; 2.3.2 Provide technical support for gender analysis of budgets in selected sectoral priority areas 2.3.3 Develop training programme “Gender budgets in Moldova” 2.3.4 Organize training for central and local civil servants on gender budgeting 2.3.5 Document experiences on gender budgeting in Moldova	Sub-contract (Gender responsive budget analysis) Publications
2.4 A Task Force of Gender Focal Points established and functional for promoting gender issues in policy making and implementation	--Up scaled mandate and authorities of NGEM adopted by Government decrees; -- Existence and efficiency of coordination mechanisms between governments, civil society and donors leading by NGEM;	2.4.1. Sign an agreement specifying the scope of functions and connected resources allocated within ministries for the work of Gender Focal Points 2.4.2 Facilitate establishment and functioning of a Task Force of Gender Focal Points, stating objectives and purpose of inter-	Workshops Training Sub-contracts (mini-projects)

	Written declarations/job descriptions stating role/mandate of GFPs signed by relevant ministries; -- Joint initiatives of GE advocates and government structures	ministerial gender policy 2.4.3. Disseminate the info on the role and mandate of Gender Focal Points to other ministries and stakeholders 2.4.4 Facilitate the process of planning, implementation and monitoring of micro projects implemented by Gender Focal Points within their policy area 2.4.5 Training of Gender Focal Points in general gender responsive management of change processes and project management	
3.1. Enhanced capacity for use of sex disaggregated data for monitoring implementation of national gender commitments (EGPRS, MDGs, BPFA)	--Set of harmonized set of gender indicators used by GE advocates for monitoring of PRS --Sex disaggregated data increasingly and more effectively used in the policy formulation process	3.1.1 Organise and conduct training workshop for statisticians and data analysts on gender aspects of statistical data analysis and use 3.1.2. Facilitate collaboration between National Statistics and users- (key stockholders) on demand and use of sex disaggregated data 3.1.3 Support in identifying base-line database of accessible data/indicators and facilitate establishment information systems for gathering of data. 3.1.4 With inputs from the Gender Focal Points and external experts, prepare a Handbook on Harmonised set of gender indicators (MDGs/BPFA/CEDAW/PRS) adapted to Moldova situation 3.1.5 Publish the Handbook and distribute to all government departments, NGOs, donors and other partners	Training Sub-contract (Statistical book) Round tables Publication
3.2 A Gender Mainstreaming Guidelines adopted to Moldova specificities and used as a practical tool by policy makers and civil servants	--A Gender Mainstreaming Guidelines developed and used by key stakeholders and GFPs	3.2.1 Compile learning materials, gender mainstreaming guidelines and handbooks, research results, best practices and document it in user-friendly manner 3.2.2 In collaboration with Gender Focal Points review collected materials and develop the Guidelines adapted to Moldova 3.2.3 Test the Guidelines at a workshop for interested government officials and gender advocates for comments and revisions	Sub-contract Publications Workshops

		3.2.4 Finalise the Guidelines and distribute it widely among government structures and gender advocates (including through internet)	
Management and administrative arrangements Identify and select a Moldova National Team Procurement Administrative expenses		Costs involved for running the project for three years: • Office Equipment • Organizing of meetings, workshops, roundtables etc • Hiring of technical staff for undertaking specific tasks such as translation, interpretation, event management etc • In-country travel, office transportation • Stationary and office supplies • Communications costs, including internet • Public awareness raising and campaign cost (brochures, booklets, leaflets, TV and Radio communication) • Operational expenses for the office for three years - Chief Technical Advisor (International) one year full time with a part time involvement for the subsequent two years - Programme Manager (National) - Programme Assistant (National) - Finance & Administrative Assistant (National) • Reporting costs; (Independent Evaluation Mid-term project Audit) • Miscellaneous Overall Management and Operation cost to UNIFEM (10% of the total cost)	

Project: Women in Business

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objectives	<i>What are the overall broader objectives to which the action will contribute?</i>	<i>What are the key indicators related to the overall objectives?</i>	<i>What are the sources of information for these indicators?</i>	
	The overall objective of the BAS Programme is to promote the transition of Moldova to market economy	Progress in transition - EBRD transition indicators such as: • Liberalisation and privatisation • Business environment and competition • Infrastructure • Financial sector Economic policymaking • EBRD specialist country knowledge • Legal transition surveys • EBRD Office of Chief Economist (OCE) sectoral surveys Improvement in macroeconomic performance: • Real economy • Development of financial sector • External sector	EBRD Transition Report EBRD Transition Indicators EBRD Country Strategies EBRD/ World Bank Business Environment and Enterprise Performance Surveys (BEEPS) Global competitiveness report (World Economic Forum)	Stable and predictable political and economic environment. Government support for institutions supporting economic growth, a vibrant entrepreneurial sector and economic innovation. Government commitment to and active promotion of the private sector. Removal of legal and administrative restrictions on private sector development. Development of vibrant and multifaceted financial system to support economic growth.

Specific objective	<i>What specific objective is the action intended to achieve to contribute to the overall objectives?</i>	<i>Which indicators clearly show that the objective of the action has been achieved?</i>	<i>What are the sources of information that exist or can be collected? What are the methods required to get this information?</i>	<i>Which factors and conditions outside the Beneficiary's responsibility are necessary to achieve that objective? (external conditions) Which risks should be taken into consideration?</i>
	The specific objective of the BAS WIB Programme is to promote women entrepreneurship in Moldova	MSME sector performance: • % of firms with female participation in ownership % of firms with female top manager % of full time female employees Programme targets: • At least 90% success rate in projects rated one-year after completion • Less than 5% of all projects undertaken cancelled	EBRD/ World Bank Business Environment and Enterprise Performance Surveys (BEEPS) BAS Standard Reporting from MIS (see Activities row below) BAS Financial Reporting Annual and Final Reports prepared for the Programme EBRD Country Strategy for Moldova Grant Guideline Matrices	National governments committed to and actively promoting MSMEs and facilitating conditions for their growth. Removal of administrative and legal restrictions on MSME development within the local economies. Government commitment to level playing field to promote MSME entry and development, and to smooth exit. Development of financial sector to lower costs and increase MSME access to financial intermediation.

Expected results	The results are the outputs envisaged to achieve the specific objective. What are the expected results? (enumerate them)	What are the indicators to measure whether and to what extent the action achieves the expected results?	What are the sources of information for these indicators?	What external conditions must be met to obtain the expected results on schedule?
	Enterprise-level change in 90 assisted MSMEs owned/managed by women or MSMEs with majority female employees and start-ups with viable business plans	Improved performance of assisted 90 MSMEs as measured by one of the following depending on the nature of the project: • Improved Market Performance • Improved Management Effectiveness • Reduced Costs • Introduced Quality Management & Certification	BAS Standard Reporting from the MIS (see Activities row below) BAS Financial Reporting Inception, Annual and Final Reports prepared for the Programme EBRD Country Strategy for Moldova Grant Guideline Matrices	Enterprise-specific factors: • Change in management • Change in ownership • Lack of management response/commitment Consultant specific factors: • Lack of response/commitment • Unsatisfactory performance Adverse external conditions (economic and/or political instability). Local government/institution-specific factors: • Lack of response/commitment • Change in priorities
	Sustainable infrastructure of local business advisory services	Outputs at the local business advisory services market level include: • Increased demand for local consultancy services, including from women managed/owned MSMEs and /or with majority women employees • Increased supply of local consultancy services offered by women consultants; • Increased number of women		

		managed/owned consulting companies; • Improved quality standards in local consultancy services • Increased number of women that started consultancy company instead of being hired or free lance consultants; • Increased number of types of advisory services offered by women consultants		
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Activities	What are the key activities to be carried out and in what sequence in order to produce the expected results?	Means: What are the means required to implement these activities, e. g. personnel, equipment, training, studies, supplies, operational facilities, etc.	What are the sources of information about action progress? Costs What are the action costs? How are they classified? (breakdown in the Budget)	What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?
	90 BAS Projects with MSMEs owned/managed by women or with majority women employees	Support provided by local BAS Teams within BAS projects includes: • Project Development including enterprise diagnostics, matching enterprise needs (demand) with consultancy offerings and support in defining consultant assignments. • Monitoring during project implementation. • Flexible Grant (25% to 75% of net project cost) capped at € 10,000 per enterprise based on the Grant Guideline Matrix. Local BAS Teams qualify local consultants prior the start of BAS projects and maintain	BAS Standard Reporting from the MIS: • BAS Client and Consultant Database including: - Beneficiary enterprise statistics - Consultant statistics - Project/consultation/training related statistics • Project Summary Documents including Project Proposal, Completion Report and one-year-after Evaluation Report BAS Financial Reporting	Programme-wide factors: • Discontinued funding • Change in donor priorities Enterprise-specific factors: • Change in management • Change in ownership • Lack of management response/commitment Consultant-specific factors: • Lack of management response/commitment

		an active database of local consultants. Local BAS Teams develop Grant Guideline Matrices, which are reviewed annually to reflect the local business advisory services' market conditions. As the intervention's additionality in a specific market segment decreases, BAS will phase out by lowering the grant amount and eventually exiting. Typical projects supported include: • Market Analysis & Planning, • Development Planning, • Feasibility Studies, • Partner Search , • Reorganisation/Restructuring, • Computerised Financial/MIS, • Computerised Manufacturing Systems, • Engineering Studies, • Quality Management & Certification Systems	Annual and Final Reports prepared for the Programme EBRD Country Strategy for Moldova Grant Guideline Matrices	• Unsatisfactory performance Local government/institution-specific factors • Lack of response/commitment • Change in priorities Unforeseen changes in local BAS Teams.
	21 Market Development Activities	Typical market development activities supported by local BAS Teams include: • MSME and consultancy training - with cost participation from participants if appropriate (trainings offered for women consultants and MSMEs owned/managed by women or with majority women employees targeted to foster stronger demand for local consultancy services offered by women as well as broaden supply of and increase quality standards in local consultancy services) • Informed contribution to EBRD policy dialogue with authorities on regulatory, tax or bureaucratic matters as well as women	• Reports prepared by consultants undertaking Market Development Activities • Annual Consultant Reviews	

		sensitive issues in running business. • Support to and development of existing local institutions – particularly in relation to the market for women managed/own local business advisory services. • Visibility and dissemination in order to promote role-models and disseminate best practices.		
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Ukraine

Project: Gender Mainstreaming

Overall Objective	Objectively verifiable indicators	Sources of verification	Important assumptions
To enhance the capacity of national institutions to prevent and combat violence against women and domestic violence, and to increase awareness of violence against women and domestic violence among the judiciary, law enforcement personnel, health and social work professionals and other relevant professionals and the public.	Legislation enhanced	Annual progress reports	Political will
	Policies and action plans in place	EU reports	Available resources (human and financial)
	Progress marked	CoE reports Country reports/ surveys other	
	Objectively verifiable indicators	Sources of verification	Important assumptions
Project Purpose		Annual progress reports	Political will
Preparation for the ratification and		EU reports	Available resources (human and

implementation of the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention) by Ukraine.	Convention ratified	CoE reports Country reports/ surveys other	financial)
Result 1	Objectively verifiable indicators	Sources of verification	Important assumptions
Enhanced knowledge and skills on international and European standards in particular the Istanbul Convention, with regard to preventing and combating violence against women and domestic violence (Article 7, Istanbul Convention)	A Stakeholder group at the central executive level established and committed to supporting the project for the preparation for ratification and implementation of the Istanbul Convention in Ukraine. Stakeholder representatives agree with the aims and objectives of the project and participate in stakeholder meetings Number of trainings conducted at the central executive level and oblast level. Members of stakeholder group at the central executive level and members of multi agency stakeholder groups at oblast and district levels trained on Istanbul Convention standards Document listing the main legislative changes needed in order to comply with the Istanbul Convention and the main obstacles Web-page with all relevant documents	CoE Inception report, list of stakeholder group members and minutes of meetings	All relevant stakeholders agree and commit to participate in the project, including: Ministry of Social Policy Ministry of Education, Science, Youth and Sport, Ministry of Internal Affairs Ministry of Justice Ministry of Health Ukrainian Parliament Commissioner for Human Rights - Ombudsman Supreme Court General Prosecutor's Office NGOs Ukrainian legal experts

			SIDA The relevant authorities/institutions cooperate and coordinate with each other to the level required.
Activities	Name of Activity	Means	
1.1	Interviews held with the relevant stakeholders to discuss project and obtain the written commitment of their agencies to the project and membership of the Stakeholder group, and, through the national agency, the commitment of their counterparts at the oblast and district administrative level.	All relevant stakeholders involved including: - Oblast(s) Governor's Office - State Oblast Administration(s) - District Administration(s) - Law enforcement agencies - Judiciary - Women's NGOS - Child protection agencies - Social workers - Ombudsman's Office	
1.2	Stakeholder group meetings held and role and purpose and methods of working of the group agreed and criteria for identifying the oblast(s) for the pilot project established.		
1.3	Awareness raising tour by members of the Stakeholder group with Council of Europe experts to oblast(s) under consideration for the pilot project to promote the Istanbul Convention and gain local interest and support to participate in the project.		
1.4	Plan of Action developed by the stakeholder group to include activities at the national level to		

	support the project.	- Gender Advisors to the region and districts - Other relevant partners – national, regional and local authorities, human rights agencies, academic institutions, teachers, media Cooperation and full involvement of all relevant central, oblast and district agencies, and authorities Participation at Stakeholder group meetings. Minutes of meetings with different stakeholders. Written commitment of stakeholders, minutes of Stakeholder group meetings including participants list. Political will from the executive will engender support for the project from the administration and other relevant agencies in the oblast and districts.	
1.5	CoE expert together with local legal expert(s) prepare a training on Istanbul Convention which will be used to explain it to the stakeholder group at the central executive level and to the oblast and district multi-agency stakeholder group.		
1.6	A training for stakeholder group at the central executive level on the Istanbul Convention. At least 2 meetings should be devoted to learning and discussion of the Istanbul Convention's provisions.		
1.7	A stakeholder group at the central executive level during 2 meetings identifies the main legislative changes needed in order to ratify the Istanbul Convention; during these meetings the main obstacles for the ratification and implementation of the Istanbul Convention should be identified.		
1.9	Developing a web-page which will serve as an information platform – materials produced during the project, legal acts and documents will be put there.		
Result 2	Objectively verifiable indicators	Sources of verification	Important assumptions
Study on the compatibility of the Ukrainian legislation with the Istanbul Convention is available.		Assessment report.	Availability of CoE expert and a local expert to undertake fact-finding mission.
2.1 Areas which need improvement with			Key actors willing to share

regard to prevention and prosecution of violence against women and domestic violence as well as to protection and support to victims are identified (Article 7 Istanbul Convention).			relevant information with experts.
Activities	Name of Activity	Means	
2.1	Fact-finding mission of CoE expert(s) and local expert to collect information on legislation and conduct interviews and discussions with key actors to identify areas that need improvement re VaW and DV.	Key actors involved and willing to share information and their experience with the experts. Meetings organised during which problems are identified and recommendations discussed.	
2.2	Through the compatibility study provide recommendations that address policy, institutional and legislative issues of existing legislation, implementation mechanisms and practices in line with the requirements of the Istanbul Convention.		
2.3	Assessment report shared and discussed with stakeholder group		
Result 3	Objectively verifiable indicators	Sources of verification	Important assumptions
Establishment of multi agency stakeholder	Needs assessment analysis conducted by CoE	CoE Inception report.	Agreement between CoE, SIDA

groups (MASG) at regional and district level ¹⁰ on the basis of a model of multi-agency cooperation	experts of the oblast(s) in which the pilot project is proposed to be undertaken. The needs assessment is conducted and report produced.	Minutes of meetings with regional and district stakeholders. Minutes of meetings with SIDA and with Stakeholder group.	and the Stakeholder group reached on project and oblast(s) for pilot.
3.1 Provision of training and development of protocols on minimum standard services;	Stakeholder representatives at the regional and district level identified Stakeholder representatives at the regional and district level met and agreed with the aims and objectives of the project and agreed to participate in stakeholder meetings	Recruitment of project team and office space for team in Kyiv and oblast set up.	Sufficient political will to fully support the project.
3.2 Assessment of services needs at local and regional level completed;	Project objectives, work plan and resources drawn up in consultation with SIDA and approved by the Stakeholder group. Pilot project oblast(s) agreed and project team recruited Inception report completed and agreed within six months of beginning of the project. Pilot project oblast agreed and office space located and set up.	CoE Interim and final reports.	All relevant regional and district stakeholders agree and commitment to participate in the project
3.3 Action plan to enhance the nature and quality of support services provided to victims of violence is developed. (Article 7, 22 – 25 Istanbul Convention)	Key agencies representatives agree with the aims and objectives of the project and commit to the strong engagement of their organisations in multi agency stakeholder meetings.	Training course program and evaluation	Availability and sustainability of sufficient human resources
	Members of all multi agency stakeholder groups trained in key elements of coordination and	Report on model cooperation developed in the pilot project area.	Five districts in the oblast(s) chosen in total will participate in the project
		Materials produced and distributed	Good practice examples of multi agency cooperation available to view in action in the UK.
		Multi agency stakeholder groups action plans	
		Reports of awareness raising activities undertaken	

¹⁰ The project will focus on five districts in total in the oblast(s) chosen.

	cooperation and use of protocols. At least one person trained from each relevant agency in every district of the pilot oblast and standards produced on the use of protocols, risk assessment and consultation with victims, Guidelines and protocols agreed and produced as a series of easily accessible, short briefing for each agency to support multi agency working, highlighting purpose, benefits and the role of the relevant agency with key questions for professionals of that agency to consider. All materials available in Ukrainian Action plans produce by each multi agency stakeholder group Awareness raising activities undertaken in each district		
Activities	Name of Activity	Means	
3.1	Assessment report and risk analysis produced on the proposed region(s) with relevant agencies and interlocutors identified and service provision and needs indicated	Agreement is reached with central and oblast authorities on appropriate location for project office space in Kyiv and chosen Active involvement of stakeholders oblast(s) Regular meetings of each MASG at oblast level and in the five districts selected to participate in the project. CoE experts to support conference, workshops and trainings.	
3.2	Meeting with SIDA and stakeholder group to approve project, including oblast(s) for the pilot project.		
3.3	Project team recruited and office space located in Kyiv and in the oblast(s).		

3.4	1 Conference for all MASG members, (regional and district) on the provisions of the Istanbul Convention to prevent and combat violence against women and the importance of multi agency working with CoE experts providing examples of other models of good practice of multi agency working. At least two meetings of each MASG should be subsequently devoted to discussion of the Istanbul Convention's provisions as they relate to the work of members of the group.	
3.5	1 fact finding visit for 20 members of MASG to UK to examine good practice of multi agency cooperation in practice.	
3.6	To improve mechanism for effective multi agency partnership 12 training workshops, two with each of the participating MASGs (2x5 at district level and 2x1 at oblast level) to develop guidelines and protocols on multi agency cooperation agreeing: - Information sharing, confidentiality and permissions - Roles, procedures, methods of working, including power sharing and divisions of responsibility - Definitions, goals and shared vision	
3.7	24 MASG meetings, at least four meetings of each MASG with all members to develop and test	

	guidelines and protocols with support of CoE Experts.		
3.8	Materials produced to support the use of guidelines and protocols by each agency across the pilot project based on the needs identified in the MASG meetings. One leaflet/card specific to each participating agency (at least 10 versions), translated into Ukrainian and distributed widely within each agency in the district as appropriate.		
3.9	A plan of action developed by each multi agency stakeholder group on coordinated working at district and oblast level including a set of standards for service delivery, milestones and means of evaluation and a series of awareness raising activities organised to promote multi agency working, protocols and guidelines to all relevant professionals and the public.		
3.10	A report on model of cooperation developed in the pilot oblast and in the five districts undertaken by CoE expert; the Report will be made available to the authorities at the central and regional level at the end of the Project.		
3.11	One conference organised to present the report on model of cooperation and overall results of the project. For members of the national and regional administrations and members of the Stakeholder group and the MASGs.		
Result 4	Objectively verifiable indicators	Sources of verification	Important assumptions

Strengthened capacities to conduct research and collect data. 4.1 Available data on the different forms of violence against women in Ukraine at regional level; 4.2 Enhanced cooperation and sharing of information and data among multi agency stakeholder groups; 4.3 Improved monitoring and evaluation of policies and practices to prevent and combat violence. (Article 7, Article 10 and Article 11 Istanbul Convention)	A research report produced with recommendations for strengthening data collection. At least 50 people attend conference on improving data collection and conference materials on examples of good practice translated and distributed to participants Pilot data collection project developed At least 25 police officers trainers trained on pilot data collection project	Research report Minutes, materials and evaluation of conference Pilot data collection project materials Training for trainers course materials, evaluation of training course	Political commitment at central, oblast and district level to improving research and data collection and support for a pilot project. Availability of CoE experts on research and data collection
Activities	Name of Activity	Means	
4.1	Research undertaken by CoE expert with assistance from local experts (academics) on the availability of data on the different forms of violence against women, methods used by different state agencies to collect data and report with recommendations produced	Availability of CoE experts on research and data collection Professional trainers available to prepare and deliver training. Relevant police professionals commit to being trained and appropriate trainees selected.	
4.2	1 conference on research and data collection linked to the requirements of the Istanbul Convention with CoE experts providing examples of models of good practice with conference materials translated for 70 - 100 participants from the national executive and regional and district administration and members of MASGs.		

4.3	Preparation for a pilot data collection project in one district within the pilot oblast on the collection of disaggregated data (gender, sex, relationship of victim) by law enforcement officials with support of academic institutions (police training institutions). Five training of trainers courses for police officers in each of the MASG districts on how to introduce the pilot in their district with easily accessible training manuals.		
Result 5	Objectively verifiable indicators	Sources of verification	Important assumptions
Enhanced capacity of non-governmental and civil society organisations. 5.1 Available advice and support for their work; 5.2 Enhanced co-operation between the NGO sector, government agencies and other relevant stakeholders. (Articles 7, 8-9 Istanbul Convention)	At least 50 people attend NGO seminars. At least 15 NGO trainers trained Materials for NGOs produced and distributed NGO network set up	Seminar minutes and evaluation Training for trainer course document and evaluation. NGO materials Interim and final report	Political commitment at central, oblast and district level to the capacity building of NGOs. NGOs committed to capacity building and networking
Activities	Name of Activity	Means	
5.1	2 seminars held for NGOs on the Istanbul Convention and other international instruments and they can be used to support the work of NGOs in preventing and combating violence against women. 25 participants at each seminar	Support and commitment of NGOs CoE professional trainers available to conduct training. Relevant leading NGO professionals commit to being trained and appropriate trainees selected. Political will of national executive and regional and district administrations and relevant government agencies and personnel willing to work with NGOs	
5.2	3 Training for trainers courses for key actors in the NGO sector on:		

	- fundraising - Mobilising and networking - Standard setting for service delivery		
5.3	Easily accessible materials produce with and for NGOs following training on : - Key aspects of fundraising - Standards for service delivery		
5.4	Network of NGOs working in the field of preventing and combating violence against women set up.		
Result 6	Objectively verifiable indicators	Sources of verification	Important assumptions
Trained judges, prosecutors, law enforcement agencies on dealing with cases of sexual violence, stalking and sexual harassment. (Article 15 Istanbul Convention)	Recommendations for improvement prepared Legal expert opinion	Number of trainings organised	Representatives of judiciary, prosecutors, law enforcement agencies willing to take part in the workshops, discuss and share knowledge and professional experience.

Activities	Name of Activity	Means
6.1	Workshops on legislation with regard to prosecution of violence against women and domestic violence with a view to prepare recommendations for improvement – at local and central level	Representatives of judiciary, prosecutors, law enforcement agencies involved. Minutes of workshops including participants list.
6.2	Legal Expert Opinion on existing or proposed legislation with regard to prosecution of violence against women and domestic violence	

APPENDIX 7 – FIELD VISIT MEETING SCHEDULES

Field visit Georgia meeting schedule: 30 June - 4 July 2013

Date and Time	Name and title	Place/address	Contact Email and telephone
30.06 Arrive Tbilisi 16:25		Hotel: Vere Palace Hotel (Diplomatic Rate for rooms was requested and approved)	22-24 Kuchishvili Str. Tbilisi, 0179, Georgia Tel: +995 32 253340/41/42
01.07 13:00 – 14:30	Eva Gibson Smedberg Counsellor Head of Development Cooperation Peeter Kaaman, First Secretary Development Cooperation, Sida	Embassy of Sweden	Peeter Kaaman peeter.kaaman@gov.se First Secretary Embassy of Sweden Development Cooperation – Sida 15, Kipshidze Street, 0162 Tbilisi, Georgia Tel: +995 – 32 255 03 20 Mobile: +995 – 595 26 95 14
02.07 11:00 – 12:30 confirmed	Meeting with Natia Natsvlishvili and Ketevan Makharashvili, UNDP	the UN House, 9 Eristavi str. (UN circle), Tbilisi 0179 Georgia	Natia Natsvlishvili natia.natsvlishvili@undp.org Mobile number is 995 599 288401;
02.07 13:00 – 14:00 confirmed	Meeting with Tamar Sabedashvili, UN Women Irina Japharidze, UN Women	Hotel Betsy (32/34 Makashvili Street)	Tamar Sabedashvili tamar.sabedashvili@unwomen.org My cell phone is: +995 5 99501168 .
02.07 15:00 – 17:30 confirmed	Meeting with implementing partners SHiEld and VAW Nino Shioshvili, NGO Amagdari, Supporting Women's Employment Eka Urushadze, Center for Strategic Research and Development of	UNJP office (Abashidze 4)	Tamar Sabedashvili tamar.sabedashvili@unwomen.org Ms. Irina Japharidze, UN Women Component manager of UNJP, Irina was also Project Manager of SHiEld Irina Japharidze < irina.japharidze@unwomen.org >, Erika Kvapilova < erika.kvapilova@unwomen.org >, Yelena Kudryavtseva < yelena.kudryavtseva@unwomen.org >, Gvantsa Asatiani

	Georgia Rusudan Kervalishvili, NGO Gender and Justice, Ruso Phakadze, NGO Sakhli, Nato Shavlakadze NGO		<gvantsa.asatiani@unwomen.org>
03.07 Field visit Kakheti 9:15– 14:15 confirmed	Natia Natsvlishvili and Ketevan Makharashvili, UNDP	Women's economic empowerment project implementers and beneficiaries	Natia Natsvlishvili natia.natsvlishvili@undp.org Mobile number is 995 599 288401 trip to Kakheti region (3/4 of the day)
15:00 – 16:00 - confirmed	Manana Kobakhidze, Vice Speaker of Parliament and Chair, Gender Equality Council	UN House	Natia Natsvlishvili natia.natsvlishvili@undp.org Mobile number is 995 599 288401
16:00 - 17:00 confirmed	Rusudan Kervalishvili, former Vice Speaker of Parliament (2008-2012) and former Chair Gender Equality Council		Natia Natsvlishvili natia.natsvlishvili@undp.org Mobile number is 995 599 288401
04.07 10:00 - 11:30 confirmed	Meeting with GEOSTAT Giorgi Kalakashvili Tengiz Tsekvava	Tkneti, 39 Guramishvili str. (former Kalashov building)	Natia Natsvlishvili natia.natsvlishvili@undp.org Mobile number is 995 599 288401
05.07 14:00 – 15:00 confirmed	De-briefing Eva Gibson Smedberg, Sida Peeter Kaaman, Sida	Embassy of Sweden	
Depart Tbilisi 17:15			

Translator Mrs. Rusiko Apakidze: [+995 577 43 76 56](tel:+995577437656), dialog_2006@yahoo.com 200 EUR full day (150 EUR shorter days)

Jakob (driver) [+995-595 506 613](tel:+995595506613)

Vere Palace Hotel: 22-24 Kuchishvili Str. Tbilisi, 0179, Georgia Tel: [+995 32 253340/41/42](tel:+99532253340) Fax: [+995 32 221298](tel:+99532221298)

E-mail: hotelpv@verepalace.com.ge www.verepalace.com.ge

Field visit Albania meeting schedule: 7-11 July 2013

Date and Time	Name and title	Place/address	Email and telephone
07. 07: Arrive Tirana 19:45			
08.07 10:45	Meet with Sida staff Robert Nygard Rezarta Katuci Linda Gjermani	Embassy of Sweden	Rezarta Katuçi Programme Officer Embassy of Sweden, Tirana Tel: <u>+355 (0) 4 2380650</u> Email: <u>rezarta.katuci@gov.se</u> Robert Nygard Linda Gjermani
08.07 12:00	Per Pedersen – via skype		Skype address: mizar2star
08.07 15:30	Alenka Verbole	OSCE PiA premises are at Hotel Sheraton in Tirana	Dr Alenka Verbole Senior Democratization Officer OSCE Presence in Albania Tel: <u>+ 355694010031</u> Claudia Vollmer Head of Democratization Department OSCE Presence in Albania
08.07 17:00	Ines Leskaj	Rruga "Pashko Vasa", Pall 14 16, 3rd floor(the ex Bllok area)	Ines Leskaj Executive Director AWEN - Albanian Women Empowerment Network Tel 0692052450
09.07 10:00 – 12:00	Marjana Gorica Elsa Dhuli	INSTAT Institute of Statistics Bul. 'Zhan Dark', Nr. 3,	Marjana Gorica Administrative Coordinator in the project: Registration of economic enterprises and agricultural holdings

	Emira Galanxhi, Director of Demography and Ledia Thomo, Director of Social Surveys.	Tirana, ALBANIA	census. Administrative Coordinator, Sida Grant Tel. + 355(-4-) 233 357 Fax: +355 (-4-) 228 300 Mob: +355 69 24 60 755/68 62 62 525 E-mail: mgorica@instat.gov.al www.instat.gov.al Elsa Dhuli Economic Statistics Director Tirana, ALBANIA Tel. + 355(-4-) 233 357/ext 130 Fax: +355 (-4-) 228 300 Mob: +355 67 20 55 546 E-mail: edhuli@instat.gov.al www.instat.gov.al
09.07 14:00	Renata Kapidani		Address: Rruga Margarita Tutulani Pallati Pinareve, Ap 13, kati 3 Tirana, Albania Office: +355 (0)4 22 40 674 Mobile: +355 (0)69 40 100 93
09.07. 15:00 – 17:00	Alketa Gaxha, Counter trafficking project coordinator Valbone Lenja Alma Sefaj Teuta Graholani, Project Officer	International Organization for Migration Rruga “Ibrahim Rugova” Nd.42, H.12, Ap. 4 Tirana, Albania	Ms. Alketa Gaxha cell nr.: +355 692037049.
10.07 10:00	Entela Lako	UNDP UNDP office, Volkswagen building, rruga	Entela Lako .

		Skenderbe, kati 2, Tirana	Mobile +355692094758 office : +35542276614
10.07 13:00	Janaq Male, Country Director Anila Aliaj, Kukes Office	CNVP Office – Tirana, Albania Zayed Business Centre, 7th floor, Rr. Sulejman Delvina, Tirana e Re	Janaq Male Country Director Connecting Natural Values & People Tel: +355 4 222 96 42 Mob: +355 69 20 53 480 janaq.male@cnvp-eu.org www.cnvp-eu.org
10.07 14:30	Estela Bulku, UN Women National Programme Coordinator Manuela Bello UNFPA, Assistant Representative	UN Women Office	Rr Skenderbej, P.6 Kati II Ap 11-12
10:07 16:30 – 18:00	Ani Plaku	Hotel Rogner Tirana	Ani Plaku < aniplaku@gmail.com >
11.07 10:00	Stella Tanelleri (confirmed)	NGO Rr. Milto Tutulani, P. Alb- Milenium, Shk.6, apartamenti 39, Tirana, Albania	"Different & Equal" Tel. 00355 4 2221892 Email: different&equal@icc-al.org Webpage: www.differentandequal.org
11.07 11:00 cancelled	Brikena (need address and place)	NGO	Rruga Vlore – Skele (Street Vlore – Skele) Pallati Bankes Intesa San Paolo (Intesa san Paolo Building) Kati III (third Floor) Vlore My cel phone ++355692083339 ; tel ++35533224078
11.07 14:00	Debrief with Sida Rezarta Katuci Linda Gjermani	Embassy of Sweden	
Depart Tirana 8:40 pm			

List with contacts for the implementing partners involved in the implementation of the project funded by SIDA:

International Organization for Migration in Albania (IOM)

- Alma Jani, Officer in Charge
Email: ajani@iom.int
- Valbona Lenja, IOM Counter Trafficking Consultant (*staff directly involved in implementation of this specific project*)
Email: valenja@iom.int and mercuryguest@yahoo.com
- Alma Sefaj, IOM Project Counter Trafficking Project Assistant (*staff directly involved in implementation of this specific project*)
Email: asefaj@iom.int
- Teuta Grazhdani, Project Developer
Email: tgrazhdani@iom.int
- Alketa Gaxha, Counter Trafficking Project Coordinator
Email: agaxha@iom.int

Government representatives:

- Irena Taga, Director of Anti-trafficking Unit, Office of the National Anti Trafficking Coordinator
Email: irena.taga@moi.gov.al
- Anila Trimi, Albanian State Police, Section Against Organized Crime and Illicit Trafficking,
anila.trimi@asp.gov.al
- Mihal Naco, Director of State Social Service
Email: nacomihal@yahoo.com
- Matilda Tyli (Nonaj), State Social Services
Email: Matilda.Tyli@mpcs.gov.al

NGOs dealing with the issue of trafficking in human beings direct beneficiaries of the project

- Different and Equal NGO, Stela Tanellari Deputy Director, currently Acting Director
Email: stanellari@hotmail.com; different&equal@abcom.al
- Psycho Social Center Vatra NGO, Brikena Puka Executive Director
Email: pukab@qendravatra.org.al; qvatra@abcom.al
- Tjeter Vision NGO, Arian Çala Executive Director
Email: aricala@gmail.com; tjetervizion@gmail.com

Field visit Bosnia and Herzegovina meeting schedule: 14- 19 July 2013

Date and Time	Name and title	Place/address	Email and telephone
14 July Arrival 19:35	Airport pickup confirmed		Hotel Europe Vladislavka Skarica 5 +387 33 580400, 580500, 580600
15 July 9:00	Katica Hajrulahovic, Gender; Environment	Embassy of Sweden	
15 July 10:00	Nedim Bukvic, Economic development	Embassy of Sweden	Nedim Bukvic,, Statistics program National Programme Officer Embassy of Sweden Ferhadija 20 71000 Sarajevo, BiH tel. +387 33 276 052 fax. +387 33 276 060 mob. +387 61 484 530
11:00	Mario Vignevic, Sida, Governance	Embassy of Sweden	
14:00	Aida Eskic-Piljak Selveta Hot	Social Statistics Dept; Dept of International Cooperation	Selveta +387 33 911 931; Aida +387 33 204 703. Statistics Agency, Federation of BiH Zelenih beretki 26
19:00	Klelija Balta	Independent Gender expert	Hotel Europe
16 July to Mostar 9:00 am	Mirjana Penava	Gender Equality Commission for the City of Mostar	Aleksa Santica 28a +387 36580 124 Mostar, BiH
17 July 9:00	Dijana Sikima, Programme Manager, Delegation of the EU	EU Building Skenderija 3A	(38733) 254 707
11:00	Belma Becirbasic KtK	EJUBA ADEMOVICA 1	Phone number: 062649-696
12:00	Armin Sirco, ARR	UNDP	Zmaja od Bosne bb, 71000 Sarajevo, BiH
14:00	Amna Muharovic, OIC	UNWomen	UN Women Office in Bosnia and Herzegovina Zmaja od Bosne bb, 71000 Sarajevo, BiH Tel: +387 33 293 562 / Fax: +387 33 552 330 Mob: +387 62 349 092 Skype: amna2907 E-mail: amna.muharemovic@unwomen.org
18:00	Angela Pudar	Independent gender specialist	Hotel Europe
18 July 10:00	Kika Babić-Svetlin	BiH Agency for Gender Equality Kulovica No. 4. It is the City Centre and the Agency is	Kika Babić-Svetlin Kika Babić-Svetlin Expert Advisor for Development, Planning and Monitoring FIGAP Programme Coordinator Agency for Gender Equality of BiH

		across hotel Bosnia.	Kulovica 4, Sarajevo, BiH Phone no +387 33 209 761 Email. k.babic@arsbih.gov.ba Office phone no is +387 33 209 761, and mob is +387 61 484 781
11:00	Dina Karic, FIRMA USAID/SIDA project	USAID office Dzenitica, Cikma 1	(387 33) 587 030
18 July 13:00	Lejla Hodovic 1. Elvedina Hodzic - Federal Ministry of the Interior 2. Mija Barbaric - Federal Ministry of Environment and Tourism 3. Representatives of the Red Cross of the Tuzla Canton 4. Branka Janko, Development Agency Zepce 5. Djermana Seta, Nahla Center for Education and Research	Gender Centre of the Federation of Bosnia and Herzegovina Street: Hasana Kikića 18, SARAJEVO	lejlahodovic@yahoo.com Translator arranged
15:00	Nejra Cengic	Gender MA Programme	Centre for Interdisciplinary Postgraduate Studies of the University of Sarajevo Zmaja od Bosne 8 (University Campus, blue building) Sarajevo
19 July 10:00	Debriefing meeting Sida Pelie Persson, Counsellor, Nedim Bukvic, Mario Vignevic	Embassy of Sweden	Embassy of Sweden Ferhadija 20 71000 Sarajevo, BiH tel. +387 33 276 052 fax. +387 33 276 060 mob. +387 61 484 530
Departur e 15:00	Airport pickup confirmed		

APPENDIX 8 - TERMS OF REFERENCE – REVIEW OF GENDER EQUALITY SUPPORT IN EASTERN EUROPE AND THE WESTERN BALKANS 2001 - 2012.

1 BACKGROUND

1.1 Information on the RES-Department

The Department for Reform and Selective Co-operation (RES) consists of the Units for Eastern Europe, Western Balkans and Turkey and Selective Cooperation with a total of approximately 34 employees in Stockholm and about 30 employees in the field offices. The Units for Eastern Europe and Western Balkans cover geographically Eastern Europe and Russia, the Western Balkans and Turkey.

The department is responsible for the reform cooperation in the Western Balkans, Turkey and Eastern Europe and selective cooperation in Africa and Asia. Other tasks for the department are to coordinate Sida's activities in Europe, advising other departments in Sida when implementing the policy for partner cooperation and to give advice in thematic and methodological matters.

The development cooperation in each country within RES is steered by a country strategy which defines sectors and priorities to be implemented by Sida. In several of the country strategies gender equality is emphasized, both as an area for mainstreaming as well as for targeted measures.

1.2 Sida's work in Eastern Europe and Western Balkans

The Unit for Eastern Europe at RES coordinates the implementation of the bilateral development cooperation strategies with Georgia, Ukraine, Moldova, and the aid initiatives in Belarus as well as the international cooperation with the Russian Federation. The Unit for Western Balkans coordinates the bilateral development cooperation with Albania, Bosnia-Herzegovina, Kosovo, Macedonia, Serbia and Turkey. The overall aim of the bilateral cooperation is to support the countries EU rapprochement.

Since 2008, our reform cooperation with Eastern Europe has been a new policy area within our development assistance. The targets for this policy area are stronger democracies, fair and sustainable development as well as moving towards the EU and its fundamental values.

Each of the two units for Eastern Europe and for Western Balkans have been tasked to develop a Result Proposal, as the first step in developing new strategies for the regions, indicated to cover the period 2014 – 2020. For this reason Sida has commissioned several studies as preparatory work to develop the result proposals. One study is a strategic review and advice on regional comparative advantages in Eastern Europe and the Eastern Partnership countries, and a similar study is done for the Western Balkans. A third study covers both regions and focus on environmental investments. A fourth study is now planned, to review results of

Swedish support to both regions including Russia in the area of gender equality, to look at results and lessons learned.

1.4 The intervention – New strategies for the Eastern Europe and for the Western Balkans Regions

A strategy for Sida's work in Eastern Europe region (ie the EaP-countries), and one strategy for the Western Balkans region will be developed, indicatively to be implemented as of 1 January 2014. The guiding principles of these assignments are expected to be provided through a governmental decision, probably in October 2012.

Geographically. The guiding principles are foreseen to focus geographically mainly on the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), and the Western Balkans countries (Albania, Bosnia-Herzegovina, Macedonia, Montenegro, Kosovo and Serbia).

Thematically. In addition to the focus on environment, the guiding principles are foreseen to focus on supporting the civil society, developing gender equality, promotion of democracy and supporting of improved human rights. Other areas may be considered.

1.5 Gender equality as focus of Swedish assistance

Promoting gender equality and women's role in development co-operation is one of three thematic priorities for Swedish development co-operation,. The Swedish policy for gender equality in development cooperation "*On Equal Terms - Policy for the Promotion of Equality Work, 2010-2015*" further specify the most important priorities for Sida within the area of gender equality:

- 1) women's political participation and influence,
- 2) women's economic empowerment and working conditions,
- 3) sexual and reproductive health and rights,
- 4) women's security, including all forms of gender based violence and human trafficking.

The strategies for development cooperation emphasise gender equality, and implementation of the strategies have the following topics in the area of gender equality as the most prominent:

- Women's political participation
- Women's economic empowerment
- Gender based violence
- Implementation of national gender plans and strategies
- Gender disaggregated statistics
-

Sweden has also been recognized as a strong advocate for gender equality in the regions, by the EU as well as bilateral donors. Sweden is lead donor for gender equality in for example Moldova and Serbia. Sweden has been discussed with the EU Commission to assist in developing gender equality within EU financed projects and programmes.

2 SCOPE OF ASSIGNMENT

2.1 Scope of assignment

The overall objective is to make:

1. Gain knowledge from lessons learned and results achieved in the Swedish support to gender equality in Eastern Europe and Western Balkans, and Russia during the period 2001-2012.

The specific objectives of the assignment are:

- Provide input to the forthcoming drafting of the Strategies for Eastern Europe and for Western Balkans and serve as a guide with recommendations for implementation of gender equality.
- A mapping of selected projects/programmes supported by Sweden in the countries included in the desk study and covered during field visits.
- Identify the most effective and cost effective contributions , and get a country specific on what works and what does not work with conclusions on the most efficient entry points for gender equality and gender mainstreaming in the region, including modalities, cooperation partners, focus areas as well as entry points for closer cooperation and synergy effects with the EU.
- Identify the five key issues for success and the five key challenges for promoting gender equality in the region, at country level as well as at projects/programmes.

The study will be done in two phases:

- A first phase will be a desk study based on project documentation.
- The second phase will include field visits to selected projects,

2.2 Methodology:

The assignment shall be implemented through:

- Studies of existing documentation, where the desk study should cover selected projects in all countries (Albania, Bosnia-Herzegovina, Macedonia, Montenegro, Kosovo, Serbia, , Armenia, Azerbaijan, Belarus, Georgia, Moldova, Russia and Ukraine),
- Interviews with Sida staff and staff at the relevant embassies, to identify two to three contributions in each country that have been implemented or are under implementation since 2001. Selected projects should be those where measurable results have been achieved and/or that are judged to serve as good lessons learned contributions,
- Visit selected projects in the field in maximum five of the countries, to be selected based on findings in the desk study,

- Interviews with relevant cooperation partners and other knowledgeable people in cooperation countries for the selected projects,
- Coordination with Indevelop regarding the on-going evaluations (see 2.3 below).

The consultant team will comprise a gender expert Team Leader (TL) to have the overall responsibility for the assignment. The TL shall coordinate a team of gender experts with knowledge and experience of gender analysis and reform work in Eastern Europe and Western Balkans, either international or national experts.

2.3 Coordination

The consultant agency Indevelop has been assigned to perform the additional strategic reviews on the regional aspects of the development context of Europe, as well as the Environmental study, all of which are on-going. The consultant shall, when it is possible, coordinate its work in this regard, and when possible use the same material in order to avoid double work.

2.4 Target group

The primary target group of intended users of the study is Sida's Department for Reform and Selective Cooperation (RES) and the respective Swedish embassies, who will draw on the study to advice the Government on the foreseen regional strategies.

Other target groups are Sweden's Ministry of Foreign Affairs, engaged partner organizations in countries of the Western Balkans and EaP region, and the Gender Equality Network at Sida. In this regard, the review can be used in dialogue with partners, as input for planning and as a basis for follow-up and reporting.

2.5 Tasks of the consultant

The consultant(s) shall undertake a review which will support the coming elaboration of strategies for the region of Eastern Europe and the Western Balkan. Reporting will be done in two steps, one based on desk studies, and the second and final part that also includes findings from the field visits.

The following tasks are anticipated:

Inception report

- Including a specified methodology for the assignment.

To be issued no later than two weeks after the signing of the contract.

The final reports to cover:

- *Lessons learned* regarding what has *given good results (and what the results have been)* within Sida financed contributions, in Eastern/Central Europe, Russia and the Western Balkans

- *Lessons learned* regarding what has *been more challenging (and what those challenges have been)* within Sida financed contributions, in Eastern/Central Europe, Russia and the Western Balkans
- Mapping of the contributions including type of support, modalities, countries, recipients, timeframe, costs etc
- *Indicators* to measure results, step 1 to list used indicators at country level, and step 2, suggests indicators at country level for implementation during the new strategy period 2014 - 2020
- *Comparison between regional and bilateral interventions*, in terms of efficiency and effectiveness given the intention of the Swedish government to increase a regional approach
- *Complementarity* – with a particular view on EU assistance as one point of departure for development of new strategies will be to increase collaboration with, and influencing of, EU assistance
- *Risk analysis* – what have the risks been (expected and actual), and what risks could be foreseen during the new strategy period 2014 - 2020.

Final report to cover:

- Modifications of the findings from the final draft,

To be submitted no later than 31 March 2013.

2.6 Time frame

The assignment is expected to be implemented during approximately 70 consultant days, starting 1 December 2012 and be finished by 30 April 2013. For reporting schedule, please see 2.8.

2.7 Budget

The budget shall include fees and reimbursable costs. Furthermore, estimate costs for team members and the approximate cost of the study visits (maximum five countries) should be included into the budget. The levels of fees shall be in accordance with those stated in the framework agreement. The proportion between fees and reimbursable costs should be realistic and cost-efficient.

The assignment is expected to be implemented during approximately 70 consultant days and include; desk studies, and visits to the countries listed under 2.2 above. The cost shall not exceed 700 000 SEK.

2.8 Reporting

- *An Inception Report* shall be submitted and presented to Sida no later than two weeks after the signing of the contract.

- *Final Desk Study Draft Report* mapping and synthesising overall findings, conclusions, lessons and recommendations, should be submitted 18 January. The final version should be delivered within four weeks.
- A *Final Draft Report*, that includes the desk study as well as findings from the field visits shall be submitted to Sida no later than 31 March 2013 and shall contain a two page summary. The Final report shall be submitted by 30 April 2013.
- After completion of the Final Report, one final presentation *seminar* shall be organised to present the findings to Sida. Embassies will participate by video conference.

The reports shall be written in English and adhere to the OECD/DAC Glossary of Key Terms in Evaluation and Results Based Management. The Main Report should not exceed 40 pages, excluding annexes.

APPENDIX 9 - QUESTIONNAIRE

Review of gender equality support in Eastern Europe and the Western Balkans 2001 – 2012

Country:

Project:

Name, Title and contact address/number(s)

Government counterpart _____

Donor partner _____

Implementing agency _____

The aim of this questionnaire is to understand the lessons, both positive and negative, for the design of Sida funded Gender Equality Programmes in the next 10 years. It is a forward looking review, therefore does not target evaluation of specific programmes.

Your answers will remain strictly confidential, any personally identifying information is for our classification purposes only. Please use one form for each program if you were involved in more than one program.

We would appreciate your briefly answering the following questions and return this form to Dr. Sevinc Rende at sevinc.rende@gmail.com.

1. How long were you involved with this project? Please give dates (month and year start and end).
2. What was your principal role in the project?
3. What were the main activities in your area(s) of responsibility?
4. Who were your main counterparts in carrying out your project related work? Please include names, email addresses and telephone numbers, if possible.
5. Considering the goals of the project, do you feel that, on the whole, it was successful?
Yes ____
No ____
 - 5a. If Yes, what factors were particularly important in achieving the project goals?
 - 5b. What aspects of the project were successful.
 - 5c. What obstacles had to be addressed to achieve the project goals?
 - 5d. What, if any, aspects of the project goals were not reached and why?
 - 5e. If no, what factors were significant barriers to reaching the project goals? (e.g. inadequate time, funding, skilled technical support, advance preparation, counterpart support, external factors such as weather or natural disaster)

6. What advice would you give to anyone initiating a project with similar goals in another country?

6a. Things to emphasize, positive aspects:

6b. Aspects that require caution:

6c. Risks or mistakes to be avoided.

APPENDIX 10 – CONSOLIDATED QUESTIONNAIRE RESULTS

Survey Statistics

	Survey Participant	Partners in Programmes
UN Organization	11	2
NGO	7	30
INGO	1	3
National Counterpart	4	43
International Stakeholder		4
Local Counterpart		10

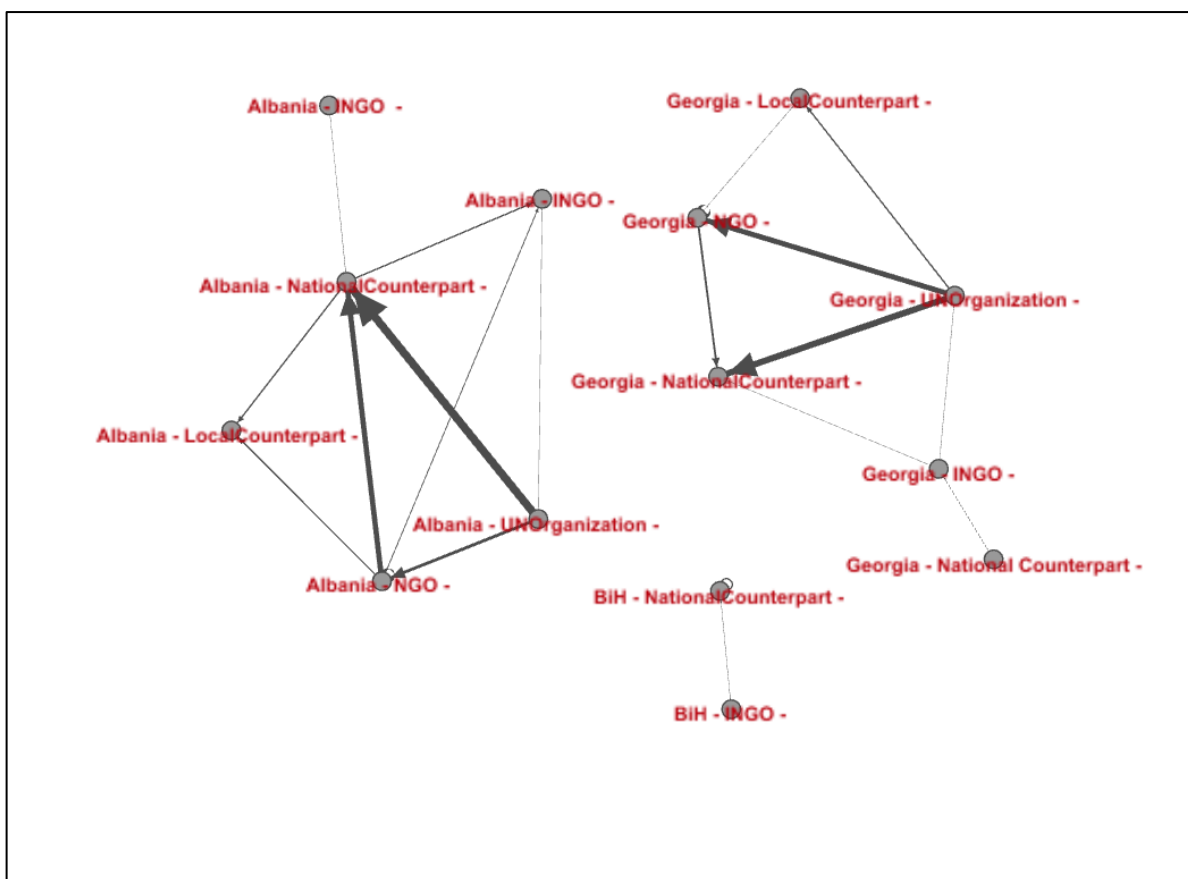
	Thematic Area
Trafficking and DV	10
Gender statistics	4
Women's Economic Empowerment	4
Gender mainstreaming	2
Gender and politics	3

	Country
Albania	12
Georgia	8
BiH	3

	Years covered
	1999 - 2013

The questions enabled us to draw the connections among the survey participants by country. The networks below show the types of organizations that the survey participants have partnered by the programme financed by Sida. The arrows indicate the partnership from the participant organization to the partner in the programme. The thickness of the arrow shows the frequency of partnership.

For example, in Georgia, the UN Organizations which participated in the survey frequently work with national stakeholders and NGOs as their partners. In Albania, NGOs frequently work with national stakeholders, in addition to the UN Organizations. Because of insufficient participation in the survey from the respondents in Bosnia and Herzegovina, the network for that country is incomplete.





Review of Gender Equality Support in Eastern Europe and the Western Balkans 2001 – 2012

The Review of Gender Equality Support in Eastern Europe and the Western Balkans 2001 – 2012, present results and lessons learned from Swedish support to gender equality in the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine), and Russia, and the Western Balkans countries (Albania, Bosnia- Herzegovina, Macedonia, Montenegro, Kosovo and Serbia) over the past decade. The review identifies key issues for success and challenges from the work on Women's Political Participation, Women's Economic Empowerment, Gender-based violence, including trafficking, Implementation of national gender plans and strategies, in addition to Gender Disaggregated Statistics.

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