
Final Report

End of Term Evaluation of the Project 'Towards Gender Equality Women's Economic Empowerment Home Based Workers, Phase II' (2012-2015)

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UN WOMEN Pakistan

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Rukhsana Rashid – Evaluation Team Leader

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List of Acronyms

AHAN	Aik Hunar Aik Nagar
AJ&K	Azad Jammu and Kashmir
BGC	Business Growth Centre
BISP	Benazir Income Support Programme
BoS	Bureau of Statistics
BRG	Broad Reference Group
BSF	Business Support Fund
C177	International Labour Organization's Home Work Convention, 1996 (No. 177)
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CIDA	Canadian International Development Agency
CIG	Common Interest Group
CM	Chief Minister
CNIC	Computerized National Identity Card
CO	Concluding Observations
CPC	CEDAW Provincial Committee
CSO	Civil Society Organization
DAC	District Action Committee
DO	District Officer
DoL	Department of Labour
DRT-F	Delivering Results Together Fund
DWA	Decent Work Agenda
EFP	Employers Federation of Pakistan
EOBI	Employees Old-Age Benefit Institution
EVAW	Ending Violence Against Women
FACE	Funding Authorisation and Certification of Expenditure
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus Group Discussion
FPCCI	Federation of Pakistan Chambers of Commerce and Industry
GDP	Gross Domestic Product
GE	Gender Equality
GE4DE	Gender Equality for Decent Employment
GII	Gender Inequality Index
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoP	Government of Pakistan

GRAP	Gender Reform Action Plan
GSP	Generalized System of Preferences
HBW	Home Based Worker
HBWWCA	Home Based Women Workers Centre Association
HBWWF	Home Based Women Workers Federation
HBWWG	Home Based Worker Working Group
HC	High Court
HDR	Human Development Report
HDI	Human Development Index
HIES	Household Integrated Economic Survey
HNP	HomeNet Pakistan
HR	Human Rights
HRCP	Human Rights Commission of Pakistan
ICT	Islamabad Capital Territory
IFI	International Financial Institution
ILO	International Labour Organization
INGAD	Inter-Agency Gender and Development (Group)
IP	Implementing Partner
IPMG	Inter Provincial Ministers' Group
IRM	Institute of Rural Management
ISCOS	Trade Union Institute for Development Cooperation
JICA	Japan International Cooperation Agency
KII	Key Informant Interview
KP	Khyber Pakhtunkhwa
KPI	Key Performance Indicator
LEF	Labour Education Foundation
LFS	Labour Force Survey
LG	Local Government
LHRD	Labour and Human Resource Department
LSO	Local Support Organization
LUMS	Lahore University of Management Sciences
MBO	Membership-Based Organization
MDG	Millennium Development Goal
MF	Microfinance
MFI	Microfinance Institution
MICS	Multiple Indicator Cluster Survey

MoF	Ministry of Finance
MoHR	Ministry of Human Rights
MoLJ	Ministry of Law and Justice
MoLJHR	Ministry of Law Justice and Human Rights
MoU	Memorandum of Understanding
MoWD	Ministry of Women Development
NADRA	National Database and Registration Authority
NCJP	National Commission for Justice and Peace
NCSW	National Commission on the Status of Women
NGO	Non-Governmental Organization
NICGAP	National and International Commitments on Gender and Poverty Issues
NOK	Norwegian Krone
NPA	National Plan of Action
NPO	National Productivity Organization
NRSP	National Rural Support Programme
NTUF	National Trade Union Federation
OPII	One Programme II
OSH	Occupational Safety and Health
PBS	Pakistan Bureau of Statistics
PC	Planning Commission
PC-1	Planning Commission Proforma for Development Projects
PCO	Population Census Organization
PCYO	Pakistan Crescent Youth Organization
P&DD	Planning and Development Department
PEGF	Pakistan Economic Growth Framework
PESSI	Punjab Employees Social Security Institution
PODA	Potohar Organization for Development Advocacy
PPAF	Pakistan Poverty Alleviation Fund
PRSP	Poverty Reduction Strategy Paper
PSLM	Pakistan Social and Living Standards Measurement Survey
PSWS	Pak Social Welfare Society
RNE	Royal Norwegian Embassy
SAARC	South Asian Association for Regional Cooperation
SABAH	SAARC Business Association for Home Based Workers
SDG	Sustainable Development Goal
SESSI	Sindh Employees Social Security Institution

SGIB	SAARC Gender Information Base
SPO	Strengthening Participatory Organization
SWD	Social Welfare Department
TEVTA	Technical Education and Vocational Training Authority
ToR	Terms of Reference
TRDP	Thardeep Rural Development Programme
UC	Union Council
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNEG	United Nations Evaluation Group
UNIDO	United National Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence against Women
VO	Village Organization
WCCI	Women's Chambers of Commerce and Industry
WDD	Women's Development Department
WEE	Women's Economic Empowerment
WEP	Women Empowerment Principles
WLSR	Women's Leadership and Social Reconstruction
WPC	Women's Parliamentary Caucus
WWF	Workers Welfare Fund

Executive Summary

In November 2008, with financial support from the Government of Norway, UN Women launched the programme, 'Towards Gender Equality: Women's Economic Empowerment – Home Based Workers' referred to as Phase I, which was completed in June 2012. Currently, the Government of Norway through the Norwegian Ministry of Foreign Affairs is supporting UN Women for a second phase of the project which focuses on the adoption and implementation of the home based worker Policy and subsequent legislation in Sindh and Punjab provinces of Pakistan. Referred to as Phase II and titled 'Towards Gender Equality Women's Economic Empowerment Home Based Workers, Phase II,' the project duration was from July 2012 to December 2015, with a no cost extension till June 2016. Phase II focuses on supporting women's economic empowerment by strengthening the Government's capacities to develop, implement and sustain provincial and national mechanisms aimed at improving access to rights for women home based workers. The intervention is spread across 21 districts in Sindh and Punjab provinces. Six districts; Multan, Vehari, Khushab and Sialkot in Punjab; and Hyderabad and Thatta in Sindh were selected for the field work for the evaluation, including the provincial capitals of Lahore and Karachi. There are six implementing partners in Phase II, two are the provincial Labour and Human Resource Departments in Punjab and Sindh; and the other four are Pakistani non-governmental organizations – Baidarie, HomeNet Pakistan, National Rural Support Programme and Pakistan Crescent Youth Organization.

The primary objective of the evaluation was the collection of information, data and evidence against a series of evaluation questions. The scope of the evaluation covered the appropriateness and adequacy of the Phase II design, reach and quality of the interventions and an assessment of the overall performance. The evaluation findings and recommendations will feed into building the portfolio of UN Women Pakistan's women economic empowerment projects and country programme framework. The report will be used by partners, other stakeholders and UN Women to make strategic decisions on the future direction and design of new projects and programming.

The questions were organized according to the five key areas of evaluation – relevance, effectiveness, efficiency, sustainability and impact. The overall evaluation design was to apply a qualitative method to ensure the inclusion of different stakeholders who were most appropriate, to offer a wide variety of perspectives and the ground reality. Evaluation tools used included an extensive desk review, key informant interviews and focus group discussions with key stakeholders, partners and rights holders. Analysis was carried out from the data available in the monitoring and progress reports which was validated by the team during the field visits. The purpose of the evaluation includes the extent to which intended and unintended results are achieved and what the impact is on stakeholders and the rights' holders.

Phase II has been successful in reaching some of the most vulnerable and poor women in urban and rural locations in 21 districts of the Punjab and Sindh provinces. This has been largely due to the implementing partners who face the challenge of working in insecure environments, but have the linkages and trust within their communities to reach the disempowered.

A major achievement of Phase II was the consistent advocacy on issues related to women home based workers by the partners and UN Women. These were particularly focused on the approval of the policies, their implementation and legislation for legal protection of all home based workers. For example, sustained advocacy led to substantial fund allocation by the Punjab Government to establish skill centers for women home based workers in three districts of Punjab. Another achievement was that the two government partners met their target of collecting data and as a result of Phase II UN Women now has data available on approximately 30,000 women home based workers. Phase II also featured a first precedent; whereby a caveat in the law enabled a district labour officer to register ten cooperatives with the Government of the Punjab.

Through the work of the implementing partners the diversification of skills amongst women home based workers gave them new access to alternative income generation possibilities, and access to

new technologies which increased their work potential. This led to an increase in productivity; better quality products, regular and continuous work, creation of market linkages, and increase in women's entrepreneurship. Phase II partners across the board succeeded in considerably increasing the income of women home based workers – in some cases, incomes doubled, a significant achievement of the entire project. When IPs provided a specific work space for women home based workers their working conditions improved greatly. Increased institutional access led to large number of rights holders being able to obtain their official identity cards, a testament to their identity; and further key institutional linkages, across partners, from training centers to district government offices, defined the success of Phase II.

Women home based workers have been socially and economically empowered through the course of Phase II with increased visibility and voice in areas where the project was implemented. In Hyderabad and Khushab, for example, the creation of women home based worker cooperatives gave the women recognition in their neighbourhoods; membership in worker federations and women's chambers of commerce – and in some cases, even attending conferences – gave them the opportunity to voice their needs; and group awareness sessions gave them the knowledge and confidence they needed about themselves and their work. The partners enabled some women home based workers to participate in the public sphere within their communities, villages, markets and at the district level as members of the District Action Committees. A visible and important result of Phase II was the increased capacity of the rights holders to make effective demands of government at their immediate local level to resolve their community issues. Sensitizing and working with men; social mobilization of women home based workers; organizing them in groups, and continued market exposure visits are some of the several strategies employed in Phase II that increased women home based workers visibility.

Several challenges were also identified during the course of the evaluation that are not in the ambit of control of either the implementing partners or UN Women. These include the frequent and rapid turnover of government personnel which impacts advocacy efforts and on-going consultations of the partners and UN Women with government. Similarly, the lack of an enabling environment and insufficient political will in Pakistan reflects ultimately on decision making on women's economic empowerment and gender equality. The constraints faced by women home based workers such as societal norms and pressures, mobility blockages due to cultural and social barriers and other cross-cutting challenges continue to persist and require long term resolution. Phase II was efficient in its financial and administrative management with robust financial monitoring. UN Women has a full pipeline of new interventions on women's economic empowerment, however, it continues to face resource constraints for dedicated programming.

The recommendations are focused on women home based workers, federal, provincial and district governments, civil society organizations, private sector, implementing partners, UN agencies, bilateral donors and UN Women. The key recommendations include enhanced attention on data collection through increased collaboration with the Pakistan Bureau of Statistics and supporting a national level demographic survey. Analysis of the extensive data collected through the Punjab and Sindh Labour departments needs to be undertaken as this will provide evidence for advocacy on the home based worker policies and law. Additionally future projects/partners should have similar baseline survey forms and the survey should be conducted by the same firm to provide consistency across data collected, similar information and sampling methodology. Provide increased opportunities to women home based workers to access financial literacy, leadership development, and life skills training. Develop additional capacity on occupational safety and health amongst stakeholders to improve the working conditions and enabling environment and continue to build linkages and partnerships with microfinance institution for organized groups, clusters, associations and unions of women home based workers. Employ new and innovative ways of engaging private sector support for women's economic participation. Maintain advocacy at the highest level within government and undertake research for policy advocacy with Pakistani think tanks. UN Women needs to continue its strategic partnerships with the National Commission on the Status of Women

and the Ministry of Finance; and undertake summary translations of key publications on women's economic empowerment in Urdu and Sindhi.

In conclusion, it is essential to build on Phase II by expanding outreach across the country, mobilizing resources and investing in new partners.

1 PHASE II EVALUATION

1.1 Context of key social, political, economic, demographic and institutional factors

Employment in Pakistan

The International Labour Organization (ILO) defines Pakistan as a semi-industrialized economy where both the public and private sector hold equal importance. With a recorded Gross Domestic Product (GDP) of 3.5 percent, Pakistan's employment sector does not seem to be in good shape. During the first half of 2013, the country's unemployment rate rose to 6.5 percent, demonstrating the dire need for the government to focus on this issue.¹ Despite the fact that Pakistan's economy experienced high growth between 2002 and 2008; the country has not been successful in creating employment opportunities in the formal sector of the economy. Pakistan has an increasingly informalized economy² with 11.6 million women home based workers as of 2011,³ thus a substantial percentage of total economic activity remains within the informal sector where male and female workers have no legal protection. Informal employment rose from 63.8 percent in 2001-02 to 73.3 percent by 2012-13 in the non-agricultural sector.⁴

In 2015, the labour force participation rate worldwide was 50 percent for women and 76 percent for men.⁵ Moreover, only 46 percent of working age women were employed compared to 72 percent of men employed.⁶ The number of women who exist in vulnerable employment is also higher than men, which illustrates unequal employment opportunities globally. Globally, women earn 24 percent less than men and this trend prevails particularly in highly paid jobs.⁷

According to the Labour Force Survey 2013-14, the informal sector accounts for the majority of non-agricultural employment, especially in the rural areas. Whereas the share of males in the informal sector remains almost the same since 2012-13, the share of females increased nominally. Moreover, the survey revealed that the rate of underemployment had fallen, especially for females in rural areas. Regarding the rate of unemployment in the country, mixed results were found. Whereas the number of unemployed persons has increased in Punjab and Balochistan, it has decreased in Sindh and Khyber Pakhtunkhwa (KP). Overall, the number of unemployed persons has fallen from 3.73 million in 2012-13 to 3.58 in 2013-14.⁸ The under employment rate has also been reduced, particularly for females, where it fell from 3.1 percent in 2012-13 to 1.9 percent in 2013-14.⁹ This trend was present more dominantly in the rural areas, which suggests that access to jobs has been crucial to help people cope with the high costs of living.

In South and South East Asia, low-income women in the informal sector tend to be home based workers (HBWs), as this is one of the limited options available to them due to geographic and/or cultural constraints.¹⁰ For these HBWs, laws or social protection programmes are scarce, in fact non-existent. Where laws exist, they are not implemented. Since women HBWs lie at the bottom of the value chain they become invisible in the labour force market. Even as sole breadwinners in their households, the governments of the South and South East Asian region have failed to

¹ILO: Pakistan Decent Work Country Programme II. Annual Progress Report, Islamabad, ILO, 2013

²Decent Work Country Profile, PAKISTAN 2014, International Labour Office (ILO), 2014, Pg. 24

³Roots For Equity: 'Unacknowledged Treasures: The Home based Women Labour of Pakistan,' 2011

⁴Decent Work Country Profile, PAKISTAN 2014, International Labour Office (ILO), 2014, Pg. 23

⁵UNDP: 'Human Development Report 2015: Work for Human Development,' New York, 2015, Pgs. 29-122

⁶Ibid

⁷Ibid

⁸Pakistan Bureau of Statistics (PBS) 'Labour Force Survey 2013-14'

⁹Ibid

¹⁰Doane, Donna L. 'Living in the Background: Home-based Women Workers and Poverty Persistence.' Chronic Poverty Research Centre (HomeNet South East Asia), no. 97 (November 2007)

recognize them as workers.¹¹ Moreover, most of these women do not receive any amount of their earnings for their own personal use and are also unaware of their products' value in the market.

Apart from a high rate of unemployment, other concerns prevail; underemployment due to dependence on the informal economy and a low-skilled labour force, since a large amount of skilled labour moves abroad to seek better employment opportunities. In Pakistan, poor working conditions have a direct impact on low productivity. Work exploitation and social exclusion of marginalized and vulnerable people hinders the labour market to reach its full potential. Since attaining power in 2013, the current Government of Pakistan introduced a 'pro-growth, pro-poor, pro-employment' economic programme in order to reduce unemployment and poverty.¹²

The situation of women's economic empowerment and home based workers in Pakistan

In Pakistan, women and girls face several barriers that hinder efforts to increase their economic and income generating opportunities; a lack of access to finance, a dearth of business skills training, limited access to mentors and to networks of peers, a lack of mobility, minimal market linkages, and societal pressure and cultural norms that limit a woman's participation in the public sphere. In both rural and urban areas, women are often disallowed to work outside their homes, have issues of mobility, and respect/status that reinforce gender disparities. With limited access to opportunities for remunerative economic activity, a large proportion of women do home based work in the informal sector. Restricted mobility among females also limits their access to information which can increase productivity, income, and information about opportunities for skill development and paid work. Workers may also be pushed towards the informal sector after a long period of unemployment. Women, especially, end up doing low-level and low productive jobs and often proceed to become de-motivated.

While Phase II tackled women's empowerment at different levels during the course of the project, some implementing partners (IPs) found workable solutions for the mobility issue; for instance, providing pick and drop services to women to encourage them to join skill learning and development centres. Rights awareness was a priority across the board for all IPs, apprising HBWS of their rights as a wife or a daughter or home based worker.

Women's empowerment requires female independence across all areas including the financial, economic, political, social and cultural division. UN Women defines empowerment to not only include economic, political and social resources, but other critical factors such as independent decision making, voicing their own opinions, freedom from violence, and access to land, assets and credit.¹³ In Pakistan, no hard data exists on women's asset ownership (housing or land) and, in general, women are deprived of their land and property rights. Surprisingly, in some conservative areas like Charsadda and Nowshera in KP, women tend to have high levels of land ownership where they own 40 and 42 percent of land respectively.¹⁴ However, a caveat in the definition of land 'ownership' and land 'possession' – which could be attributed to cultural practice – is that land is transferred to women on paper, but women do not actually own it. This makes the figures in both towns drop to 26 and 19 percent respectively.¹⁵

After the 2006 Trade Ordinance was passed into law, all regional chambers were obliged to include at least two female members on their boards, while the establishment of women's chambers of commerce was also promoted. As a consequence, 60 women were invited on the

¹¹Ibid

¹²ILO: Pakistan Decent Work Country Programme II. Annual Progress Report, Islamabad: ILO, 2013

¹³UN Women Pakistan. 'Status of Women and Men in Pakistan 2012.' 2013, 188-201

¹⁴Ibid

¹⁵Ibid

boards of different chambers of commerce by 2011.¹⁶ Furthermore, a total of eight women's chambers were registered, some even in conservative areas of KP and Balochistan.¹⁷ In 2011, the Federation of Pakistan Chambers of Commerce and Industry (FPCCI) reserved slots in its executive body for women entrepreneurs.

In the context of home based employment, the major issues which require attention from a public policy perspective are a lack of favourable policy environment for HBWs including the recognition and registration of HBWs as workers with access to decent wages, security benefits and related government and private sector social protection schemes.

Initiatives taken by the Government, national and international organizations

Pakistan is the sixth most populous country in the world, with an estimated population of 188 million, with women constituting almost half the population of the country. Pakistan has adopted a number of key international commitments to gender equality and women's human rights. Prominent among these are the Beijing Platform for Action; the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW); the Millennium Declaration and the eight Millennium Development Goals 2015. The latter are now replaced with the recently adopted 17 UN Sustainable Development Goals (SDGs) starting from 2016 to 2030. Goal 5 of the SDGs is to 'achieve gender equality and empower all women and girls. 'Despite these commitments, Pakistan's ranking on gender equality remains one of the lowest in the world.

On the Gender Inequality Index ¹⁸ (GII) in the Human Development Report (HDR) 2014, ¹⁹ Pakistan has a GII value of 0.563 and ranks 126 out of 149 countries in the 2013 index. Pakistan is one of the few countries in the world where the male population is more than that of women – here more women die and die earlier than men. In 2013, the sex ratio in Pakistan was 105.7²⁰ decreasing from 108 in 1998. Sex ratio (the number of males per 100 females in the population) is a summary measure of women's status because it reflects gender differences in survival rates – a sex ratio greater than 100 implies the low status of women.

Summary of CEDAW Article 11 on Employment

States shall ensure that women have the same opportunities as men in employment, promotion, training, equal remuneration, social security and safe working conditions.

Aiming to move towards a more equity based society the Government of Pakistan has made several policy and legislative interventions to support women in the economy. The Federal Government drafted a national policy for HBWs in 2005, which was finalized and handed over to the Ministry of Women Development (MoWD) in 2009 however, due to devolution²¹ it has not been approved to date. Meanwhile, the current Government recommends focusing on human-

¹⁶Ibid

¹⁷Ibid

¹⁸The Gender Inequality Index reflects gender inequality based on three dimensions: Reproductive health, empowerment and economic activity – the latter is measured by the labour market participation rate for women and men

¹⁹UNDP Human Development Report 2014: Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience

²⁰<https://data.un.org/CountryProfile.aspx?crName=PAKISTAN>

²¹In April 2010, the 18th Amendment to the Constitution of the Islamic Republic of Pakistan became law. It decentralized political power by transferring resources and responsibilities from the federal government to the provinces. By June 2011, all 17 of the federal ministries targeted for devolution stood abolished, including the Ministries of Women Development and Labour, with their respective functions, fully transferred to provincial authorities

centered development that would assist in the reduction of structural inequalities, including gender inequality, in terms of women's access to decent livelihoods and employment.

Apart from its working in the informal sector, the ILO also helps organize trade unions and associations of informal workers such as home based workers in a number of countries. In 1996, the ILO adopted a Convention on Home Work known as Convention 177. Each member that ratified the Convention was to adopt and implement a national policy to improve the conditions of home based workers. The main objective of C177 is to recognize home based workers, increase their income and improve their work environment with the aim to reduce poverty in their lives. The Government, to date, has not ratified the ILO Convention 177 and recently, due to devolution, it is low on the priority list, despite sustained advocacy by gender advocates, donors and national and international civil society organizations.

Recommendations given by the Committee to the State Party that focus on HBWs

I. Prioritize the adoption of the National Policy on Home Based Workers and ensure its proper implementation so as to guarantee that women have adequate access to social security benefits and take measures to ensure that the corresponding policy is adopted by all Provinces in the State party.

II. Ratify ILO Convention No. 177 on home based work, as well as ILO Convention No. 189 on decent work for domestic workers and amend the relevant domestic legislation accordingly.

In 1999, the ILO launched its Decent Work Agenda (DWA), which consisted of four main objectives: to ensure basic principles and rights to workers, to promote employment and income opportunities for men as well as women, to assist in extending social protection and to encourage social dialogue.²²

Moreover, in 1979, the UN General Assembly adopted the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which is often described as an international bill of women's rights. CEDAW consists of various articles that define what discrimination against women comprises of and also help set up a national agenda to end this form of discrimination. Pakistan ratified CEDAW in April 1996. Since then, Pakistan has submitted four periodic reports of State parties to CEDAW under Article 18 of CEDAW. These reports were titled 'Consideration of reports submitted by States parties under Article 18 of the Convention on the Elimination of All Forms of Discrimination against Women.' The first three periodic reports were combined and submitted together in August 2005, and the fourth report was submitted in September 2011.²³

The concluding observations on the fourth periodic report of Pakistan adopted by the CEDAW Committee (2013) looked at several factors regarding female employment in the formal as well as informal sectors – for domestic, home based and agricultural workers – who are not

²²Akhtar, Dr.Sajjad 'Searching for the Invisible Workers: A Statistical Study of Home Based Workers in Pakistan.' SEBCON, International Labour Organization, 2011

²³CEDAW Article 18:

1.States Parties undertake to submit to the Secretary-General of the United Nations, for consideration by the Committee, a report on the legislative, judicial, administrative or other measures which they have adopted to give effect to the provisions of the present Convention and on the progress made in this respect:

(a) Within one year after the entry into force for the State concerned

(b) Thereafter at least every four years and further whenever the Committee so requests

2.Reports may indicate factors and difficulties affecting the degree of fulfilment of obligations under the present Convention

recognized as workers in the existing labour legislation, and also lack protection and access to social security and benefits.

CEDAW Concluding Observations (COs), 2013

The CEDAW Committee in its COs 2013 further ‘urges the State party to give priority attention to the implementation of the present Concluding Observations and recommendations between now and the submission of the next periodic report.’²⁴

It also ‘encourages the State party to collaborate with all stakeholders concerned, such as employers’ associations, trade unions, human rights and women’s organizations, universities and research institutions, media, etc.’²⁵

Phase II contributed to CEDAW implementation in Pakistan as well as to the CEDAW COs, 2013: Social security benefits to some HBWs via UN Women’s implementing partners in different districts; and a strong emphasis on the approval of policies and preparation of draft legislation for HBWs in Sindh and Punjab. While the policies have not yet been approved, a singular achievement for Phase II has been that policies and draft bills were submitted to the Cabinets in both provinces.

The Gender Imbalance in Pakistan

Gender Gap Sub-Index	Rank	Score
Economic Participation and Opportunity	143	.330
Educational Attainment	135	.813
Health and Survival	125	.967
Political Empowerment	87	.127

The Global Gender Gap Report 2015

The Global Gender Gap Report 2015 lists 145 countries and ranks them according to the prevailing gender gap in education attainment, health and survival and political empowerment. Pakistan ranks 144 out of these 145 countries when measured for the overall gender gap. What brings the country to the lowest position is the inequality in economic participation and opportunity, followed by a gender imbalance in the access to education and health. The only sector that is comparatively better is the political arena where Pakistan ranks 87 out of 145 countries when measured for the gender gap in political empowerment.²⁶ As of 2014, women help only 19.7 percent seats in the federal parliament. Improving the political status of women elevates the status of women in a society and creates female leaders who would help bring gender-sensitive legislation to the table.²⁷

While Pakistan ranks quite low in the Human Development Index (HDI), the HDI of males is relatively better off than the HDI of females²⁸. Even though life expectancy at birth is almost the same for both sexes, with women having slightly higher life expectancy, there continues to be increased attention given to the male members of society who enjoy a higher socio-economic and political status.

²⁴Report due in March 2017

²⁵CEDAW. Concluding observations on the fourth periodic report of Pakistan adopted by the Committee at its fifty fourth session (11 February – 1 March 2013). United Nations, 2013

²⁶World Economic Forum: ‘The Global Gender Gap Report 2015.Cologny/Geneva: World Economic Forum, 2015’ Pgs. 8-11

²⁷UNDP Human Development Report 2014: ‘Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience’ Pgs. 172-175

²⁸Ibid

The strong gender imbalance in the labour force participation rate of Pakistan is a critical factor in the continuing gender inequality in the country. As of 2012, while 82.9 percent of males aged 15 above participated in the labour force, only 24.4 percent of females aged 15 above contributed to the country's labour force.²⁹

In the rural areas of Pakistan, agriculture, fishing and forestry make up most of the activities of the communities. The percentage of women in this sector exceeds by far that of males, with only 16 percent males compared to 60.35 percent females employed.³⁰ Even though this sector employs more females, it hinders women's empowerment in the rural areas as it mostly involves unpaid work that women do for their own household needs. In both the rural and urban areas of Pakistan, female members tend to be employers of household activities, which include goods and services produced for their own use. While in the rural areas, the percentage of female employers of household activities is five times more than males, in the urban areas the percentage of female workers is almost ten times more than the percentage of males employed in household activities.³¹

Low levels of labour force participation among females in the formal sector ultimately leads to a poor contribution of females towards the gross national income per capita. This can be demonstrated by the fact that the estimated gross income per capita in 2013 for females was only US\$ 1,707; while for males it was several times more at a figure of US\$ 7,439.³²

The microfinance environment in Pakistan

The microfinance environment in Pakistan is challenging and there are no MF products for the poorest, most vulnerable groups which include women HBWs. There is a continuing challenge of tackling the financial exclusion of women HBWs and entrepreneurs as they have immense problems of lack of capital for their businesses – no bank gives good access to loans for women and there is a lack of asset ownership. Many women HBWs remain without CNICs which adds to the problem of accessing MF loans.

UN Women goals and priorities

UN Women supports the implementation of national commitments and international frameworks on economic opportunities for women globally, focusing on gender equality and linking the global women's movement to UN Women Pakistan. Building on the initial work of UNIFEM Pakistan, UN Women Pakistan has been operating in the country since 2007, strengthening the effectiveness, coordination, and quality of outputs on gender equality.

Economic empowerment is one of six priority areas in the current UN Women Strategic Plan 2014-2017, and one of its key actions is the³³ 'Adaptation and implementation of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women's economic empowerment.' The Development Results Framework of the Strategic Plan Impact 2 states the following:³⁴ 'Women, especially the poorest and most excluded, are economically empowered and benefit from development.' UN Women in Pakistan is fully aligned with the Strategic Plan, as

²⁹UNDP Human Development Report 2014: 'Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience'

³⁰Government of Pakistan, Statistics Division, Pakistan Bureau of Statistics. Labour Force Survey 2013-14

³¹Ibid

³²UNDP Human Development Report 2014: 'Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience'

³³Strategic Plan 2014-17 – Making this the century for women and gender equality. UN Women, Page 6 <http://www2.unwomen.org/~media/headquarters/attachments/sections/library/publications/2014/strategicplan-2014-2017-brochure-en.pdf?v=1&d=20141013T121453>

³⁴Annex C of the Draft UN-Women Strategic Plan, 2014- 2017 Updated Development Results Framework, UN Women. <http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/2013/Annual%20Session/DevelopmentResultsFramework-2014-2017%20pdf.pdf>

its programming priorities for 2014-2017 include 'Enhancing women's economic empowerment, with focus on the poorest and most excluded women.'³⁵

An overarching WEE programme has been developed to include economic rights, enhancing women's access to economic opportunities, resources and assets, and amplifying their voice, visibility and participation to enable them to ask for their rights in relevant policies so that they are economically empowered and independent.

UN Women Pakistan works for the rights of formal as well as informal (women HBWs)/and women workers in urban and rural areas and has proactively supported the development of institutional mechanisms in the provinces, especially in Punjab and Sindh to support the adoption of HBW policies and laws. UN Women has supported HBWs rights and policy issues for years at the federal and provincial levels through support to both CSOs and Government to develop policy frameworks for HBWs and showcase their implementation through different projects.

1.2 Programme description

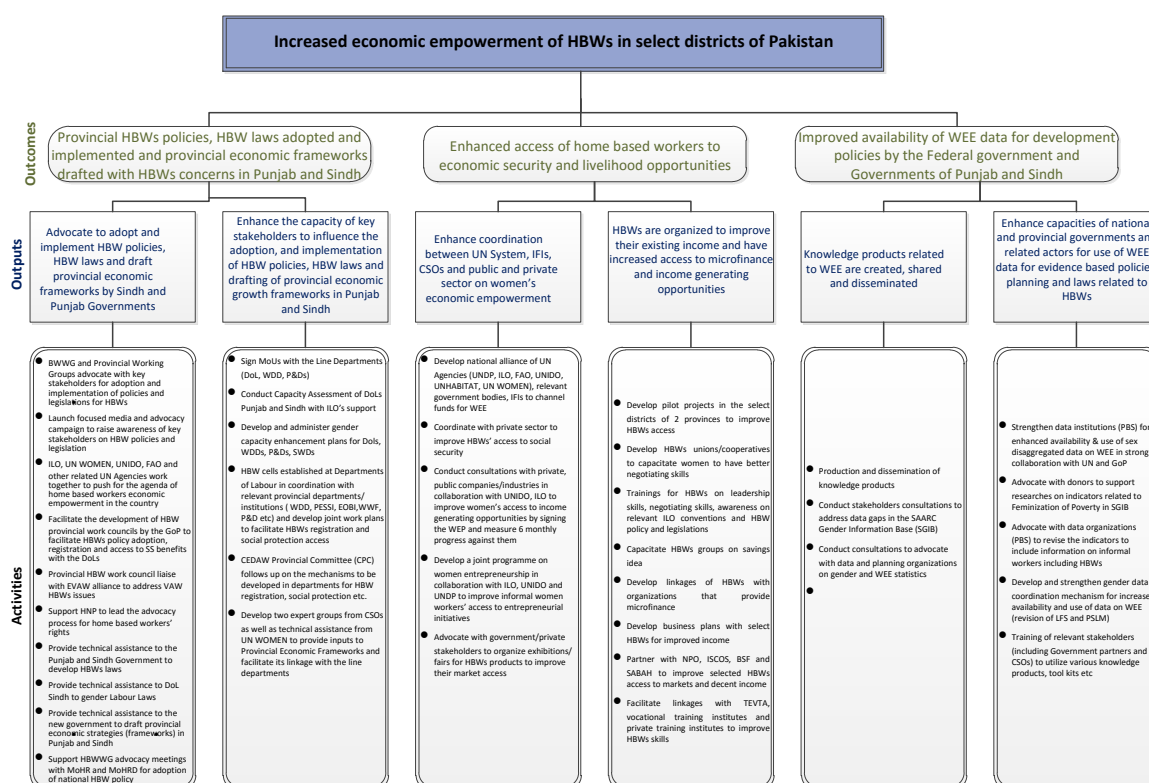
The country strategy of UN Women for Pakistan includes strengthening the capacity of government, non-governmental organizations and the UN system to deliver on Pakistan's national and international commitments on gender equality and women's empowerment. The country strategy also ensures that the voices of women/girls and a rights based approach are included in Pakistan's development agenda. The UN Women WEE Home Based Workers programme supports the development and implementation of provincial policies and laws for HBWs in order to improve the working conditions of both rural and urban HBWs in the country. As per its mandate, UN Women has a particular focus on women HBWs who undertake home based work in the informal sector.

Phase I of the project 'Towards Gender Equality – Women's Economic Empowerment – Home Based Workers (2008-2012)' resulted in recognition of the HBWs category by the Government of Pakistan, through the Ministry of Labour and Manpower (pre devolution) and the need to provide a protection mechanism for this category of informal workers, the majority of whom are women and children. This was the first formal benchmark of the project's success and validated UN Women's country strategy in Pakistan and the Global Strategic Plan that endorses national commitments on economic opportunities for women, so that the poorest and most excluded benefit from development. Phase II of the project, launched in 2013, continues to work in this underserved area where few donors provide sustainable funding opportunities for the long term.

Phase II focuses on supporting WEE by strengthening the Government's capacities to develop, implement and sustain provincial and national mechanisms aimed at improving access to rights for women HBWs. The project intends to achieve this through the adoption of policies, legislation, and provincial economic frameworks relating to HBWs in Punjab and Sindh. Phase II also envisions an improvement in the collective bargaining skills of HBWs in both the provinces, the development of a national gender data coordination mechanism and a national women's economic empowerment alliance providing data on women workers.

³⁵Newsletter UN Women Pakistan Issue No. 7: January to April 2014

The graph below represents the results framework.



Phase II's theory of change includes direct attention to gender equality and human rights as the entire project is focused on women HBWs. It is expected that Phase II will lead to increased voice and visibility of women HBWs who are unrepresented in any labour legislation in the country and are marginalised in development plans and policies. Phase II will also lead to changes in the lives of selected women HBWs by giving them greater access to economic opportunities; increase in skill development and diversification; increased income generation and livelihood for themselves and their families; improved decision making within the household; improved living conditions and opportunities to access microfinance for expanding their productive work. The intervention also supports policy mechanisms and legal frameworks which will recognize women HBWs as workers and thus provide them with workers' rights/benefits and access to social security.

1.3 The expected results chain – inputs, outputs and outcomes

In November 2008, with financial support from the Government of Norway, UN Women launched the programme, 'Towards Gender Equality: Women's Economic Empowerment – Home-based Workers' referred to as Phase I, which was completed in June 2012. The programme's objective was to increase the number of legal frameworks that promote women's human rights and eliminate gender inequality by advocating for a policy on HBWs. The programme was an integral component of the UN Women mandate in Pakistan to increase the economic empowerment of informal and formal women workers across the country.

Currently, the Government of Norway through the Norwegian Ministry of Foreign Affairs is supporting UN Women for a second phase of this women HBWs project which focuses on the adoption and implementation of the HBW Policy in the post devolution scenario in the Sindh and Punjab provinces (see maps in section 1.4). Referred to as Phase II, the project duration was from July 2012 to December 2015, and it has received a no cost extension till June 2016. The original budget for approximately USD 2.6 million was reduced to USD 2.3 million due to the diminishing value of the Norwegian Krone. It is expected that by the end of the project, 20,000 women HBWs will register with the government and at least 5,000 of these will have access to

social security benefits after the Policy is adopted in Sindh and Punjab. Phase II builds directly on the success of Phase I and contributes towards promoting WEE by strengthening the government's capacities and efforts to improve women HBWs rights for recognition and registration as workers and access to decent wages, social security and markets. It also facilitates the development of relevant HBW legislation, policies and strategies for adoption and implementation.

Phase II, currently being evaluated, is aligned with UN Women's 2011-2013 Strategic Plan and its corresponding Development Results Framework as clearly delineated in the Results Framework of Phase II (see annex 8.1) as well as the current UN Women global Strategic Plan, 2014-2017. Phase II focuses entirely on women HBWs in the provinces of Punjab and Sindh after the promulgation of the 18th Amendment when all matters related to labour were devolved to the provinces.

The Phase II project document has a results framework which has the following three outcomes:

- i. Provincial HBW policies, HBW laws adopted and implemented and provincial economic frameworks drafted with HBWs concerns in Punjab and Sindh
- ii. Enhanced access of HBWs to economic security and livelihood opportunities
- iii. Improved availability of WEE data for development policies by the Federal Government and the Governments of Sindh and Punjab

These outcomes have corresponding Key Performance Indicators (KPIs) and the outputs are clearly delineated in the results framework attached at annex 8.1.

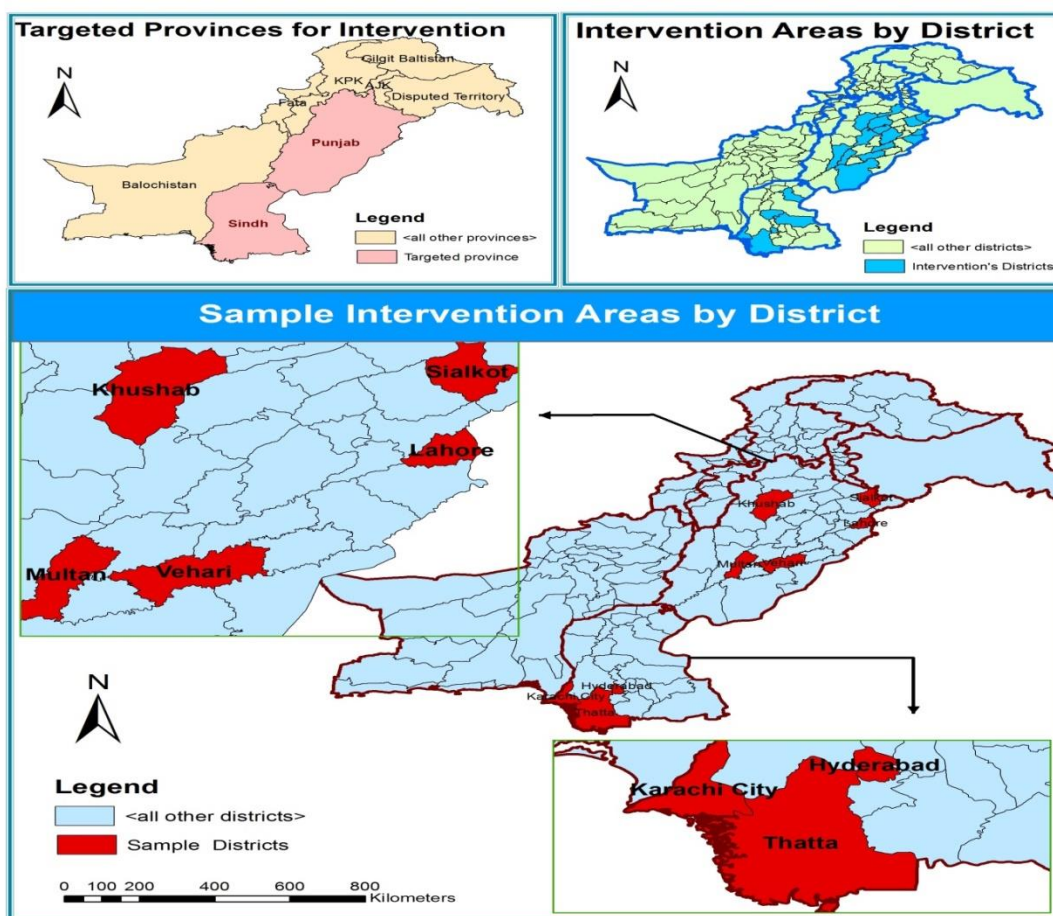
The Phase II links strategically with the national priorities of the Government of Pakistan for the economic empowerment of Pakistani women, especially those at the lowest rung of the national economic hierarchy. It will work with the poorest and most marginalized women in the underserved districts of Punjab and Sindh that have some of the lowest development indicators in the country. Punjab and Sindh were selected for this specific intervention because the majority of women HBWs are concentrated in these two provinces.³⁶ In addition, it was these two provinces that had mechanisms in place namely the HBWs Task Force and HBWs Provincial Work Council when Phase II was designed in 2012.

³⁶UN Women Project Document, 17 January 2013, Pg.10'Towards Gender Equality Women's Economic Empowerment Home Based Workers, Phase II' (2012 - 2015), Pakistan

1.4 The scale of Phase II

a) The geographic context and boundaries

Phase II is spread across 21 districts in the provinces of Punjab and Sindh as indicated in the map. Six sample districts – Multan, Vehari, Khushab and Sialkot in Punjab; and Hyderabad and Thatta in Sindh - were selected for the field work for this evaluation, including the provincial capitals of Lahore and Karachi. Travel to districts selected for the evaluation highlighted posed several challenges which are characteristic to the Pakistan context – safety and security issues, especially in Karachi and rural Sindh, as well as bad road conditions in Pakistan’s southern province. In Punjab, the distances travelled were long and in several different directions.



b) Project goal and management

Phase II was the expansion and continuation of the activities and interventions implemented in Phase I by UN Women– gleaned specifically from the recommendations and lessons learned in the end of project evaluation³⁷– with a wider and extensive scope and a broader policy and implementation purview. The Phase II strategy had a comprehensive six month inception phase with the study of the post-devolution scenario and a comprehensive analysis of all stakeholders. This initial scanning allowed for flexible shaping of the strategic guidance for Phase II, which recognized the complexities of the external environment and the importance of finding strategic

³⁷End Review Report: UN WOMEN 'Towards Gender Equality – Women's Economic Empowerment – Home Based Workers Project. 'For the Royal Norwegian Embassy, Islamabad, Mussarrat Youssuf and Arshed Mehmood, 2012

entry points and mechanisms to support women’s economic and security rights in this changing context. Key priorities, based on recommendations from the 2012 evaluation, were to continue to follow up on the HBW policies and laws in both Punjab and Sindh and process the selection of implementing partners.

Phase II has three outcomes with several corresponding outputs that include enhanced advocacy to adopt and implement HBW policies, HBWs laws and draft provincial economic frameworks by the Sindh and Punjab Governments. The enhanced capacity of key stakeholders to influence the adoption, revision and implementation of HBW policies, labour laws and drafting of provincial economic frameworks in Punjab and Sindh was also a primary goal. To process several of these objectives, enhanced coordination between the UN System, IFIs, CSOs and the public and private sector on WEE was to remain a consistent purpose. The goals of Phase II were also to organize HBWs to improve their existing income and have increased access to microfinance and income generating opportunities. Knowledge products related to WEE were to be created, shared and disseminated. Enhanced capacities of national and provincial governments and related actors were to be enhanced for use of WEE data for evidence based policies, planning and laws related to HBWs.

In the post devolution scenario, the focus shifted to the provincial governments and Phase II was to facilitate close collaboration with the Labour and Human Resource Development departments (LHRDs) in Sindh and Punjab – with strategic foresight, both were selected as IPs for Phase II to strengthen their capacity and their role to take forward the women’s empowerment agenda as a key priority. Working together with the Women’s Development Department (WDD), Social Welfare Department (SWD) and Planning and Development Department (P&DDs) was also part of Phase II.

UN Women Management Structure

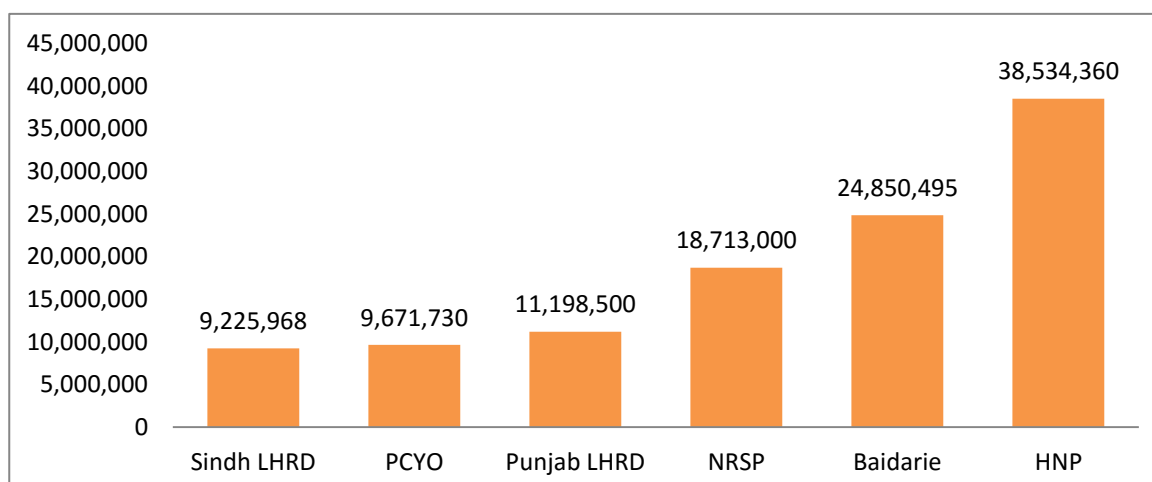
Senior Management	
UN Women Country Representative	
Deputy Country Representative	
Operations Manager	
WEE Unit	
Programme Coordinator	Phase II
Programme Officer	Phase II
Finance Associate	Phase II
Admin. Assistant	Phase II
Driver	Phase II
Sindh Programme Officer based in Karachi	Phase II
Punjab Programme Officer based in Lahore	Phase II

The UN Women Pakistan Country Office is the executing agency for Phase II and is responsible for its timely execution and implementation. A dedicated programme team is set up for the implementation of Phase II and to work with IPs to provide supervision and monitoring for all the activities, maintain regular communication with stakeholders and monitor and guide reporting processes with the IPs and donor. The seven positions in the WEE Unit are all charged 100 percent from the Phase II budget on a full-time basis. The senior management positions are partially charged to Phase II.

c) Total resources including human resources and budget

The original budget approved for Phase II was NOK 15 million which at the time was approximately USD 2.6 million and in PKR 255,291,589. Below a table details the budget break-up across IP in PKR. The total PKR budget for the six IPs was 112,194,053 (USD 1,117,078) which represents 48 percent of the total Phase II budget. The WEE Unit at UN Women provided the human resource component of this project and a small team were responsible for the programming, implementation, monitoring and coordination of Phase II. The WEE Unit programme team was small and often overstretched to meet the demanding needs of the project.

Implementing Partners Budget (PKR)



1.5 Key stakeholders

There are six IPs in Phase II, two are provincial government line departments and the other four are Pakistani non-governmental organizations (NGOs). The evaluation team developed an IPs Matrix (annex 8.2) which details the IPs names, project locations, direct number of beneficiaries, project titles, project duration and budget in Pakistani Rupees.

Roles of Implementing Partners

Name of IPs	Working with women HBWs	Increasing income of women HBWs	Advocacy and awareness	Baseline	Access to MF	Innovation	Working with Private Sector	Working with Govt.
BAIDARIE	√	√	√	√	√	√	√	√
HNP (HBWWCA)	√	√	√	√	√	√		√
LHRD (PUNJAB)	√	√	√	√		√		
LHRD (SINDH)	√		√	√		√		
NRSP	√	√	√	√	√	√	√	√
PCYO	√	√	√			√	√	

2 EVALUATION PURPOSE, OBJECTIVES AND SCOPE

2.1 The purpose of the evaluation

The purpose of this evaluation includes the extent to which intended and unintended results are achieved and what the impact is on stakeholders and the rights holders. The evaluation findings and recommendations will feed into building the portfolio of UN Women Pakistan's strategic note. The report will be used by IPs, other stakeholders and UN Women to make strategic decisions on the future direction and design of new projects and programming on WEE and women HBWs.

UN Women will facilitate the dissemination of the evaluation findings and recommendations to partners, relevant stakeholders and within the UN system as required. In addition, through the Broad Reference Group (BRG), it will share more widely with Government at all levels for an increased ownership of Phase II results and of the need for further action and advocacy on the WEE agenda.

The main purposes of this evaluation are as follows:

Purpose of the Evaluation	Key Tasks
I. Accountability	<ul style="list-style-type: none"> Provide credible and reliable judgments on the project's results, including in the areas of programme design, implementation, impact on right holders and partners and overall results
II. Learning	<ul style="list-style-type: none"> Identify particular approaches and methodologies that are effective in advancing women's economic empowerment
III. Improved evidence-based decision making	<ul style="list-style-type: none"> Identify lessons learned from the experience of IPs in order to influence policy and practice at the sub-national and national levels Inform and strengthen UN Women's planning and programming by providing evidence based knowledge on what works, why and in what context

2.2 Objectives, scope and criteria of the evaluation

The primary objective of this evaluation was the collection of information, data and evidence against a series of evaluation questions. The scope of the evaluation covered the appropriateness and adequacy of the Phase II design, reach and quality of the interventions and an assessment of the overall performance of Phase II. The evaluation findings and recommendations will also help UN Women Pakistan in designing their future WEE projects as well as contribute to the next country programme framework. The entire list of stakeholders submitted in the inception report were the primary component of the scope of the evaluation, logistic changes, key findings and unprecedented alterations in pre-set itineraries were factored into the process as the team proceeded through the evaluation.

The questions were organized according to the five key areas of evaluation, the lens through which the three-year intervention is assessed.

Areas of Evaluation

<p>I. Relevance This will assess the extent to which Phase II outcomes are consistent with rights holders' requirements, provinces and country needs, global priorities and partners' and donors' policies. In short, are the Phase II outcomes still relevant in Pakistan</p>
<p>II. Effectiveness This will assess to what extent project objectives were achieved, or are expected to be achieved, taking into account their relative importance</p>
<p>III. Efficiency This will assess how economically resources/inputs (funds, expertise, staff etc.) are converted into results</p>
<p>IV. Sustainability This assesses the probability of continued long-term benefits from the project and the resilience to risk of the net benefit flows over time</p>
<p>V. Impact This assesses the positive and negative, primary and secondary long-term effects produced by the project as a whole and in particular, directly or indirectly, intended or unintended</p>

The evaluation questions were based on the desk review of project documents and organized according to the five key areas of evaluation. The questions incorporate Human Rights (HR) and Gender Equality (GE) aspects as the project being evaluated is exclusively working with women HBWs, including interventions on increasing their awareness on economic and labour rights. In addition, there are specific questions for the FGDs with women HBWs to assess if any change took place in their lives based on some of the key indicators from the results framework. The questions are aligned with the overall results framework for Phase II (annex 8.1). A detailed evaluation planning matrix (annex 8.3) and evaluation tools (annex 8.4) were developed and used extensively throughout the evaluation process as per the specified data collection method being used.

Evaluation Questions
<p>I. Relevance</p> <ol style="list-style-type: none"> i. The extent to which the interventions/activities in Phase II were relevant and/or complemented national/provincial policies, strategies and budgets? ii. Did Phase II align with and contribute to international conventions (e.g. CEDAW) and related documents, e.g. CEDAW Concluding Observations? iii. Was the intervention informed by the needs and interests of women HBWs' through in-depth consultations, meetings and other participative forums? iv. How relevant did you (stakeholder) find your participation or involvement at any level in Phase II interventions/activities?
<p>II. Effectiveness</p> <ol style="list-style-type: none"> i. To what extent have the three outcomes in Phase II been achieved, or are expected to be achieved, taking into account their relative importance? ii. What worked well and what did not in the following key interventions in Phase II and specify reasons for successful and un-successful strategies and approaches: <ol style="list-style-type: none"> a) Women home based worker policies, laws and economic frameworks b) Women's home based workers' rights c) Women HBW's access to economic security and livelihood opportunities d) Availability of data on women's economic empowerment and its usage at Federal and Provincial level iii. To what extent has Phase II advocated the agenda of women's economic empowerment at all levels? iv. To what extent have the main change agents (CSOs/women HBWs/government/IPs) been

<p>successful in advocating for a positive policy environment in Sindh and Punjab?</p> <p>v. Have the HBWs unions, groups and committees been useful in advocating for women HBWs rights, gender equality and empowerment in Sindh and Punjab?</p> <p>vi. Were the recommendations from Phase I end-term review and Phase II mid-term review followed? If not, why?</p> <p>vii. Were there any different/innovative models and/or pilot projects implemented that can be replicated and taken to scale?</p> <p>viii. What challenges were faced by UN Women and its IPs and how were these addressed in the implementation of Phase II?</p> <p>ix. What external challenges has Government encountered in adopting and implementing Phase II outcomes?</p>
<p>III. Efficiency</p> <p>i. Was there an adequate provision of resources for integrating women HBWs' economic rights in the intervention as an investment in short-term, medium-term and long-term benefits?</p> <p>ii. Were Phase II resources utilized efficiently to address the needs of the IPs and women HBWs?</p> <p>iii. Has UN Women administered Phase II in an effective and transparent manner?</p> <p>iv. How efficiently were monitoring mechanisms (financial, audit, missions) developed and used for achievement of the outcomes?</p> <p>v. What was the efficiency of the following operational aspects of Phase II?</p> <p>a) Human resources - staff hiring, retention, turnover</p> <p>b) Financial management - utilization and disbursement</p> <p>c) Administration and management</p>
<p>IV. Sustainability</p> <p>i. To what extent did Phase II support institutional change leading to?</p> <p>a) Ownership of interventions</p> <p>b) Addressing women HBWs' rights and issues</p> <p>c) Availability of economic opportunities for women HBWs</p> <p>ii. To what extent did Phase II support capacity development (training/other activities) of targeted rights holders (to demand) and duty bearers (to fulfill) rights and needs of women HBWs?</p> <p>iii. In which different ways were Phase II</p> <p>a) Implementation/activities affected by operational problems/challenges</p> <p>b) IPs/stakeholders committed to address these problems/challenges for long-term sustainability?</p> <p>c) IPs faced with additional capacity related demands?</p> <p>iv. Does Phase II have a comprehensive exit strategy (UNW and IPs) to phase out and hand over the ownership for sustaining the intervention?</p>
<p>V. Impact</p> <p>i. Have there been any best practices produced through Phase II that can be scaled up?</p> <p>ii. To what extent have interventions in Phase II contributed to positive changes in the lives of women HBWs and their families? If yes, what are these changes?</p> <p>iii. What has been the impact of Phase II activities? Have there been any unforeseen/unintended impacts/results?</p> <p>iv. Do you have any specific recommendation/s on the future direction of UN Women's WEE programming/support to women HBWs and donor support?</p> <p>v. What are the key lessons learnt from Phase II by:</p> <p>a) UN Women</p> <p>b) IPs</p> <p>c) Women HBWs</p> <p>d) Government</p> <p>e) Other stakeholders</p>

VI. Specific questions for FGDs with women HBWs**A. Income, Savings and Work**

- i. Apart from you, how many other people earn in your home? Are you the sole earner, and how many dependants do you have?
- ii. Are there any other sources of income? List if any.
- iii. Specify your household assets? List if any.
- iv. What is your average monthly income and how much has this increased over the last three years?
- v. Do you keep your own income? If not who do you give it to? If yes what do you spend your income on? List.
- vi. Are you able to save? If yes what do you do with your savings and where do you keep them?
- vii. Who and where do you go when you need advances? Specify this for your a) business needs; and b) your personal/household needs?
- viii. What are the terms/conditions when you get this advance money?
- ix. How do you pay it back?
- x. When you have extra money what do you do with it? (Spend or save)
- xi. When was the last time your rate (piece rate) was increased? How much do you think it should be? How satisfied are you with the income you receive? Who do you talk to when you want to increase your rate?
- xii. Are you paid regularly, on time? Do you get anything extra if you meet targets, delivery dates, and produce extra?
- xiii. Do you know how much profit is made by the buyer/intermediary/contractor?
- xiv. What are the challenges that you face in ensuring that the quality and production of your work is maintained?
- xv. How do you ensure timely delivery? Are there challenges in meeting deadlines?

B. Market Knowledge and Access

- i. Who provides you with the input supplies required?
- ii. Do you need to go to the market to buy additional input supplies?
- iii. Do you have to go out of your home to meet the buyer/intermediary/contractor? If not, why?
- iv. How far do you have to travel to meet the buyer/intermediary/contractor?
- v. Does anyone go with you? If yes, whom? Why?
- vi. How frequently do you interact with the buyer/intermediary/contractor?
- vii. How do you participate in the market and with whom? Do you meet wholesalers/retailers or other market actors?
- viii. Do you know the market price of your products? Have you ever seen your products in the market?
- ix. Do you have any interaction with private sector companies?
- x. Does your distance/being located in a rural area/village/urban slum affect your linkage or interaction with the market? How?
- xi. Do you feel safe when you go to the market and/or out? Why? Why not?
- xii. Have you received any training on how to deal with market actors? Specify training – by whom and when.
- xiii. Have you had financial literacy training and/or how to develop business plans?
- xiv. Have you been on exposure visits to markets in other cities? What did you learn from these?
- xv. Have you participated in any exhibitions or *melas*? Who were these arranged by and where?
- xvi. Have you been introduced to any microfinance organizations to obtain credit/loans to start or expand your own business?
- xvii. Do you take loans? If yes, from whom, list sources.
- xviii. Have you received or benefitted from any social benefit or social protection schemes in your area or through the IP or through any other source? (BISP, Workers Welfare Fund,

EOBI, PESSI, SESSI, Bait-ul-Maal, Zakat department, or any other social security institution/mechanism)
<p>C. Organizing, Training and Capacity Development</p> <p>i. Do you belong to any association, organization or union? If yes what is your role/responsibility?</p> <p>ii. How did you become a member?</p> <p>iii. Has being part of an association, organization or union helped you? How? In what ways?</p> <p>iv. What type of trainings have you received? List. From whom and when?</p> <p>v. Have you received any specific skill training? What type? From whom and when?</p>
<p>D. General Questions – Decision Making and IPs</p> <p>i. What is the attitude of your male household members and the community towards your work?</p> <p>ii. What is your role in decision-making within your own household?</p> <p>iii. How do you view the IPs work in general? What is it that you value most and why? What do you value least and why? What needs to be further reinforced and/or expanded?</p> <p>iv. How have you personally, your household, your community benefitted from this intervention?</p>
<p>VII. Specific questions for Royal Norwegian Embassy (donor)</p> <p>i. Was the donor satisfied with the information shared in the Phase II Annual Progress Reports (2013 & 2014) and Mid-term Review?</p> <p>ii. How were the modes and levels of communication between the Royal Norwegian Embassy (RNE) and UN Women?</p>

Integrating gender equality in evaluation helps understand how change happens in gender relations. This evaluation included the principles of inclusion and participation. From the outset the partners were included in the evaluation process through information being shared with them of the actual evaluation; the team composition; and all the dates and arrangements for the field visits were done in close collaboration with them as the team was dependant on when the partner was free to provide the necessary time. Post the field visit there were many instances where the team followed up through e-mail and telephone with the partners for additional reports and information. It can be noted that the partners were very much part of an inclusive process adopted by the team and were appreciative of this when they met again at the stakeholders meeting. To ensure participation and ownership the concerned and relevant stakeholders were consulted and findings and recommendations³⁸ shared in a stakeholders meeting held on 8 February, 2016 at the UN Women office in Islamabad where their feedback and input were elicited. In addition a Broad Reference Group was set up by UN Women with key partners and stakeholders for input at various stages of the evaluation and to facilitate the future dissemination of findings and recommendations from this report. The evaluation questions fully incorporated Human Rights (HR) and Gender Equality (GE) aspects as the project being evaluated works exclusively with women HBWs and includes interventions on increasing their awareness on economic and labour rights. In addition, there were specific questions for the FGDs with women HBWs to assess if any change took place in their lives based on some of the key indicators from the results framework. The questions were aligned with the overall Results Framework for Phase II (see annex 7.1 on the results framework and annex 7.4 on the evaluation tools).

³⁸The Power Point presentation prepared for the Stakeholders Meeting has been shared with UN Women.

3 EVALUATION METHODOLOGY

3.1 Data collection methods, sources and analysis

This evaluation attempts to explain the overall results that were achieved in Phase II in light of the evaluation findings. The Phase II Results Framework 2013-2015 was used with the key performance indicators and targets outlined in it. The team prepared a comprehensive evaluation planning matrix (annex 7.3) that clearly indicates which key performance indicators and targets were relevant to each set of questions in the different areas of the evaluation.

The overall evaluation design was to apply a qualitative method to ensure the inclusion of different stakeholders who were most appropriate, to offer a wide variety of perspectives and the ground reality. Evaluation tools used included desk review, key informant interviews (KIIs), and focus group discussions (FGDs) with key stakeholders, partners and rights holders. Analysis was carried out from the data available in the monitoring and progress reports which was validated by the team during the field visits. For a complete itinerary of the field visits see annex 7.5.

Field interviews, FGDs, interviews and meetings with key stakeholders, donors, and implementing partners, local and international civil society organizations, federal ministries, provincial and district government departments, UN Women staff, field visits, presentations, and interviews with women HBWs/right holders was the complete range of stakeholder intervention for data collection. For a comprehensive list of persons interviewed during the evaluation see annex 8.6 which includes the names of all the women HBWs who participated in the FGDs.

Key Informant Interviews and Focus Group Discussions

The SEBCON team consisted of the team leader (Rukhsana Rashid), team member (Amna R. Ali) and an intern (Adina Sadiq) working at SEBCON. The core team CVs are attached in annex 7.7. The team conducted a series of KIIs and FGDs with women HBWs, government personnel, staff of implementing partners, local influentials and other key stakeholders. These were selected based on the detailed lists provided in the inception report that had been developed from the comprehensive desk review of project documents and initial interviews and meetings with UN Women WEE Unit staff. The women HBWs were selected on the basis of those who had participated in the baseline surveys conducted by the IPs

The KIIs helped answer the 'what and why' questions during the evaluation. The interviews also facilitated the team in documenting candid responses, non-verbal communication, and views about the interventions along with suggestions and recommendations for future programming. Interviews with UN Women staff helped the team to assess the appropriateness and timeliness of management decisions, logic of funding, delivery of activities, achievement of targets and key information on project management.

Eleven case studies were developed on success stories gleaned from the KIIs and/or FGDs where in depth interviews were conducted with the relevant women HBWs and with one male change maker and one male government official (see annex 7.8).

A summary table of data collection, showing the actual number of KIIs conducted and FGDs held with women HBWs and with other stakeholders against the numbers proposed in the Inception Report is given below. An additional table is also provided that gives the total number of women HBWs met through the 23 FGDs that were conducted.

Summary Table of Data Collection

Data Collection Methods	Proposed Approximate Number in Inception Report	Actual Number Conducted
FGDs with women HBWs	A minimum of 16 FGDs with women HBWs, approximate group size will vary from 6 to 15 and maybe larger	23
FGDs with other stakeholders	At least 8 with national/international CSOs, UN Agencies/bilateral donors, government officials and other stakeholders	5
District Action Committee Meetings	Meetings with HNP DACs in 4 districts (these had not been proposed in the Inception Report), participating in 2-day conference held by HNP in Islamabad on 8-9 December 2015 (Recognizing HBWs: National Consultation on strengthening HBWs Policy processes in Pakistan)	4
Key Informant Interviews	At least 30 to 35 KIIs with federal, provincial and district government personnel, IPs, WEP signatory companies, CSOs, Royal Norwegian Embassy, unions/associations of women HBWs, UN Women and other stakeholders	28
In depth meetings with Implementing Partners	At least 6 meetings with IPs in their respective districts	11
In depth interviews with women HBWs and change makers (case studies)	A minimum of 6	11

Total Number of Women HBWs Met Through FGDs

Name of IP	FGDs with women HBWs	Number of women HBWs
Baidarie	2	28
HNP	8	80
LHRD Punjab	5	48
LHRD Sindh	-	-
NRSP	2	32
PCYO	6	33
Total	23	221
Average number of women in each Focus Group Discussion was 9-10		

Photographs were taken during the entire course of the field visits, specifically of women HBWs at FGDs, of the DAC meetings, of staff at the different IP offices, and of the interviewee/s for the case studies (see annex 7.9). In several instances, the district, locality and home context such as the living and working conditions of the women HBWs were also recorded. A collection of photographs can be provided to UN Women for its records.

The evaluation team developed data sources for the main areas of the evaluation which were included in the technical proposal (see annex 7.10 for the terms of reference) and are also in the Evaluation Planning Matrix (annex 7.3). The team used a mixed set of data sources to obtain a diversity of perspectives and ensure data accuracy.

Desk review

The desk review entailed the study of the Phase II project document, project cooperation agreements with the partners, progress reports, financial reports, mid-term review, end-review report, monitoring reports and UN Women publications on WEE. A reference list is given in annex 7.11 and data sources are also boxed in the evaluation planning matrix. The team conducted a scan on the literature available on WEE and HBWs in the inception phase and a preliminary list of references was attached in the inception report this has now been updated after further research was undertaken for this report.

The Government of Pakistan's economic and labour policies, frameworks, Vision 2025, and relevant policies of the Governments of Sindh and Punjab were also consulted. CEDAW articles related to WEE and HBWs, CEDAW reports by the Government of Pakistan, CEDAW Concluding Observations to the Government of Pakistan and CEDAW shadow reports were also reviewed.

Implementing partners matrix

A matrix of the implementing partners with relevant project data was created and is attached as annex 7.2. During the evaluation process, the team reviewed the effectiveness and efficiency of project implementation. Recommendations are made regarding the future continuity of these partnerships.

Mission reports

The evaluation team wrote six mission reports, one per IP, after the field visits were completed. The six reports have all been submitted to UN Women in hard and soft copy. The reports recorded an IP synopsis, district context, people met, sites visited, KIIs and FGDs conducted, and photographic evidence. A detailed itinerary with times was also provided in each mission report. In conclusion, the mission reports noted key findings, unexpected results and challenges. The mission reports have been used as reference data for the final report.

Indicators

The evaluation questions were drafted using most of the Key Performance Indicators (KPIs) that were detailed in the Phase II Results Framework 2013-2015. In most cases these KPIs are in alignment with the questions and address them directly, however, in some cases new indicators were developed and added by the evaluation team. All the indicators used clearly articulate gender equality and human rights, as Phase II is specifically focused on women HBWs who are from the most marginalized and underserved sections of society.

For questions under relevance, the KIIs, particularly with government personnel and the National Commission on the Status of Women (NCSW), as well as the FGDs with UN Agencies, bilateral donors and international and national CSOs were set up to provide the evidence and data for validation of each of the questions. In addition, the desk review of Phase II documents/reports, federal/provincial government policies and plans, CEDAW country reports and other UN Agency reports were used to assess the extent of the alignment and relevance of Phase II in Pakistan.

For questions on efficiency, new indicators were developed and can be seen in the evaluation planning matrix at annex 7.3. The questions cover the number and adequacy of organizational arrangements to deliver Phase II, the number and quality of financial monitoring visits, timely disbursements to IPs, quality and timely financial reporting (FACE forms) of IPs, number of audits and staff retention and turnover in numbers.

Analysis

For analysis of the qualitative data/information the team had collected through the extensive field work there was a process of ordering, describing, summarizing, and interpreting the data obtained from each of the KIIs and FGDs. There were also additional notes and comments on the location, urban/rural slums, geographical context and photographs. During this process where the team found that questions remained unanswered or incomplete there was follow up with the IP through e-mail and telephone. Secondary information available with UN Women on Phase II such as baselines, mid-term review, and monitoring reports were reviewed and included in the analysis. The analysis is also supplemented by information received from other stakeholders such as individuals and organizations through KIIs and/or FGDs conducted with them.

During the analysis, the team consolidated notes and findings through internal discussions and agreements and identified key trends under each of the outcomes so as to ensure key points were raised, discussed and analysed. The six mission reports using the evaluation tools (annex 7.4) developed by the team for IPs; KIIs; FGDs with women HBWs; and FGDs with other stakeholders have been written and submitted to the UN Women WEE Unit.

3.2 Sampling frame

The team members identified the districts in Phase II from a district ranking table that was based on a poverty score card using selection criteria. These criteria were used to decide which districts should be included in the field visits and to ensure that the field work will incorporate a full coverage of all six IPs. The districts were decided in conjunction with UN Women at the inception meeting.

The criteria for site selection were determined, in some cases, by the vastness of the project geography. The project districts are spread out across two large provinces of Pakistan, thus the selection of districts has, in part, been influenced by distances and easier accessibility. Due to the long distances involved, travel time had to be taken into consideration when making the site selection.

The number of FGDs and KIIs was based on who the team identified as appropriate for the evaluation and in the case of this evaluation it was a very specific small group. The IP selection was predetermined in the Phase II documentation and the team conducted in depth interviews and had detailed meetings with all six IPs. In the case of five IPs, out of six, geographic selection was predetermined since the IP only works in one or a maximum of three districts—Baidarie's jurisdiction is just Sialkot; NRSP's is just Khushab; PCYO is Lahore and Karachi; LHRD Sindh is only Hyderabad and LHRD Punjab functions in Lahore, Multan and Gujranwala where the evaluation team visited two out of three locations. The selection criteria explained in the Inception Report was only implemented for HNP which has a much wider district-level network and presence in both provinces. In the case of HNP, the largest IP in terms of budget and geographic coverage, the team participated in four DAC meetings in four different districts. The implementing partners' matrix at annex 7.2 provides the location of each IP.

Baseline studies had been conducted at the start of Phase II by two IPs and the completed baseline reports were available to the evaluation team. However, baseline data availability was partial and where it was not available the team used the recall method,³⁹ which meant obtaining information for the period when the Phase II started. Where available, the data was used and questions related to income, earned before the start of the programme, and the current income

³⁹The recall method is an easy way of asking questions where there is a need of retrieving information from the past. So in this context the rights holders were asked how much they used to earn prior to the intervention

were elicited for comparison to assess the programme impact. Further validation of the current status, in comparison to the past, was done through the KIIs with the IPs and their narrative reports in conjunction with UN Women monitoring reports. For this evaluation, those IPs who did conduct a baseline – which are two IPs; Baidarie and the National Rural Support Programme (NRSP) – selected the same women HBWs who were included in their baseline surveys for participation in FGDs. This enabled the team to appraise the change that occurred in the lives of those women HBWs through the intervention and assess the achievement of results. The team collected data on income, savings, group formation and market access amongst a host of other things from the rights holders who participated in the FGDs arranged by the IPs. There is also data available in the two baseline reports and through the LHRD surveys. As a result of Phase II UN Women now has data available on approximately 30,000 women HBWs. The women HBWs were organized in occupational clusters and/or groups and it is from these groups that the IPs arranged the FGDs for the evaluation team.

3.3 Analyzing gender and rights as identified in the evaluation scope

This evaluation for UN Women was in accordance with the principles outlined in the document ‘Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance.’⁴⁰ The SEBCON team familiarized themselves with these guidelines and ensured strict adherence to them throughout the evaluation process. Several measures were undertaken during the fieldwork and report-writing process to ensure that quality is maintained and human rights and gender equality aspects are integrated throughout the evaluation.

UN Women’s primary objective and result is to diminish gender inequalities. Gender equality is the principal objective and result of Phase II⁴¹ which was designed specifically to address gender inequalities and where the direct rights holders are all women HBWs. Phase II can be classified as a gender equality specific project. UN Women believes that without continuing to maintain a focus on women’s rights in Pakistan, progress towards women’s economic empowerment will be limited and that is why WEE programming and particularly Phase II has adopted a gender and rights approach.

3.4 Data quality assurance

All data collected from the field was authentic and credible; hand written and typed notes of meetings, interviews, focus group discussions and all other methods of interaction are documented by SEBCON and available to UN Women.

With reference to page 36 of the UNEG guidance document, the evaluation team kept ethical considerations at the forefront while undertaking evaluations tasks. They conducted themselves in accordance with the socio-economic cultural context of the intervention, keeping in mind the cultural sensitivities of each local context, as well as Pakistan’s overall cultural and social heterogeneity.

3.5 Gaps and limitations in the data, unanticipated findings and continuing constraints

It would be important here to highlight the fact that the majority of evaluations are undertaken under significant time and financial constraints and participatory processes tend to require more of both of these resources. This is also very true of this evaluation, as there was limited time in

⁴⁰UNEG: ‘Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance,’ 2011: Chapter 3, Pg. 37: Implementing the evaluation, and Annex 1, Pg.44: Summary checklist for a human rights and gender equality evaluation process

⁴¹Adapted from an extract from CIDA’s Sector Coding Guide on Gender Equality (GE) which defines GE specific programming as well as levels of GE integrated programming

the field with the rights holders and extensive travel with long distances. Therefore, any gaps in the data are the responsibility of the evaluation team.

A detailed list of individuals were selected in the inception phase and noted in a list of KIIs and FGDs for the inception report, however, in several cases, the meetings did not happen as envisaged, as stakeholders such as key NGOs and some provincial government personnel located in other cities were unavailable during the team's visit. The quality time with women HBWs could have been increased but that luxury was not available within the constricted time frame for field travel.

The evaluation team would like to note that there was not sufficient time or resources to gather information from everyone in the target population of Phase II. The geographical area selected for Phase II is vast, covering 21 districts in Punjab and Sindh, and so complete coverage of the entire geographical spread of the project was not possible for the purpose of this evaluation.

In terms of findings, there were a few continuing constraints faced by women HBWs. A number of women HBWs identified the problem of not being able to leave their homes since they were unable to leave their children alone, particularly small children and young girls. Often, obtaining permission from the male head of the household is also problematic for these women and leaving the house means that their domestic work suffers. There is limited mobility for these women in terms of accessing the market, interacting with unknown men is anathema and thus a majority of women still prefer to work at home or close to their home.

There were a number of cases of middlemen being replaced by middle women, who are not necessarily carrying out the level of exploitation as the middlemen. The middle women (entrepreneurs) are more exposed and play many roles in the value chain – as a middle woman, an entrepreneur doing her own side business, a link to the market, and also an HBW. In Vehari, a woman HBW buys wholesale blankets, linen and bedcovers from Faisalabad and sells them from her own home where she is also the group leader for her group of women HBWs. They work in her home completing their stitching orders under her supervision and guidance.

4 Findings

4.1 Findings addressing the evaluation criteria

These findings address the evaluation criteria – relevance, effectiveness, efficiency, sustainability and impact – and the questions defined in the evaluation scope as described in section 2 of this report. These are the priority areas under which the evaluation team is presenting the key findings from the research, desk review, field visits, IP meetings, KIIs and FGDs. These findings are not exhaustive as there are also detailed and IP specific findings in the six mission reports submitted to UN Women on each IP. In addition, the evaluation team has prepared a table on results achieved using the activities listed for each output from the results framework for each of the three outcomes; these tables are at annex 7.12 (Findings for Outcomes 1, 2 and 3).

Phase II was designed on a sound gender and human rights analysis. The monitoring of results was done through a gender and human rights framework and this evaluation report's findings, conclusions, recommendations and lessons learnt gives substantial information on the gender equality and human rights aspects of Phase II. As mentioned previously, this evaluation process incorporates a gender equality perspective and human rights-based approach, uses gender sensitive and human rights-based language and includes data disaggregated by sex. The evaluation approach, data collection and analysis methods were all responsive to gender equality and human rights and were appropriate for analyzing the gender equality and human rights issues identified in the scope.

4.2 Phase II Relevance

Relevance Questions

- i. The extent to which the interventions/activities in Phase II were relevant and/or complemented national/provincial policies, strategies and budgets?
- ii. Did Phase II align with and contribute to international conventions (e.g. CEDAW) and related documents, e.g. CEDAW Concluding Observations?
- iii. Was the intervention informed by the needs and interests of women HBWs' through in-depth consultations, meetings and other participative forums?
- iv. How relevant did you (stakeholder) find your participation or involvement at any level in Phase II interventions/activities?

UN Women has maintained a flexible approach and an ability to respond to opportunities. It has sustained an excellent and strong relationship with the donor as well as with all the IPs of Phase II. It is well received by key government provincial line departments, particularly the LHRDs in Punjab and Sindh.

Devolution, through the 18th Amendment,⁴² continues to have a significant impact in terms of project implementation and engagement with government counterparts. UN Women has taken advantage of the opportunities presented by devolution for proactive engagement with Punjab and Sindh governments on the HBW Policy and draft laws and left no stone unturned in its advocacy efforts on the Policy and law with a wide range of stakeholders including senior elected representatives, government and civil society.

Post devolution, the provincial governments of Sindh and Punjab have had to engage with a wide range of complex and diverse issues, many of which they are still grappling with. Some of these are increasing the number of specific labour legislations, the need to improve social security and welfare bodies, develop policies and laws on domestic workers, Occupational Safety and Health

⁴²In April 2010, the 18th Amendment to the Constitution of the Islamic Republic of Pakistan became law. It decentralized political power by transferring resources and responsibilities from the Federal Government to the provinces.

(OSH) and social protection, implement the minimum wage, and last but not least, approve and legislate on the HBW policies.

In the context of home based employment, the major issues which require attention from a public policy perspective include recognition and registration of HBWs as workers and their access to decent wages, security benefits and related government and private sector social protection schemes.

Some activities may appear a little ad hoc, such as the engagement of a consultant in Ministry of Finance, but these need to be seen and understood in a broader macro context as providing entry points for UN Women to engage with powerful actors at the federal level to further the WEE agenda.

Government plans and policies such as the New Growth Framework, Medium Term Development Framework, Poverty Reduction Strategy Papers (2001, 2003), the National Plan of Action (1998) and the National Policy for Women's Development and Empowerment (2000) have all recognized the existence of women in the informal sector, but have failed to respond to the dilemmas of the workers in this sector or its shortcomings, and also do not promote or institute measures to have the sector's contribution documented in a disaggregated manner by sex, nature of work, incomes and areas. Phase II has been very relevant in pushing this agenda forward through working on the collection of data on women HBWs through the LHRD surveys and working consistently on the HBW policies and laws in Sindh and Punjab.

Labour laws in Pakistan are only applicable to registered male and female workers. All workers in the informal economy including HBWs and domestic workers are unregistered and, therefore, not covered by any labour legislation. Through interventions by UN Women and its partners the provincial governments of Sindh and Punjab have developed policies on HBWs as well as draft legislation. To be noted is that each province varies on its priorities and there are significant differences and variations in the completion and approval of policies and labour legislation.

An extremely relevant part of Phase II was working with the women HBWs as it built on the lessons from Phase I and worked with IPs on innovative approaches and models ensuring that women HBWs could directly benefit from interventions and activities that were both aimed at increasing income generating opportunities and improving their knowledge and awareness on their rights.

The extent to which Phase II was informed by the needs and interests of women HBWs' is evident in that it built upon the lessons learned from Phase I and that two of the IPs from Phase I were continued with in Phase II based on their performance and representation of women HBWs needs and interests. In addition, there is a full description of the selection of IPs under effectiveness on the transparent and competitive process that was adopted for project and partner selection based on the needs and interests of women HBWs.

In terms of stakeholder participation and/or involvement in Phase II interventions and activities it was found that this varied depending on the type of stakeholder. The closest involvement in Phase II, apart from UN Women staff, was that of the IPs, followed by the rights holders who were the actual women HBWs being benefitted through the various interventions. Officers from the relevant district government departments and some NGO representatives were closely involved in the DACs set up by HNP, as were other stakeholders like doctors and lawyers, however, this differed from district to district. Evidence of involvement and participation was evident in that almost everywhere women and men involved in Phase II were ready to, not only meet the evaluation team, but openly share their experiences and give considerable time in the process.

Phase II Outreach in Numbers and Geographic Spread

Implementing Partner	Number of Districts	Targeted/Direct Beneficiaries	Target Achieved
Baidarie	Sialkot	500	741
HNP	Multan, Bahawalpur, Kasur, Vehari, Sahiwal, Faisalabad, Jhang, Chiniot, Sargodha, Muzaffargarh, Jhelum, Gujranwala, Shaheed Benazirabad, Sanghar, Hyderabad, Sukkur, Thatta (17)	3,000	3,568
HBWWCA		1,050+1,000+700=2,750	2,425
LHRD, Punjab	Lahore, Gujranwala, Multan	10,000	12,000
LHRD, Sindh	Hyderabad	10,000	10,000
NRSP	Khushab	1,200	1,242
PCYO	Lahore and Karachi	100 + 500 = 600	607
Total Targeted Number	21	28,050	30,583

4.3 Phase II Effectiveness

Effectiveness Questions

- i. To what extent have the three outcomes in Phase II been achieved, or are expected to be achieved, taking into account their relative importance?
- ii. What worked well and what did not in the following key interventions in Phase II and specify reasons for successful and un-successful strategies and approaches:
 - a) Women home based worker policies, laws and economic frameworks
 - b) Women's home based workers' rights
 - c) Women HBW's access to economic security and livelihood opportunities
 - d) Availability of data on women's economic empowerment and its usage at Federal and Provincial level
- iii. To what extent has Phase II advocated the agenda of women's economic empowerment at all levels?
- iv. To what extent have the main change agents (CSOs/women HBWs/government/IPs) been successful in advocating for a positive policy environment in Sindh and Punjab?
- v. Have the HBWs unions, groups and committees been useful in advocating for women HBWs rights, gender equality and empowerment in Sindh and Punjab?
- vi. Were the recommendations from Phase I end-term review and Phase II mid-term review followed? If not, why?
- vii. Were there any different/innovative models and/or pilot projects implemented that can be replicated and taken to scale?

Specific questions for FGDs with women HBWs on: Income, Savings and Work; Market Knowledge and Access; Organizing, Training and Capacity Development; and General Questions on Decision Making and IPs (these have been given in section 2)

Phase II is a gender specific intervention as the rights holders are all women HBWs and there is a strong focus on their rights and economic empowerment as explained earlier in the theory of change.

Through the IPs and UN Women's consistent advocacy on issues related to women HBWs the Punjab Government in 2014 allocated PKR 77 million (USD 755K) to establish skill centres for women HBWS in three districts in the province; this was a major achievement under phase II. In line with the agreement signed between LHRD Sindh and UN Women, the LHRD met its target of collecting data on 10,000 women home based bangle workers in Hyderabad city. A significant result is the registration of 10 cooperatives under the Factories Act by NRSP through the LHRD district Khushab Labour Officer (see case study on 'Male Champion' in 7.8). NRSP had to register the cooperatives as part of the project but used an innovative way to achieve this target. Through the IPs work on diversifying skills for the women HBWs was achieved as some non-traditional skills/sectors were introduced such as gloves, marble mosaic, jewellery, and furnishings. New technologies were also used like machines in Baidarie for stitching gloves of international standard.

Increased options are now available for women HBWs to have access to income generation opportunities, for example, moving from stitching footballs by hand to stitching gloves by machines, and progressing from stitching clothes to making handmade jewellery. There has been a considerable increase in the variety and level of skills, access to income generating alternatives, increased productivity; leveraging other donors/partners for WEE and women HBWs (Oxfam, PPAF and ILO), the development of market linkages with industry and increased women's entrepreneurship. One of the major results achieved by the IPs was the increase in the income of women HBWs which rose by considerable amounts by the conclusion of each IP project. Incomes increased approximately to double per month across the board of what women HBWs were earning previously. Working conditions for women HBWs improved, particularly those who come to the centres organized by some IPs. There is increased access to institutions at the local government level like NADRA, to make Computerized National Identity Cards (CNICs), and women HBWs in formal employment in Sialkot now earn Rs. 13,000 per month plus have social protection coverage. Some IPs developed key institutional linkages (Pakistan Workers Federation, TEVTAs, Society for Education and Technology, private training institutions, private sector companies, associations, district government departments and Women's Chamber of Commerce and Industries). All the targets for outcome 2 were met through the life of the project.

The target for HBWWCA was to make six new cooperatives in Sindh and it achieved its project objectives and more as the 700 membership target of women HBWs was exceeded to a membership of 2,425. HBWWCA is a member of the HBWWF which had several consultation meetings with the Sindh Minimum Wage Board, regarding the notification for an increase in the minimum wage for glass bangle workers in Hyderabad. HBWWF ensured that the consultation was a tripartite process in which the representatives of employees, employers and government sit together and fix wages with complete consensus. The Chief Minister Sindh announced the enhancement of wages of unskilled workers from Rs. 10,000 to Rs. 12,000 per month in June, 2014. The notification on this was given by the Government of Sindh in March, 2015.⁴³

⁴³Govt. of Sindh, LHRD: Minimum Wages

Ordinance http://www.sindh.gov.pk/NOTIFICATIONS/March2015/2015_03_16_12_10_06.pdf

Trades and Skills of Women HBWs in Phase II

Readymade clothes	packing	Bags
Crochet & knitting	Beauty parlor	Uniforms
Marble mosaic & sea shell decorations	Nalay & Paranday	Bangle Making
Stitching of gloves (boxing, fancy, football keeping & labourers)		Shawls
Mirror work	Tailoring	Block printing
Furnishings (curtains & bed sheets)		Stitching of martial arts clothing
Garment Stitching		
Hand embroidery	Floral decorations	Handkerchiefs
Handicrafts	Weaving	Machine Embroidery
Food preparation		Textiles
	Shoe stitching & embellishment	
Artificial Jewellery		Spinning of thread/yarn
Small shops (grocery, cloth, cosmetics, thread)		Tassels on shawls, scarves and bedspreads

Source: List developed from focus group discussions with women HBWs and Phase II documents

Training was given to women HBWs to learn new skills and to improve the quality of their products. Groups were made with specific names and titled as cooperatives which gave the women HBWs recognition in their area. Through these groups women have gained voice and visibility. Interaction with each other, the change maker, the DAC coordinator and the IP has spurred confidence in women about themselves as well as their work. In NRSP, the women HBWs can keep a check and balance on the change maker, who cannot exploit them like middlemen used to. However, these women HBWs need more awareness, knowledge and trust in the social security service.

Women HBWs get continuous work which has increased their income and led to the betterment of their households. By working in groups and selling their products with the help of the change maker, women HBWs have been able to increase productivity as well as enhance profits.

Several unintended results of projects were observed across IPs such as the education of the children of women HBWs, the improved nutrition of family members, especially children, and improved decision making within the household and community.

“First the middleman used to take the profit now we can send our products to the market by eliminating the role of middleman – we did not get the full value/profit of our product. Now have an increase in profits and also in knowledge. Went out to markets and gained awareness.”

Woman HBW in NRSP Khushab FGD

HBW Policy and law

UN Women through its own efforts and those of its IPs, like HNP, maintained its momentum of advocacy for the HBW policies and law, however, in Punjab, while the policy and law is imminent, there are several challenges with regard to its implementation, which was expressed by different stakeholders. The Government needs to think through the implementation framework, important stakeholders need to come on board, while the Labour and Human Resource Department's (LHRD) commitment has to be sustained. As it stands, the Punjab law has an implementation mechanism, but the structure is not clear and the LHRD does not have the capacity to implement it, but is aware that capacity must be built. At the HNP National Consultation on December 8-9, 2015 in Islamabad, Secretary LHRD, Punjab addressed this issue and noted that since a large number of women HBWs – 12,000 in total have already been registered in Lahore, Multan and Gujranwala – the sector must be catered to and services provided, once the HBW Policy is in place. His concern, however, were the channels to provide these services and how to deliver to this particular segment of workers once the laws are extended.

In Sindh, several versions on the status of the draft HBW law and Policy were initially heard by the evaluation team which were later clarified by UN Women in their briefing to the team on the updated status of the HBW Policy and law. The Chief Minister has given a directive that a review committee be set up specifically for the HBW Policy so that key parliamentarians can review it. The committee has not been notified to date. The delay in the HBW Policy approval in Sindh can be attributed to the importance of political issues that take precedence in the province.

UN Women has made every effort to deliver on whatever they could. The HBW Policy and law in Punjab is still with the cabinet and has been there for most of 2015. UN Women has met with ministers, bureaucracy and political representatives regularly – those who are important in terms of getting the Policy approved. In this case, UN Women is a prisoner of the external environment which is totally political and beyond their control. There has been continuous advocacy even at the UN Resident Coordinator level as UN Women's priority in Punjab and Sindh was the adoption of the HBW Policy and subsequent legislation. Awareness building on WEE and women HBWs has been consistent.

Engaging with Government

At the Federal level, UN Women should capitalize on its strength of engagement with the Government at the macro policy level and its strategic partnerships with MoF and NCSW. UN Women has actively engaged with the NCSW on the national VAW survey and was successful in integrating a WEE component in it. The WEE Programme Coordinator is a member of the NCSW technical working group on the survey. UN Women needs to continue to work at the policy level and identify the actors and issues which are the barriers to the policy approval and legislation for HBWs. UN Women, working in collaboration with other UN Agencies, needs to continue to emphasise that governments take on increased ownership of the policies that have been tabled over the years. At the provincial level, there has been constructive and strategic engagement, proactive networking and strengthened collaboration and relationship with WDDs. UN Women does need to explain to WDD Sindh that other sections within UN Women Pakistan and other programmes are more engaged with them and they are not overlooked or left out in the cold. At the district level most IPs are very active with district level LHRD officers especially NRSP and HNP. The DACs have considerable engagement with the district governments, particularly in the area of obtaining CNICs for women HBWs, and representatives from different line departments within the districts are also members of the DACs.

Private sector engagement

The endorsement of the Women Empowerment Principles (WEP) with private sector companies in Sialkot has been a significant achievement for UN Women in Pakistan. Baidarie has implemented innovative ways of engaging private sector support in women's economic participation by signing the WEP and now this needs to be taken to the implementation and achievement of WEP targets. Considerable assistance is required from UN Women in the form of designing programmes, awareness and advocacy campaigns especially at the college/university level, information sharing and capacity development of WEP signatories.

The mapping of potential 'friendly' private sector companies has been done in Phase II and is one of the studies in the WEE Knowledge Pack.⁴⁴ This information needs to be taken forward and used in new programming with the private sector. The IPs engagement with the private sector through their projects must be noted, in particular HNPs signing of an MOU with Akhuwat and Baidarie's linkages with private sector training institutes such as the Leather Product Development Institute and Leather Field Pvt. Limited.

Financial inclusion of women HBWs

The lack of access to informal and formal credit/loans of women HBWs who have evolved into small entrepreneurs across several IPs is a major gap in Phase II. Microfinance (MF) linkages, access and opportunities remain limited despite several well intended initiatives by the IPs. There is a fear amongst women HBWs of getting loans/MF due to high interest rates and being unable to pay back with the mark up. Informal sources of finance are relatively easy to access for women HBWs, such as community rotating savings or 'committees,' however, accessing formal financial institutions due to several requirements for loan-taking such as collateral, loan applications, mobility and resources required to visit banks and a bank culture that excludes poor women as clients continues to be a major hurdle. HNP did an analysis of MFIs to see which had the most and least mark-up and better terms and conditions. Each DAC also reported on how many women HBWs have been linked with MF opportunities. Through lessons learnt from this project, HNP wants to start an MFI alliance at the provincial level in collaboration with CSOs to provide MF opportunities that are beneficial for women HBWs, such as mobile van micro-financing, with Tameer Bank, Asasah⁴⁵ and Mojaz Foundation,⁴⁶ especially for those women HBWs who want to be entrepreneurs. HNP will earmark these organizations for the future with the aim to pitch and create new and different models of microfinance for the economic empowerment of women HBWs. At the provincial level, women HBWs were linked to MFIs through the DACs; for example, with the microfinance donor Akhuwat.⁴⁷ In fact, Akhuwat is the only MFI that some women HBWs were familiar with because of their interest free loans.

HNP has a potential future collaboration in the pipeline with the Pakistan Poverty Alleviation Fund (PPAF) to provide women HBWs rights training and to see how this would benefit grassroots women HBWs. Baidarie, has already collaborated with the PPAF on a similar project HNP through the DACs has a presence in most districts and they could have easily linked up with the Rural Support Programmes in Punjab and Sindh as they have flourishing MF programmes and indigenous models of savings. The mobilization of resources at the grassroots for women HBWs needs to be the way forward.

⁴⁴WEE Resource Pack: 'Corporate Sector Responsibility and Private Sector Engagement on Women's Economic Empowerment' UN Women, 2015

⁴⁵Asasah: Alleviating Poverty by Enhancing Micro-productivity of Households <http://www.asasah.org/>

⁴⁶Mojaz Foundation: Changing Lives Through Community Empowerment <http://www.mojaz.org/>

⁴⁷Akhuwat website <http://www.akhuwat.org.pk/>

Decision making and leadership of women HBWs

Several interventions provide evidence on the improvement of the decision making powers of women HBWs. There is also an increase in household decision making, spending their own income on children's education, fees, books, uniforms and on household expenses. Leadership training to women HBWs was a key output of several HNP DACs, with emphasis on how to resolve women HBWs issues as well as community issues. DACs facilitated several community interventions, and though HNP did not give any technical support, it had no objection. Women HBWs were trained by DACs to address civic issues in their *mohallah*/village. The DACs have the potential to resolve community related and livelihood issues. Now that the local government structure is in place with the recently held elections, the inclusive process and holistic approach of the DACs to resolve community issues is a positive way forward.

HBWWCA cooperatives of women home based bangle workers in Hyderabad, as well as NRSP cooperatives in Khushab district that have evolved from the Learning Support Organizations (LSOs) and Community Interest Groups (CIGs) have also harnessed the leadership qualities of women HBWs to take the lead in their cooperatives and groups to resolve household, *mohallah* and community issues.

Savings and increased income of women HBWs

Almost all women HBWs save through the 'committee' system, however, a few women HBWs were found to be not saving at all as their income was not enough, or they were the sole earner, or the head of household, or they do not get regular piece rate work, or are just too poor. Savings through the 'committee' system, per month, ranges from Rs. 100 upwards to Rs. 2,500.

Women HBWs in Baidarie increased their incomes from approximately Rs. 3,000-4,000 to Rs. 8,000 per month which is almost double of what they were earning previously and women HBWs who have graduated to formal employment in factories now earn Rs. 13,000 per month plus social protection coverage. In Sindh, HBWWCA through HBWWF had several consultation meetings with the Sindh Minimum Wage Board regarding notification for an increase in the minimum wage of glass bangle workers in Hyderabad. HBWWF ensured that the consultation was a tripartite process, in which representatives of employees, employers and government sit together and fix wages with complete consensus. The Chief Minister Sindh announced a wage increase for unskilled workers from Rs. 10,000 to Rs. 12,000 per month in June, 2014 and the notification was issued by the Government of Sindh in March, 2015. Through the cooperatives registered by NRSP the women HBWs receive continuous work, which has increased their income and led to the betterment of their households. The incomes have risen approximately from Rs. 3,000-4,000 to Rs. 7,000-10,000 per month, almost double of what they were earning before. By working in groups and selling their products with the help of the change maker, women HBWs have been able to increase productivity as well as enhance profits. Through PCYO, 607 women HBWs now receive higher incomes and also have control over their personal earnings. One of the major results of the project was the increase in the income of women HBWs from Rs. 3,000-5,000 to Rs. 7,000-10,000. The LHRD Punjab was successful in facilitating linkages of 16 women HBWs with the Benazir Income Support Programme (BISP) which contributed to an increase in their monthly incomes.

Estimated Range of Income Increase⁴⁸

Implementing partner name	Estimated range of income earned per month at start of project	Estimated range of income earned per month at end of project	Estimated range of monthly increase in income
Baidarie	Rs. 3,000 – 4,000	Rs. 8,000	Rs. 4,000 - 5,000
NRSP	Rs. 3,000 – 4,000	Rs. 7,000 – 10,000	Rs. 4,000 - 6,000
PCYO	Rs. 3,000 – 5,000	Rs. 7,000 – 10,000	Rs. 3,000 - 5,000

The income increase of the women HBWs is a direct result of the interventions in Phase II and can be attributed to the IPs projects within Phase II.

“I work independently, go to the market myself to buy materials, and am able to gauge market changes immediately and increase my rates accordingly. I am often able to invest and save if the opportunity arises.” **Woman HBW, Mohallah Janipura, LHRD Lahore**

Voice and visibility of women HBWs

In Phase II, each woman HBW was impacted in a different way, dependent on their demographic, household structure, urban slum conditions versus a rural setting, even if they were rights holders of the same IP. However, these women HBWs of Phase II who are the invisible, unrecognized and voiceless workforce of Pakistan now have increased voice and visibility. It was found that women HBWs who usually remained quiet, in keeping with the cultural norms which they were used to which facilitate men to speak, are now encouraged and more confident about speaking out. This has been achieved by supporting, organizing and promoting opportunities for them to find the space to exercise their rights – for example, women HBWs speaking out for their rights in conferences (PODA), in DACs and in group meetings. Many women HBWs expressed how the IP had given them a lot of support to build their confidence so that they could now voice their opinions.

“The camaraderie of working together in clusters in our village Charrar and at the BGC in Lahore has been an enriching experience, along with envisaging and creating a beautiful piece of jewellery. It grew to become a labour of love, rather than just basic skill development.” **Women HBWs in PCYO Lahore**

“We make gloves on customised machines in Razia Sultana’s centre and find it’s much better than making footballs which was a lot of physical strain and labour and the income was less.” **Baidarie women HBWs in Mohallah Fazalpura, Tehsil Sambrial, Sialkot**

⁴⁸These estimates are gathered from FGDs with women HBWs and meetings with the IPs. All estimates are in Pakistani Rupees (PKR)

Collaboration amongst implementing partners

There could have been increased collaboration amongst the IPs particularly NRSP, PCYO, Baidarie and HNP, to share information, advocate on HBW Policy and law, share approaches and lessons, discuss challenges and solutions and share models on what worked well and what did not. National consultations with the participation of all IPs could have been an annual output.

Linkages with Women's Chambers of Commerce and Industry

Linkages with Women's Chambers of Commerce and Industry (WCCIs) are important since there are numerous women entrepreneur members who work in the handicraft/embroidery sector and could provide direct work to women HBWs, including market access and advice on product design, quality and market trends. However, it was found that WCCI membership was expensive, there were ad hoc and one off events/activities and the participation of women HBWs in exhibitions/*melas* was limited, with no regular planning. The membership structure of the Islamabad WCCI is Rs.1,000 registration with a Rs. 2,000 annual fee, the Multan WCCI is Rs.5,000 for membership and women in all cases need to have a National Tax Number (NTN) to become members.

For the WCCIs, it will be a gradual process to establish stronger linkages with women HBWs turned entrepreneurs who could become members once they have regular incomes, however, once the linkages are developed and sustained it may not be necessary for a woman HBW entrepreneur to be a member of the Chamber. The team suggests that UN Women further explore the suitability and effectiveness of the WCCIs being suitable business development service providers for women HBWs.

Research and data

Phase II is conducting an extensive research study titled 'Status of Women's Economic Participation and Empowerment in the Humanitarian and Development Context,' in conjunction with UN Women's Women Leadership and Social Reconstruction (WLSR) programme. The study will be completed by March 2016. This is another positive indication of synergy between UN Women programmes within the Pakistan office. The purpose of the study is to generate the evidence that can be used to support advocacy initiatives to improve the position of women and girls and draw attention to women's economic participation and empowerment. Once completed, the study will have a statistical profile on WEE that can be used to provide strategic direction to policy makers, aid agencies and civil society to address key issues.⁴⁹

The UN Women WEE knowledge products are important contributions to documenting WEE specific impacts on women's leadership, access to economic opportunities, assets, markets and other resources.

All the IPs collected data on women HBWs and their economic participation which is now available. This must be used for programming and widely disseminated amongst government, civil society and other stakeholders. UN Women had several meetings with the Pakistan Bureau of Statistics (PBS) for a scoping study and has wanted to engage substantially with the PBS but their Rules of Business are not clear on how to partner with the UN and donors. UN Women Pakistan in conjunction with the Center for Gender and Policy Studies also produced a report titled 'Status of Women and Men in Pakistan 2012.'⁵⁰

⁴⁹Request for Proposal, Consulting Firms Only, Reference No.: WEE-01 'Status of Women's Economic Participation and Empowerment in the Humanitarian and Development Context,' UN Women, Pakistan (2015)

⁵⁰Baseline Study on the Status of Women and Men in Pakistan, 2012, UN Women Pakistan, prepared by Dr. Yasmin Zaidi, Center of Gender and Policy Studies, Management Development Institute – MDi Pakistan

At the policy level the consultant placed in the Ministry of Finance (MoF) was effective and gave UN Women an entry point into the Federal Government. Right now, UN Women is the only UN agency working on gender in the MoF which is a significant contribution.

The LHRD data in both Sindh and Punjab is to be placed on the respective government websites and it was still work in progress as both the LHRD projects were still operational when the evaluation team met with LHRD staff. It is also planned to share the data with the respective provincial BoS. To be noted is that the data is technically UN Women's data, however, what complicates the matter is that women HBWs must be registered before their data can be shared publicly and that is contingent on the approval of the law and HBW policies. Therefore, the availability of data seems to be an on-going constraint pending legislation

Working with media

Media outputs by IPs in Phase II were reviewed with reference to project outputs for each particular IP. HNP had the most media dissemination since advocacy was the key project commitment. Consistent presence in the mainstream English and Urdu press was accomplished by HNP during the course of Phase II. Baidarie also produced a documentary in collaboration with UN Women titled 'The Silver Lining: Integrated Support for Socio-economic Rehabilitation of the Jobless Women Soccer Stitchers in Sialkot.' The documentary has been well disseminated and was distributed widely to stakeholders and the media. It gives an indication that the decision making powers of women HBWs have increased and that they have started to control their own income. Similarly, the NRSP also made a short documentary to record project achievements and highlights with their own core funds, thus, indicating the success of the project which they want to showcase to a wider audience.

4.4 Phase II Efficiency

Efficiency Questions

- i. Was there an adequate provision of resources for integrating women HBWs' economic rights in the intervention as an investment in short-term, medium-term and long-term benefits?
- ii. Were Phase II resources utilized efficiently to address the needs of the IPs and women HBWs?
- iii. Has UN Women administered Phase II in an effective and transparent manner?
- iv. How efficiently were monitoring mechanisms (financial, audit, missions) developed and used for achievement of the outcomes?
- v. What was the efficiency of the following operational aspects of Phase II?
 - a) Human resources - staff hiring, retention, turnover
 - b) Financial management - utilization and disbursement
 - c) Administration and management

Specific questions for Royal Norwegian Embassy (donor)

- i. Was the donor satisfied with the information shared in the Phase II Annual Progress Reports (2013 & 2014) and Mid-term Review?
- ii. How were the modes and levels of communication between the Royal Norwegian Embassy (RNE) and UN Women?

UN Women has maintained an excellent, clear, and open relationship with the donor – Norway – throughout Phase II. The WEE Unit has held two annual meetings in 2014 and 2015⁵¹ with the relevant officers from the Royal Norwegian Embassy in Islamabad where results achieved and Phase II updates were provided.

The evaluation team found that UN Women was supportive in the area of project management, always listened to the IPs ideas and the IPs in turn appreciated the feedback and help provided through the monitoring visits, especially the financial monitoring.

All the models have something unique to contribute and comparison is difficult as each has its own strengths and weaknesses. If there is to be a replication of any of the models it will be useful to carry out a cost benefit analysis of each one, per beneficiary. None of the IP shave worked out the cost of each woman HBW and this can be done by the WEE Unit in collaboration with each IP. Another issue to consider, apart from the cost of the model is whether an increase in scale would automatically lead to lowered costs.

Despite a limited budget Phase II provided as much as it could to the IPs for integrating women HBWs' economic rights in their different project interventions, this is evident from the training delivered on economic rights, and the improved confidence, knowledge and empowerment of women HBWS that has already been described. The limited investment has long-term benefits as the women HBWs carry their gains forward to other women in their communities and within their groups/clusters to younger girls.

Implementing partner selection

The selection process for IPs in Sindh and Punjab followed the UN guidelines, including a desk and organizational review and detailed capacity assessments of the IPs, both financial and technical were conducted. HNP and Baidarie were recommended to be taken forward to Phase II from Phase I. They did not go through a competitive process as they had already been members in Phase I. HBWWCA was a subsidiary partner of the HNP project. A competitive process through a request for proposal was followed for NRSP and PCYO and the selection was sent to the UN Women Regional Office committee in Bangkok for review and subsequent approval.

⁵¹Minutes of 2014 and 2015 annual meetings between Norway and UN Women were shared with evaluation team

UN Women administration

The management structure for Phase II is described in the project document and is dealt with in this report in section 1.3. The staff retention of Programme Officers in the provincial capitals of Lahore and Karachi was difficult and there were long gaps with no one in place. Since WEE Unit staff, based in Islamabad, filled this gap, it increased the work load and burden on all WEE Unit team members and particularly on the WEE Programme Coordinator as it involved extensive travelling for meetings and other key activities in Lahore and Karachi. All the WEE Unit team members are on contract through Phase II till June 2016.

Monitoring visits to all the IPs took place regularly by the WEE Unit staff and there were also joint monitoring missions with officers from the Royal Norwegian Embassy which were useful for providing the donor with a first-hand experience of the achievements of Phase II. Monitoring visits to Khushab district in Punjab and certain areas of Karachi were not allowed due to security. Despite this the WEE Unit staff managed to obtain security clearance and permission to visit Khushab twice for monitoring visits and in Karachi met with the IP and some project women right holders at the UN office.

At the onset of Phase II there were a lot of administrative issues within UN Women Pakistan office as there was no delegation of authority for the Country Representative, however, by April 2015 the necessary delegation of authority was approved. Prior to this every transaction above USD 30K would need to go for approval to the UN Women Regional Office in Bangkok. Some IP project cooperation agreements in Phase II were delayed because of this.

UN Women financial management

The approved budget for Phase II was Norwegian Krone (NOK) 15 million, which at the time was approximately USD 2.6 million. However, due to a considerable exchange loss with the NOK depreciating against the USD the revised budget for Phase II was USD 2,342,622. In 2014, the NOK began falling against the USD and then with the currency devaluation there was an overall loss of approximately USD 305,631 to the Phase II budget. The Norwegian Government could not compensate any of its development partners. Despite the loss in funds Phase II did not have any significant or major activities cut back but there was a shortfall of funds for outcome 3 of the project.

Phase II – Budget

	USD	NoK	PKR
Total Approved	2,648,253	15M	255,291,589
Less: Exchange Loss	305,631		30,896,238
Available Budget for Expenditure	2,342,622		224,395,351

Please note that all figures in this table are approximate figures due to constantly changing exchange rates.

There is also a standard support cost from headquarters at the rate of eight percent on the total Phase II budget which is shared with UN Women Pakistan for operational costs and with the UN Women Regional Office in Bangkok. In Phase II the support cost amount was USD 137,330. The flow of funds for Phase II was from the Norwegian Government in NOK to the UN New York and then sent to Pakistan, disbursements from headquarters to UN Women Pakistan were found to be timely. The project's Certified Financial Report is generated by headquarters in New York. In Pakistan UNDP processes the payroll for donor funded projects, including Phase II.

The UN Board of Audit from New York completed the Phase II audit in October 2015 and no major issues were found. The delivery rate utilization average of Phase II was between 70 to 80 percent per year. There is a current balance left of USD 336,000 from the original budget. From January to November 2015, 82 percent of the annual budget had been utilized. The last instalment was broken into two because of the Phase II no cost extension. For the no cost extension period from January to June 2016 the Phase II budget will be USD 210,000.

For financial reporting, which is quarterly, UN Women uses the Funding Authorisation and Certification of Expenditure (FACE) template that was shared with each IP after signing their agreements with UN Women. UN Women provided guidance on how to complete the FACE form and an orientation on financial reporting requirements to all the IPs. Similarly, they were provided with a comprehensive programme orientation by WEE Unit team members to understand how UN Women works.

The FACE form includes the total budget, cumulative expenditures and expenditures per instalment. Supporting documents in FACE include all original vouchers being verified by UN Women which are sent by the IP, photocopied and sent back. The WEE Unit Finance Associate has conducted numerous monitoring visits, almost every quarter, to review the IPs financial documents, processes and verify expenditures. When a project is completed the IP will provide the last FACE form which is the last quarterly report for the project and has the entire cumulative budget in it as well. An issue for UN Women has been that instalments to the IPs were often delayed as the requirement is that the IP must spend 80 percent of the previously disbursed funds before the next instalment can be released and coupled with this is the delay by the IPs on the quarterly submission of FACE. The next instalment cannot be disbursed till these requirements are met.

HNPs financial management and reporting was varied as it is heavily dependent on donor funds. NRSP field documentation was not as good as that of IPs located in cities. LHRD Punjab began on a healthy note but then there were delays in their submission of financial reports and issues of unauthorized expenditures which further delayed instalments till the issues were resolved in line with UN Women's rules and regulations. Baidarie's financial management and reporting was amongst the best from the IPs. Weak financial reporting was found in PCYO and LHRD Sindh; the latter had a small team and no extra officer to meet financial compliance requirements of UN Women. Five IPs had no cost extensions as they were unable to complete their activities in a timely manner and had under-utilised funds.

Every IP is required to have one UN Women approved audit. The auditors are Moore Stephens Shekha & Mufti, a member of Moore Stephens International Limited.⁵² During Phase II project audits were completed of Baidarie, HNP and NRSP. Management, operational and compliance issues were reviewed in these audits. No major issues were found apart from some operational issues that included managing shortfalls in documentation and incomplete reporting.

⁵² Moore, Stephens, Shekha & Mufti <http://www.shekhamufti.com/>

4.5 Phase II Sustainability

Sustainability Questions

- i. To what extent did Phase II support institutional change leading to?
 - a) Ownership of interventions
 - b) Addressing women HBWs' rights and issues
 - c) Availability of economic opportunities for women HBWs
- ii. To what extent did Phase II support capacity development (training/other activities) of targeted rights holders (to demand) and duty bearers (to fulfill) rights and needs of women HBWs?
- iii. Does Phase II have a comprehensive exit strategy (UNW and IPs) to phase out and hand over the ownership for sustaining the intervention?

UN Women has been strategic in its area of work, partnerships and level of engagement particularly with the Sindh and Punjab LHRDs. Phase II has led the Sindh Government towards sustainability in that LHRD now wants to replicate the women HBW survey in every district of Sindh and is developing a PC-1 for this purpose to support sustainability beyond the project duration. For Punjab LHRD, it is expected that their project will continue as their own second phase once the HBW Policy is approved and the legislation process is complete.

The continued long-term benefits from Phase II include women HBWs being able to send their children to school with their increased incomes, decision making beyond their homes extending into the community, increased confidence in themselves which gives them the ability to go out alone and speak up. This was particularly evident in the women HBWs in NRSP, Baidarie, HNP and HBWWCA.

Phase II achieved unintended results such as the women HBWs children being enrolled in schools and availing educational opportunities, improved nutrition of household members, particularly children, and the ability to save even if the saving is a small amount.

A description of the overall sustainability of Phase II cannot be complete without a discussion of which models implemented through the partners are sustainable and can be replicated.

Sustainable models

Findings across IPs indicated several models that can be replicated and taken to scale. NRSP works closely with community organizations (COs) and their representative local support organizations (LSOs) at the union council (UC) level. LSOs identified women HBWs in the programme area through community activists and organized them into common interest groups (CIGs) – 1,508 women HBWs were organized in 100 different CIGs. Ten cooperatives were formed, which was the project target, as representative bodies of all women HBWs and the LSOs continue to support these cooperatives to develop linkages and enhanced skills. In NRSP, women HBWs now have access to health insurance and social security cards and if they are able to make the contribution to the SWD and register themselves, it will provide free education for their children along with uniforms and books. While it is evident more knowledge and trust in the social security system can mobilize increased numbers of registration, the ability to pay the monthly six percent to the SWD remains a challenge for women HBWs in the district. Often project exit does not facilitate the completion of several final measures that can ensure sustainability of objectives achieved. The NRSP is a best practice model which can be developed and refined and then replicated and taken to scale, especially in those areas where the NRSP already has strong, functioning LSOs.

DAC sustainability after project exit is evident in the fact that certain DACs have the capacity to take the HBW Policy and law forward, without any financial project support. While funds for advocacy may not be needed, the momentum should continue. Oxfam GB and Oxfam Germany are jointly funding HNP and the DAC networks in five districts and this intervention will be

completed by 2016. One of the main outcomes is the inclusion of HBWs in the Labour Policy which ensures complementarity between Oxfam and UN Women. The HNP DAC model, despite its challenges, is a successful model. After capacity building and following HNPs exit from Phase II, the DACs can now take the role of district advocacy networks and become formal entities if they register as a network.

In Sindh, the WDD display centre should become fully functional as soon as possible so that there is an exhibition space for women HBWs. Cost effective trainings would have to be the way forward.

The model developed by Baidarie is effective and can be scaled up and replicated across the district to provide the remaining jobless and vulnerable HBW soccer stitchers with alternative livelihoods. The HBWWCA cooperatives can be supported and replicated in a more substantive manner. The PCYO model is limited in that the cascade approach does not work effectively and requires continuous monitoring, resources and handholding from PCYO.

“I am an ex-Army serviceman and after retirement my daughter encouraged me to help her cooperative. I know now that previously the girls were getting a bad deal with rates, and I am happy to bring a change in their lives by managing the market end to ensure they get what they deserve.” **Change maker, Minhajul Quran Cooperative, NRSP Khushab**

“I run a power loom to make cloth and fill thread spools right in the heart of my home. The work comes to me through the middleman, and now after awareness sessions with LHRD, I am aware of the market rates of what I do.” **Woman HBW, Mohallah Ahmedabad, LHRD Multan**

“Besides being taught about market rates and product value by HNP DAC members who came to our village, we were also explained basic hygiene principles like using soap which immediately improved the quality of our lives.” **Women HBWs in Makli, HNP Thatta**

4.6 Phase II Impact

Impact Questions

- i. Have there been any best practices produced through Phase II that can be scaled up?
- ii. To what extent have interventions in Phase II contributed to positive changes in the lives of women HBWs and their families? If yes, what are these changes?
- iii. What has been the impact of Phase II activities? Have there been any unforeseen/unintended impacts/results?
- iv. Do you have any specific recommendation/s on the future direction of UN Women’s WEE programming/support to women HBWs and donor support?

The IPs enabled some women HBWs to participate in the public sphere within their communities, villages, markets and at the district level as members of DACs. UN Women has enhanced the capacity of the IPs to advocate for the approval of the HBWs policies, implementation and legislation for legal protection of all HBWs. Phase II has contributed to build the capacity of women HBWs to make effective demands of government at their immediate local level to resolve their community issues and has successfully advocated for improved social protection, legal recognition and visibility of women HBWs. The DAC coordinators, who are mostly men, now want an increased exchange of their work and experiences so that they can all learn and support women HBWs to a greater extent.

The Punjab Planning and Development Department (P&DD) signed a Memorandum of Understanding (MoU) with UN Women to conduct a study on 'Gender Sensitive Socio-Economic Profiling of the Punjab's Economy,' that will encompass women's strategic economic concerns and interests. This study, the first of its kind, once completed and disseminated will have a far reaching impact on planning and policy making within Government as it will provide hard evidence on the limited role of women in the economy.

UN Women has a strong commitment to participatory and empowerment approaches to which Phase II is aligned. Empowerment can be defined in various ways and these definitions were found to be comprehensive. Both these definitions emphasize two main areas of empowerment:

i) a personal change involving a movement towards control, self-confidence and the right to make decisions and choices; and ii) social change through organizing.⁵³

Phase II has contributed to both these areas of empowerment by working with vulnerable, marginalized and invisible women HBWs in selected districts of Punjab and Sindh provinces in Pakistan. Women HBWs have gained strength and confidence to face and interact with market actors who are almost all men, engage in community issues, and negotiate for better prices; they have learnt to make choices such as diversifying their skills and organizing themselves; and have increased control over their own lives and influence within and outside their homes. In addition, a significant achievement has been the increased voice, visibility and space of women HBWs, especially those who have been organized into groups, associations and/or clusters through opportunities such as participating in awareness raising and training programs that enabled them to learn about their rights and then find the space to exercise their rights. Last, but not least, there has been an increase in independent and shared decision making by women HBWs at the household level on matters such as expenditure and schooling of children.

Successful strategies employed by IPs in Phase II

Resistance to change is a common issue, particularly in a society such as Pakistan that has strict norms and values on women's behavior and control on their mobility in both public and private spaces. In this regard, Phase II employed several successful strategies, some old and some new, through the different IPs. Of particular importance was the manner in which all the IPs engaged with men. This engagement with male household members, elders in the community and other key male stakeholders such as government personnel and market actor's contributed significantly to the overall achievement of gender equality results in Phase II.

i) Sensitizing and working with men and raising awareness about gender remains a key strategy to break down the barriers to women's employment in both the formal and informal sectors. Increased engagement and interaction with male elders in the communities and household members has resulted in the effective implementation of projects and in the achievement of results. Similarly in Sialkot, this was seen as a strategy used by private sector companies to attract more female employees.

Definitions of Empowerment

"Empowerment is about people – both women and men – taking control over their lives, setting their own agenda, gaining skills, increasing self-confidence, solving problems and developing self-reliance. It is both a process and an outcome."

"A term generally used to describe a process by which powerless people become conscious of their own situation and organize collectively to gain greater access to public services or to the benefits of economic growth."

⁵³ Guide to Gender Sensitive Indicators, Canadian International Development Agency (CIDA) August, 1997

ii) Social mobilization – Phase II has produced improved evidence around community mobilization with NRSP and Baidarie showcasing the most successful models.

iii) Organizing in groups – has given the women HBWs identity, courage and confidence to negotiate for better rates, improved collective bargaining skills and has strengthened women HBWs cooperatives and unions. There is very little research based analysis of the local job market that could indicate the spaces and options where women HBWs can get training on locally marketable income generating skills and subsequently be absorbed in a decent work environment. Currently lesser access and choices are available for women HBWs to get training on diversified income generating skills. Where the women HBWs have organized in groups, it is more than evident that their awareness levels have increased about the necessity, importance and utility of organized groups to secure their vital rights, but where women HBWs are not organized, the position is very different. Group meetings are generally convened on the basis of need and are not that frequent.

iv) Study circles – HBWWCA though HBWWF organized women HBWs in study circles for awareness raising about issues such as socio-economic conditions of the country, workers' rights, labour laws, women's rights, family laws and more. These interactions were successful in raising awareness and empowering women HBWs about their economic rights to give them the confidence to speak out.

v) Exposure visits – were of great value in terms of building confidence, visiting the market, seeing different products and prices, meeting market actors and travelling outside their village/town in groups. These visits were a value added experience and could have been increased, but there were financial resource implications that limited the scope.

The evaluation team also found that several stakeholders expressed the lack of political will on the approval of the HBW Policy and subsequent legislation in both Sindh and Punjab. The Governments had more pressing issues on hand including the on-going security situation and dealing with the repercussions of the War on Terror. Labour issues also took a back seat amongst other more pressing development priorities like the constant electricity and gas load shedding in the country.

4.7 Challenges

- i. What challenges were faced by UN Women and its IPs and how were these addressed in the implementation of Phase II?
- ii. What external challenges has Government encountered in adopting and implementing Phase II outcomes?
- iii. In which different ways were Phase II
 - a) Implementation/activities affected by operational problems/challenges
 - b) IPs/stakeholders committed to address these problems/challenges for long-term sustainability?
 - c) IPs faced with additional capacity related demands?

These challenges were identified by UN Women, IPs, stakeholders and government through the evaluation process with reference to Phase II implementation which were both at the contextual/external environment and delivery/operational level. The major challenges are briefly described and are not in any order of priority.

Frequent and rapid turnover of government personnel

The rapid turnover and transfer of senior government personnel makes it very demanding on UN Women and its IPs (particularly HNP) as relationships, trust and understanding are developed and then not sustained. UN Women's senior management, the entire WEE Unit staff and the two Programme Officers based in Lahore and Karachi invest a considerable amount of time to initiate

the relationship building process with each new official. These efforts are reproduced many times as equal attention needs to be given to both Sindh and Punjab provincial governments. Every time there is a change they have to start from scratch and, therefore, engaging with the government becomes a huge challenge. The changes in bureaucracy also have political dimensions that UN Women has no control over.

Enabling environment within Pakistan

There is a lack of sufficient political will within Pakistan to move ahead on WEE and gender equality in general. This has not affected Phase II directly as the IPs are well grounded in the external enabling environment realities and keep UN Women updated on issues that may impact project implementation. In addition, UNW deals with this lack of political will by being a proactive advocate using every opportunity to highlight women's rights and gender equality issues.

Constraints of women HBWs

Trust-building, challenging societal norms and attitudes, mobility issues, and cultural and social barriers faced by women HBWs are ongoing, cross-cutting challenges that persist and will require long-term, consistent resolution. The living conditions for women HBWs, particularly in low-income urban areas or *mohallahs* with a high concentration of population are extremely difficult. There is very limited formal record keeping done by women HBWs due to lack of education. These women negotiate through word of mouth and remember financial records through memory.

“Women live their lives in these streets,” Woman HBW, Multan Mehak Silai (sewing) Centre, LHRD, Punjab, referring to her limited mobility.

“We can't go to factories because there are men there. We get work at home through the contractor, and we have never thought about going out of our homes to sell our products.”

Woman HBW in LHRD Multan

Resource constraints for dedicated WEE programming

Overall, WEE programming is under-resourced which limits the scale and reach due to inadequate funds of both the government and UN Women. In addition, there is a lack of continuity in funding from donors and UN agencies. Maximum outreach to women HBWs can only be ensured if UN agencies, donors and international NGOs provide the financial resources for WEE since larger investments are required to work towards sustainability and to upscale initiatives.

Limited data on women HBWs

There are numerous data collection efforts but these are often not reliable and/or credible as data samples are small and localized and there is no accurate information on the magnitude of the situation within specific categories such as women and men who are unemployed, in the informal sector and HBWs. To fully comprehend the challenge of tackling the financial exclusion of women entrepreneurs, it is also critical to have data on the size and features of women's economic activity in Pakistan. The Population and Housing Census scheduled for March 2016 has been postponed by the Council of Common Interest.⁵⁴ However, whenever it is held the PBS will be able to accurately provide data on the number of male and female HBWs as this question was incorporated in the Census questionnaire through Phase 1 of this project. The last official Census in Pakistan was in March 1998 and that was the fifth census held in the country.

⁵⁴<http://www.dawn.com/news/1242790/ci-postpones-population-census>

On-going security situation

The on-going security issue and the War on Terror have led to the diversion of government budgets and a deficit in attention to pressing employment issues in the formal and informal sectors. The security situation presents challenges for implementation, monitoring and verification. It can affect meeting of project targets and sometimes it can be difficult to travel and monitor the quality of services being offered and/or to assess the on ground realities of the IPs.

Limited capacity of provincial labour and women's development departments/machinery

The provincial LHRDs in Sindh and Punjab are under-resourced and have limited technical capacity. It is challenging to undertake capacity building work with the LHRDs as they are both at different levels with dissimilar skill sets; experience, priorities and face separate issues. There also appears to be a lack of coordination and collaboration amongst the Punjab and Sindh LHRDs.

Project design

Future IP project designs could be more robust and comprehensive with a holistic and fully integrated approach from start to finish. Stronger marketing linkages with wholesalers/retailers (market actors), MFIs, improved design and quality of the product, and relevant upgraded skill training, can all have a greater focus in future projects. This will enable women HBWs to become totally sustainable to continue their own enterprises.

4.8 Lessons Learnt

- i. What are the key lessons learnt from Phase II by:
 - a) UN Women
 - b) IPs
 - c) Women HBWs
 - d) Government
 - e) Other stakeholders

These lessons are presented thematically at a macro level and are not in any order of priority. The lessons have been gleaned through the evaluation process and are by no means an exhaustive list but reflect the key lessons identified by the evaluation team.

Baselines

A lesson well learnt is how critical it is to have a thorough baseline survey completed in the first year of project implementation. Baidarie did this most successfully, providing credible and reliable data and evidence for the results reported. Comprehensive baselines help IP staff develop an in-depth understanding of the needs of the rights holders. It is necessary to ensure that adequate funds are built in to conduct baselines in future WEE/women HBWs projects.

WEE macro environment

IPs and government need to connect with the macro environment. This is a lesson well learnt in the larger macro context of WEE programming as new bilateral donors, other UN agencies, private sector organizations and international CSOs are engaging and investing in WEE in Pakistan.

Sensitizing and working with men

The importance of working with men cannot be over stated and this strategy needs to continue. Male family and community members are positive entry points for creating a supportive and enabling environment. Male engagement has been a successful and key approach in all the IP projects in Phase II.

UN Women

UN Women's approach in maintaining flexibility in Phase II implementation is a valuable example as it allowed for the agency to be a catalyst and provide the space for innovation. Each IP appreciated this role exemplified by UN Women.

Long-term investments

Longer term investments can lead to the maximization of results as has been the case with Phase I and II. Working on these sensitive issues needs consistent investment and the ability to work over the long term. A key lesson learned is that progress and change takes time and real outcomes are only visible over a longer period of time, therefore, impact assessments become essential to gauge the long term impact. The short duration of Phase II (three and a half years) and the IP projects of even shorter duration are not the best approach to sustain the women HBWs movement. Several IPs expressed an important lesson they learnt through Phase II that they could not work in a community without a long term commitment and the agenda on women HBWs cannot have short term interventions.

Private sector engagement

Increased coordination and collaboration with new/emerging partners such as the private sector and newly elected district governments can lead to greater outreach, diversity and increased resources. This expansion/engagement needs to go beyond the regular and recognized partners.

Academia engagement

Based on the extensive experience of working with communities and district governments the IPs identified a need for increased engagement and collaboration with academia to provide evidence on WEE and women HBWs through field research.

5 CONCLUSIONS

Phase II overall

Over the last decade UN Women has built a niche and comparative advantage for itself in terms of WEE and women HBWs programming, in particular. It has used every opportunity to highlight the issue of women HBWs and there is a positive synergy within the UN Women Pakistan office on the issue as it is also integrated into other programme areas. A recent example is the story on a woman HBW included in the '16 Women, 16 Stories' project that UN Women Pakistan conducted in collaboration with Humans of Pakistan as part of the '16 days of Activism' campaign in November 2015. The story⁵⁵ was posted on day five of the campaign and is about a woman bangle worker from Hyderabad who says "I am a simple lady. I have a simple story. I love glass bangles; they are so beautiful, so colourful and so graceful. Sadly, many people do not know the hardship and the suffering we [bangle makers] undergo."

Based on lessons learnt from Phase I and the willingness of the provincial governments to engage on the issue of women HBWs, UN Women conducted consultations with the provincial governments. This consultative process found that Sindh and Punjab provinces were very proactive on the rights and necessary recognition of women HBWs and this is the reason why UN Women chose to focus on these two provinces in Phase II. Phase II could have also been implemented in KP but the interest in collaborating on women HBWs came primarily from Sindh and Punjab. Presently the WDDs in the governments of Balochistan, Azad Jammu and Kashmir (AJ&K) and Gilgit-Baltistan are all interested in working with UN Women and, in the future, locations may vary and expand based on the results of the consultations with stakeholders and their capacity.

Awareness building and programming on WEE and women HBWs has been consistently undertaken by UN Women for over almost a decade. Phase II has enabled women HBWs to have visibility and voice, learn the value of collective bargaining, increase their incomes and improve their negotiating skills. As one woman HBW stated in district Vehari (HNP) "*Mashallah*, I am better than men, I earn more than them," and another from district Khushab (NRSP) said "If the change maker doesn't work properly we will throw him out."

UN Women needs to continue to be strategic in its area of work and level of engagement with federal and provincial governments and must keep a balance between the federal policy and provincial objectives.

The results framework of Phase II is limited and does not present a detailed picture. When Phase II was designed, clarity on every aspect of the intervention was limited as devolution had just taken place, for example, the National Policy on HBWs was not included, nor work with unions and nor with HNP's project partner, HBWWCA. At that time, UN Women could not commit to activities and interventions at the federal and/or provincial level since roles and responsibilities were not clear, therefore, some activities and interventions are in the project document, but not in the results framework.

The Interagency Gender and Development (INGAD) Group, an informal group of donors, UN agencies and IFIs is a platform where UN Women has consistently played a leadership role, contributed regularly by bringing the WEE agenda and women HBWs issues to the table and is the current co-chair of the Group. The WEE Unit has also been instrumental in forming a technical working group on WEE within INGAD which will work at the policy level and lead to

⁵⁵'16 Women, 16 Stories:'

<https://www.facebook.com/HofPak/photos/a.587691221320292.1073741826.587679261321488/899214950167916/?type=3&theater>

increased coordination amongst key WEE players that are members of this group. Coordination is always difficult in a competitive environment and it is not for UN women's lack of effort in pushing the envelope on coordination and collaboration.

While UN Women has mapped⁵⁶ out all those organizations that work with HBWs, the challenge ahead is how to use the information effectively. UN Women needs to collaborate with these organizations and make the interventions larger in terms of scale and numbers of rights holders being reached.

UN Women WEE pipeline and future programming

If a new phase of the project has to be envisaged, UN Women must reinvest in dialogue with other UN agencies, bilateral donors and CSOs. This would be useful to address a couple of challenges which are outside the circle of influence of the agency. Collective strategizing in the long-term, as well as a larger collective thinking would make for broader understanding of the challenges of adopting and implementing the HBW Policy and law.

The WEE Unit has successfully mobilized resources for sustained interventions over the last five years and more and has consistently been able to attract investments although small. A first to be noted is a direct partnership with an international private sector company, Benetton –UN Women has an existing partnership with the Benetton Group⁵⁷ and now UN Women in Pakistan has directly engaged with them. The evaluation noted how the WEE Unit team members have, through their own efforts, pursued every opportunity to raise resources by writing proposals and extensive networking.

There were several interventions that UN Women wanted to undertake in Phase II, but due to limited resources, time constraints and internal and external challenges these did not happen as envisaged. However the WEE Unit has over the implementation of Phase II built up a number of new relationships and partnerships with several new initiatives which are just getting underway or are near approval. All of these contribute to Phase II results as well as further reinforce the fact that WEE programming is a continuous process with each activity building on the other and contributing to results of different interventions. Some of the major planned WEE interventions are outlined below.

A women HBWs baseline survey in Punjab will be carried out by the Punjab Bureau of Statistics (BoS). This project is in collaboration with ILO and UNIDO and falls under the OP II strategic priority area 5. BoS submitted a concept note and now the WEE Unit has prepared a proposal and letter of agreement for carrying out the survey across all 36 districts of Punjab using the snowball technique. It is expected that the survey will be completed by December 2016. The funds, USD 99K for each of the three agencies, are coming from the Delivering Results Together Fund in UN New York. UN Women prepared the proposal and invited ILO and UNIDO to collaborate. The project has three components: Make an implementation plan for women HBWs, prepare an entrepreneurship policy for women, and the printing and analysis of the survey with gender training. ILO will make the implementation plan for the HBW Policy in Punjab and Sindh and UNIDO will revive the BGC's made by PCYO in Phase II. This project will contribute significantly to provide accurate numbers on women HBWs and support the adoption and implementation of the HBW Policy and law in Punjab thus carrying on from Phase II.

⁵⁶Women's Economic Empowerment Resource Pack: 'Women's Economic Empowerment: A Mapping of Initiatives' UN Women Pakistan, 2015

⁵⁷Benetton S.R.l a single shareholder company coordinated and directed by Benetton Group S.P.A, which has a registered office in Villa Minelli, 31050 Ponzano Veneto (Treviso) Italy <http://www.benettongroup.com/media-press/press-releases-and-statements/we-campaign/>

A partnership is being developed with Coca-Cola Bottling Pakistan on WEE in Punjab, KP and AJ&K. A few thousand home based women and informal sector women workers will benefit with increased decision making and access to markets. The focus is on economically inactive women. The project duration will be three years, with an expected budget of USD 1.5 million.

The concept of 'Million Kitchen'⁵⁸ an India based mobile home food delivery system, promotes income generation through enhanced access to markets.⁵⁹ The funds are from headquarters through the UN Women Innovation Fund for 25K as seed money. Approximately, 20 to 30 women HBWs and transgender will enhance their capacity and skills, an application will be developed, and two trainers from India will deliver the training. UN Women is directly implementing this small initiative and HNP will identify the women.

A concept note has been sent to RNE in September, 2015 for three flagship programmes of UN Women and not just for WEE. RNE has indicated they will reply by February 2016. Part of this proposal includes working with women living with HIV who have an alliance at the national level. UN Women will work directly with them through UNAIDS and will focus on informal workers and the transgender community.

Signing the WEP with the Faisalabad Chamber of Commerce and Industry and with the Lahore and Karachi Chambers on the cards and will promote UN Women's objective of increasing women's access to the formal sector which could make their environment more gender responsive.

WEE programming now also includes VAW survivors – to rehabilitate them economically is a key objective. The programming also focuses on other excluded groups such as transgender, people living with HIV, people with disability and those women who are not economically active but require skill and enterprise development training to become entrepreneurs. UN Women is also turning its attention to the social security and protection aspects of women HBWs rather than exclusively working on the HBW policies and law.

Harnessing the private sector

UN Women's commitment to work with the private sector is evident in their upcoming project with Italian design house Benetton for the duration 2016-17. The project has already been signed by the UN Women Country Representative in Pakistan. The project will work with companies to strengthen WEE through WEP.

The private sector can play a key role in assisting women HBWs, as private companies can provide custom made enterprise development training to specific groups of women HBWs; work with different types of clients such as government, the private sector, multilateral agencies, donors, and CSOs; develop training curriculum, modules and material, provide consultancy services in project design, planning, implementation, monitoring and evaluation; and event management.

Telenor, Air Blue, Standard Chartered and Pizza Hut are all interested in signing WEP and the WEE Unit has an on-going dialogue with them. Sony Ericsson recently partnered with UN Women for the 16 days of activism. UN Women's interaction with these private sector companies is an indication that the agency is not only working in the informal sector but committed to the empowerment of women in the formal sector as well.

⁵⁸ <http://www.millionkitchen.com/>

⁵⁹ Delhi based Million Kitchen delivers home cooked meals at doorstep and empowers women' <http://yourstory.com/2015/07/million-kitchen/>

Way forward

In conclusion, the evaluation team proposes that UN Women take a day retreat to brainstorm and strategize the way forward for the WEE program. This reflection can grapple with certain questions that the evaluation team was also deliberating.

For effectiveness, sustainability and impact should UN Women plan its programming in a number of districts with a number of different IPs, with each reaching a small number of rights holders and limited geographic outreach or should UN Women consider implementing one large project in one or more district with a handful of IPs that is fully integrated and has large outreach? Should UN Women concentrate and focus in one geographic area/province and make an impact or programme in several districts with varied types of IPs? There is no one answer or best fit to any of these questions as it is difficult to find robust partners to work for women HBWs since there are several rivalries and turf battles amongst civil society actors and there is not one IP that has the capacity to do everything.

6 Recommendations

The evaluation team presented the preliminary findings to UN Women on 8 January, 2016 to obtain feedback and check on accuracy of factual information. Based on the meeting and the teams internal discussions the recommendations were further developed and refined. These were shared at a stakeholder's meeting on 8 February, 2016 where all the IPs, key stakeholders, development partners, UN Women senior management and WEE Unit staff participated and provided feedback. The IPs validated the recommendations and based on the responses elicited from the stakeholder's meeting the evaluation team finalized the recommendations. They are presented thematically and the target group is identified in brackets. The recommendations are not prioritized.

6.1 Communication and Collaboration Amongst Stakeholders (Private sector companies, provincial Governments, UN Agencies, development partners, IPs, CSOs and UN Women)

- Employ new and innovative ways of engaging private sector support (an example is where a private company using services/finished products of women HBWs, as in Vehari, could provide resources to the DAC for enhancing training and capacity building of women HBWs) for women's economic participation at the district level.
- Showcase effective WEP projects for adaption and replication in Pakistan.

6.2 Programming (UN Women, federal and provincial governments, statistical agencies, IPs, CSOs and development partners)

- It is essential to build on Phase I and II by expanding outreach across the country and investing in new partners, either jointly with UN agencies and/or in conjunction with new bilateral donors working on WEE such as JICA; this will also help in reducing the dependence on Norway.⁶⁰
- Provide increased opportunities to women HBWs to access financial literacy, leadership development, technology and life skills⁶¹ training programmes.
- Continue to build linkages and partnerships with MFIs, particularly for organized groups, clusters, associations and unions of women HBWs.
- IP baseline survey forms should be similar for all IPs, conducted by the same firm to provide consistency across data collected, similar information and sampling methodology.
- The strategic partnerships with NCSW and the Ministry of Finance need to continue as they provide UN Women a seat at the table in important federal level institutions.
- Continued advocacy is required for ratification of ILO Convention 177 (1996).⁶²
- Develop a strategy to strengthen linkages with district line departments and expand DACs to Tehsil level for wider representation.

⁶⁰In the key informant interview with the Royal Norwegian Embassy officer the evaluation team was told that the Norwegian Government will have at least a 10 to 15 percent cut in its total aid budget in 2016 due to influx of refugees in Norway in 2015 and resources will be diverted for their use

⁶¹http://www.unicef.org/lifeskills/index_statistics.htmlhttp://www.unicef.org/lifeskills/index_bigpicture.html refer to Pakistani NGO manual on life skills training <http://www.amal-hdn.org.pk/Life-skills-training.html>

⁶²C-177 Home Work Convention, 1996, (No. 177)(www.ilo.org)

6.3 Evidence based policy formulation (Federal and provincial government statistical agencies, CSOs and development partners)

- Increase collaboration with the Pakistan Bureau of Statistics (PBS); and support a national level demographic survey as numbers and evidence of the large section of the population that are HBWs, is essential for their legal recognition as workers.
- Analysis of the extensive data collected on women HBWs through the Punjab and Sindh LHRD surveys needs to be undertaken as this will provide evidence for advocacy on the HBW Policy and law.

Results Framework 2013-2015

Towards Gender Equality: Women's Economic Empowerment – Home-based Workers, Phase-II

Project Period: January 2013 – December 2015

DRF Goal 2: Increased economic empowerment of women, especially of those who are most excluded				
DRF Outcome 2.1: Legislation, policies and strategies to strengthen women's access to resources are adopted and implemented, especially for the informal sector				
DRF Outcome 2.3: Gender equality advocates influence economic and labour policies and strategies to promote women's economic empowerment				
DRF Goal 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments.				
DRF Outcome 5.1: National development strategies (NDSs) and other national sectoral plans with specific commitments to advance gender equality and women's empowerment adopted and implemented.				
DRF Output 2b. Gender equality advocates increase their participation in key venues for economic policy at global, regional national and local level				
Design Summary	Key Performance Indicators	Baseline/ Benchmarks	Targets	Data Sources
Impact:				
Increased economic empowerment of Home based workers in select districts of Pakistan				
OUTCOME 1: Provincial Home Based Workers policies, HBW laws adopted and implemented and provincial economic frameworks drafted with HBWs concerns in Punjab and Sindh.	1.1 Number of HBW policies, laws and economic frameworks drafted and adopted 1.2 Number of HBWs registered with DoLs 1.3 Number of HBWs accessing social protection mechanisms (e.g. Workers Welfare Fund, EOBI and other SS institutions)	-Searching the invisibles, report on LFS by ILO 2011 -HBW Research Report by Roots for Equity 2011 -No HBW has been registered as worker with any formal institute so far. -Only 7.2 % of HBWs interviewed were registered with BISP	- 2 HBW policies adopted by end 2013, -2 HBW laws adopted by early 2014, -2 economic frameworks drafted by end 2014 -Registration of 20,000 home based workers with DoLs by 2015 - 5,000 Home based workers benefiting from social security benefits by 2015	-List/record of home based workers on SS benefits -Newspapers reports -Lists of registered home based workers with social security institutions
OUTPUT 1.1: Advocate to adopt and implement HBW policies, HBW laws and draft provincial economic frameworks by Sindh and Punjab Governments	1.1.1 Number of MoUs/LoAs signed with Departments of Labor and Planning and Development to support the drafting, adoption and implementation of HBW Policies, Laws and Frameworks	Registration is zero Access to social protection is zero	2 MoUs/LoAs signed with DoLs to support HBWs' registration by 2013 2 MoUs signed with	Knowledge products, PWG minutes, consultation/event reports, Letter of Intent with UN

	1.1.2 Number of functional HBWs groups formed for registration with DoLs		P&DDs by 2014 -At least 10 functional HBWs groups to support registration	Agencies , provincial home based workers policies, copies of amended labor laws, CPC minutes, meetings minutes, revised labor laws, list of benefiting HBWs from SS institutions
OUTPUT 1.2: Enhance the capacity of key stakeholders to influence the adoption, and implementation of HBW policies, HBW laws and drafting of provincial economic growth frameworks in Punjab and Sindh	1.2.1 Number of joint CSOs and government groups for adoption, revision and implementation of HBW policy, Labor Laws and economic frameworks in Punjab and Sindh 1.2.2 Number of recommendations put forward by Provincial working Groups and expert groups incorporated in the HBWs policies, legislation and provincial economic frameworks	None	2 functional implementation mechanisms in Punjab and Sindh on HBW policies and HBW laws by end 2013 - 2 expert groups on provincial economic Framework drafts by 2014	Meeting minutes, consultation reports, capacity enhancement sessions/workshops reports
Activities under Outputs 1.1: 1.1.1. HBWWG and Provincial Working Groups (PWGs) advocate with key stakeholders for adoption and implementation of policies and legislations for HBWs 1.1.2 Launch focused media and advocacy campaign to raise awareness of key stakeholders on HBW policies and legislation. 1.1.3 ILO, UN WOMEN, UNIDO, FAO and other related UN Agencies work together to push for the agenda of	1.1.1 Number of PWG meetings with key stakeholders in Punjab and Sindh 1.1.3 Number of Lols/MoUs signed and joint action plans developed with UN agencies on women’s economic empowerment 1.1.6 Number of HBWWG meetings convened by HNP each year. 1.1.6 number of knowledge products developed by HNP on HBW rights		-6 meetings of PWGs each year in two provinces -At least 3 HBWWG meetings each year -MoUs/Lols signed with UNIDO, ILO, UNDP and FAO	Reports, meeting minutes

<p>home based workers economic empowerment in the country</p> <p>1.1.4 Facilitate the development of HBW provincial work councils by the GoP to facilitate home based workers policy adoption, registration and access to SS benefits with the DoLs</p> <p>1.1.5 Provincial HBW work council liaise with EVAW alliance to address VAW HBWs issues</p> <p>1.1.6 Support HNP to lead the advocacy process for home based workers' rights</p> <p>1.1.7. provide technical assistance to the Punjab and Sindh Government to develop HBWs laws</p> <p>1.1.8 Provide technical assistance to DoL Sindh to gender Labor Laws</p> <p>1.1.9 Provide Technical assistance to the new government to draft provincial economic strategies (frameworks) in Punjab and Sindh</p> <p>1.1.10-Support HBWWG advocacy meetings with MoHR and MoHRD for adoption of national HBW policy</p>				
<p>Activities under Output 1.2:</p> <p>1.2.1 Sign MoUs with the Line Departments (DoL, WDD, P&Ds)</p> <p>Conduct Capacity Assessment of DoLs Punjab and Sindh with ILO's support</p> <p>1.2.2 Develop and administer</p>	<p>1.2.2 Number of HBW cells established in provinces</p> <p>1.2.3 number of CPC sub group meetings on HBW concerns</p> <p>1.2.4 Number of expert committee</p>	<p>No such system exists at the moment</p>	<p>-2 provincial HBW cells established in the DoLs by end 2013</p> <p>-4 CPC sub group quarterly meetings by 2014</p> <p>-6 expert committee</p>	<p>CPC minutes, List of registered HBWs, copies of signed work plans between departments</p>

<p>gender capacity enhancement plans for Dols, WDDs, P&Ds, SWDs</p> <p>1.2.3 HBW cells established at Departments of Labor in coordination with relevant provincial departments/institutions (WDD, PESSI, EOBI,WWF, , P&D etc) and develop joint work plans to facilitate HBWs registration and social protection access</p> <p>1.2.4 CEDAW Provincial Committee (CPC) follows up on the mechanisms to be developed in departments for HBW registration, social protection etc.</p> <p>1.2.5 Develop 2 expert groups from CSOs as well as technical assistance from UN WOMEN to provide inputs to Provincial Economic Frameworks and facilitate its linkage with the line departments</p>	<p>meetings between Govt departments and CSOs on provincial economic frameworks drafting</p> <p>1.2.5 Number of capacity enhancement consultations with departments staff on HBW policy, Labor Laws and New Growth Framework</p> <p>1.2.6 number of relevant government staff aware of HBW concerns to be incorporated in Labor laws and New Growth Framework</p>		<p>meetings per year in two provinces</p>	
<p>OUTCOME 2: Enhanced access of home based workers to economic security and livelihood opportunities</p>	<p>2.1 Percentage of HBWs with improved market knowledge and access</p> <p>2.2 Percentage of HBWs satisfied with their income</p> <p>2.3 Number of joint programmes on WEE</p>	<p>Report by Roots for Equity 2011- Only 17% of the interviewed HBWs knew the market price of their products.</p>	<p>-40 % selected home based workers with market knowledge and improved access from baseline by 2015</p>	<p>Economic Opportunity Index, Labor Force Survey, partner progress reports, M&E reports, event reports,</p>

	with UN Agencies	500 HBWs will be targeted in Phase II in Sialkot -No woman HBW in the baselines and research was satisfied with her income. -Joint HBWs pilot projects intervention with ILO (2010-2012)	80 % HBWs satisfied with income by 2015 -One joint programme on WEE with ILO UNIDO by 2014	case studies
OUTPUT 2.1 Enhance coordination between UN System, IFIs, CSOs and public and private sector on women's economic empowerment	2.1.1 Number of public-private partnerships to promote market accessibility for HBWs 2.1.3 Number of companies signing the WEP principles	-No company has signed the women empowerment principles as yet.	-2 public-private partnerships promoting 500 HBWs' access to markets from baseline by 2014 -At least 15 companies/industries sign women's empowerment principles by 2015	Meeting minutes, list of HBWs in the skills institutes, M&E reports, Progress reports, researches on home based workers access to microfinance, recommendations on modals for women friendly markets
OUTPUT 2.2 Home based workers are organized to improve their existing income and have increased access to microfinance and income generating opportunities	2.2.1 Number of home based workers receiving microfinance 2.2.2 Number of home based workers negotiating for better wages 2.2.3 Number of HBWs with improved income	80 HBWs received microfinance in phase I under pilot projects At present very few women HBWs are organized to negotiate for their rights in very small pockets-around 10,000 in Balochistan	200 selected HBWs benefiting from microfinance from baseline by 2014 -500 HBWs organized to negotiate for decent wages by 2014 -400 selected HBWs with improved income 2014	List of HBWs accessing microfinance, end term evaluation reports, progress reports, case studies

		and Sindh, 500 with SABAH, few with other HBW organizations		
<p>Activities under output 2.1</p> <p>2.1.1.1 Develop national alliance of UN Agencies (UNDP, ILO, FAO, UNIDO, UNHABITAT, UN WOMEN), relevant government bodies, IFIs to channel funds for WEE</p> <p>2.1.1.2. Coordinate with private sector to improve HBWs' access to social security</p> <p>2.1.1.3 conduct consultations with private, public companies/industries in collaboration with UNIDO, ILO to improve women's access to income generating opportunities by signing the women empowerment principles and measure 6 monthly progress against them</p> <p>2.1.1.4 Develop a joint programme on women entrepreneurship in collaboration with ILO, UNIDO and UNDP to improve informal women workers' access to entrepreneurial initiatives</p> <p>2.1.1.5. advocate with government/private stakeholders to organize exhibitions/fairs for home based workers products to improve their market access</p>	<p>2.1.1 number of researches/data generated by national alliance on informal economy</p> <p>2.1.3. number of private companies signing the women empowerment principles</p> <p>2.1.3 Number of consultations with stakeholders on women's empowerment principles and progress development</p> <p>2.1.4 Number of selected HBWs enrolled in skill institutes</p> <p>2.1.5 Number of exhibitions organized by the Government and other actors for HBWs access</p>	<p>Documented Results of the previous projects</p>	<p>-Data and analysis of organizations working on WEE in the country generated</p> <p>-Research on informal economy workers including HBWs' access to entrepreneurial initiatives.</p> <p>-15companies by 2015</p> <p>-5 consultations</p> <p>-300 HBWs by 2014</p> <p>-5 exhibitions by 2015</p>	<p>Baselines, progress reports, newspapers highlights, M&E reports, network meeting minutes, research studies on women friendly markets and study on home based workers' access to microfinance, economic opportunity Index</p>

<p>Activities under output 2.2</p> <p>2.2.1. develop pilot projects in the select districts of 2 provinces to improve home based workers access</p> <p>2.2.2. develop home based workers unions/cooperatives to capacitate women to have better negotiating skills</p> <p>2.2.3. trainings for home based workers on leadership skills, negotiating skills, awareness on relevant ILO conventions and HBW policy and legislations</p> <p>2.2.4. capacitate home based workers groups on savings idea</p> <p>2.2.5. Develop linkages of HBWs with organizations that provide microfinance</p> <p>2.2.6. develop business plans with select HBWs for improved income</p> <p>2.2.7 partner with NPO, ISCOS, BSF and SABAH to improve selected home based workers' access to markets and decent income</p> <p>2.2.8 Facilitate linkages with TEVTA, Vocational Training institutes and private training institutes to improve HBWs skills</p>	<p>2.2.1 # of pilot projects in the 2 provinces</p> <p>2.2.2 Number of functional HBW cooperatives/unions in the 2 provinces</p> <p>2.2.3 Number of trainings for HBWs on skills enhancement, relevant policy/legislation</p> <p>2.2.5 number of select HBWs registered with microfinance institutes</p> <p>2.2.6 Number of HBWs with knowledge of business plans</p>	<p>4 pilots projects in phase 1</p>	<p>-1 pilot project replicated in Sialkot</p> <p>-2 HBWs unions/cooperatives supported in two provinces</p> <p>-200 HBWs 2014</p> <p>-200 HBWs by 2014</p>	<p>List of cooperative members, minutes of cooperative meetings</p> <p>Training reports, list of HBWs with microfinance, business plans, consultation reports</p>
<p>Outcome 3:</p> <p>Improved availability of WEE data for development Policies by the Federal government and Governments of Punjab and Sindh.</p>	<p>3.1 Baseline formative research findings on women's economic empowerment utilized for policy analysis</p> <p>3.2 A formal mechanism/system established to use gender/sex</p>	<p>National/Validation Committee formed by SGIB Desk</p>	<p>- National gender data coordination mechanism functional by 2014</p> <p>-Revised Survey</p>	

	disaggregated data in WEE development policies		indicators (LFS, PSLM) including HBWs' concerns	
OUTPUT 3.1 Knowledge products related to WEE are created, shared and disseminated ¹	3.1.1 # of improved WEE guidelines developed for related departments 3.1.2 Number of researches on women's economic empowerment	Zero To be established	WEE guidelines prepared for Departments of Women's Development, Labor, Social Welfare and Planning and Development -at least 5 WEE knowledge products made available to policy makers	Research reports
OUTPUT 3.2 Enhance capacities of national and provincial governments and related actors for use of WEE data for evidence based policies, planning and laws related to HBWs	3.2.1 # of national and provincial government staff with enhanced knowledge on incorporation of HBWs concerns in planning 3.2.2 # of national and provincial government staff utilizing information on HBWs concerns in relevant planning and strategies 3.3	To be established	150 line departments staff of 2 provinces with enhanced knowledge by end 2014	Consultation reports, pre and post assessment, government policy and strategy documents
Activities under Output 3.1 3.1.1 Production and dissemination of knowledge products 3.1.2 Conduct stakeholders	Number of knowledge products -Number of consultations on SGIB	1 consultation in 2012, no consultation in 2011 -No such consultation	-5 knowledge products	

¹ In this document, Government of Pakistan refers to Federal, Sindh and Punjab Governments

<p>consultations to address data gaps in the SAARC Gender Information Base (SGIB) 3.1.3 Conduct consultations to advocate with data and planning organizations on gender and WEE statistics</p>	<p>-Number of consultations on WEE statistics</p>	<p>yet</p>	<p>-2 SGIB consultations per year -4 data consultations</p>	
<p>Activities under Output 3.2 3.2.1 Strengthen data institutions (PBS) for enhanced availability and use of sex disaggregated data on WEE in strong collaboration with UN and GoP 3.2.2 Advocate with donors to support researches on indicators related to Feminization of Poverty in SGIB 3.2.3 advocate with data organizations (PBS) to revise the indicators to include information on informal workers including home based workers 3.2.4 Develop and strengthen gender data coordination mechanism for increased availability and use of data on WEE (revision of LFS and PSLM) 3.2.5 Training of relevant stakeholders (including Government partners and CSOs) to utilize various knowledge products, tool kits etc</p>	<p>-Number of joint planning meetings with PBS on GDD -Number of meetings with donors to support SGIB researches -Number of meetings with data organizations on revision of surveys -Number of consultations on gender data coordination mechanism</p>	<p>No such meetings yet except for Joint Programme Meetings (OPI) No such meetings yet No such meetings yet No such consultations yet</p>	<p>4 meetings 3 meetings</p>	<p>Meeting minutes Meeting minutes</p>

Implementing Partners Matrix

Implementing Partner Name	Project Title	Project Dates and Status	Locations and Beneficiaries	Budget in Rs.	Reporting Requirements	Contribution to Results of Phase II
Baidarie, Sialkot	Enhance Access of Home Based Workers to Economic Security and Livelihood Opportunities in Sialkot, Punjab	23 May, 2013 to 30 November, 2015 extended till January 2016 Completed	Sialkot 500 women HBWs – direct	24,850,495 (six instalments) Variations not exceeding 20% allowed on any one line item	i) Quarterly financial reports (9) ii) Annual progress reports iii) Final narrative and financial report iv) One audit by UN Women v) IPs certified annual financial statement	Outcome 2
HomeNet Pakistan, Lahore and Karachi HNP signed a project partnership agreement with Home Based Women Workers Center Association, Karachi	Adoption and Implementation of Home Based Workers Policies and Laws in Punjab and Sindh	23 May, 2013 to 30 November, 2015 extended till January 2016 Completed	Multan, Gujranwala, Bahwalpur, Kasur, Vehari, Sahiwal, Faisalabad, Jhang, Chiniot, Sargodha, Muzaffargarh, Jhelum, Shaheed Benazirabad, Sanghar, Hyderabad, Sukkur, Thatta HNP: 3,000 women HBWs – direct HBWWCA: 2750 women HBWs – direct	38,534,360 (six instalments) Variations not exceeding 20% allowed on any one line item	i) Quarterly financial reports (9) ii) Annual progress reports iii) Final narrative and financial report iv) One audit by UN Women v) IPs certified annual financial statement	Outcomes 1 and 2
Labour and Human Resource Department, Government of Punjab, Lahore	Pilot Project: Empowerment of Home Based Workers in Target Districts	May 2014 to November 2015 extended till April 2016	Lahore, Gujranwala, Multan 10,000 women HBWs and their families –direct	11,198,500 UNW will provide technical assistance	i) Cumulative quarterly financial reports (6) ii) Progress reports as required iii) Certified annual financial statement iv) One audit by UN Women	Outcomes 1 and 2

					<ul style="list-style-type: none"> v) Annual report of non-expendable equipment vi) Final narrative and financial report vii) Six monthly brief progress reports to Project Steering Committee 	
Labour and Human Resource Department, Government of Sindh, Karachi	Support to Women Home Based Bangle Workers in Hyderabad City, Sindh – A Pilot Project	September 2013 to August 2015 extended till December 2015 Completed	<p>Hyderabad</p> <p>Register 10,000 women HBWs (6,000 women bangle workers; 4,000 other women HBWs) – direct</p> <p>Families of 1,000 women bangle workers and 1,500 other women HBWs - indirect</p>	9,225,968 UNW will provide technical assistance	<ul style="list-style-type: none"> i) Cumulative quarterly financial reports (8) ii) Progress reports as required iii) Certified annual financial statement iv) One audit by UN Women v) Annual report of non-expendable equipment vi) Final narrative and financial report vii) Project Advisory Committee 	Outcomes 1 and 2 Output 2.2
National Rural Support Programme, Khushab and Islamabad	Economic Empowerment of Home Based Women Workers through Strengthening of Village and Union Council Level Small Enterprise Groups and Fostering their Cooperatives at District Level	1 October, 2013 to 30 September, 2015 Completed	<p>Khushab</p> <p>1,200 women HBWs – direct</p> <p>6,000 -8,000 women HBWs, family members and others – indirect</p>	18,713,000 (four instalments) Variations not exceeding 20% allowed on any one line item	<ul style="list-style-type: none"> i) Quarterly financial reports (8) ii) Annual progress reports iii) Final narrative and financial report iv) One audit by UN Women v) IPs certified annual financial statement vi) IP - end of project evaluation by third party – not done by NRSP and allocated funds returned to UN Women 	Outcome 2 Outputs 2.1 and 2.2

Pakistan Crescent Youth Organization, Lahore and Karachi	Enhancing Women Home Based Workers Access to Markets in Punjab and Sindh	24 October, 2014 to 23 October, 2015 extended till December 2015 completed	Lahore and Karachi 100 women HBWs - direct 500 women HBWs/families – indirect	9,671,730 (four instalments) Variations not exceeding 20% allowed on any one line item	i) Quarterly financial reports (4) ii) Annual progress report iii) Final narrative and financial report iv) One audit by UN Women v) IPs certified annual financial statement	Outcome 2
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Evaluation Planning Matrix

Evaluation Questions	Key Performance Indicators (KPIs)	Data Collection Methods ²	Data Sources ³
<p>I. Relevance</p> <p>i. The extent to which the interventions/activities in Phase II were relevant and/or complemented national/provincial policies, strategies and budgets?</p> <p>ii. Did Phase II align with and contribute to international conventions (e.g. CEDAW) and related documents, e.g. CEDAW Concluding Observations?</p> <p>iii. Was the intervention informed by the needs and interests of women HBWs' through in-depth consultations, meetings and other participative forums?</p> <p>iv. How relevant did you (stakeholder) find your participation or involvement at any level in Phase II interventions/activities?</p>	<ul style="list-style-type: none"> Relevance of UN Women Phase II on the basis of information given in government documents Levels of input of women/men at different levels (government departments, NGOs, local stakeholders) in planning meetings <p>(The indicators for Relevance have been constructed by the evaluation team as there were no relevant indicators in the existing Results Framework 2013-2015)</p>	<p>Field visits; interviews and FGDs with women HBWs/right holders; KIIs and meetings with key stakeholders that includes Government (federal, provincial and district); in depth interviews with IPs and UNW; other stakeholders; the Royal Norwegian Embassy; key bilateral donors and UN agencies working on WEE through FGDs; and national and international CSOs working on WEE through one on one meetings and FGDs</p>	<p>Government of Pakistan's economic and labour policies; frameworks and Vision 2025</p> <p>CEDAW articles and CEDAW Concluding Observations to Government of Pakistan</p> <p>Desk review of WEE literature and UN Women Phase II documents</p>
<p>II. Effectiveness</p> <p>i. To what extent have the three outcomes in Phase II been achieved, or are expected to be achieved, taking into account their relative importance?</p>	<ul style="list-style-type: none"> Mobility of women HBWs within and outside their community/village⁴ Number of public-private 	<p>Field interviews: FGDs with women HBWs; meetings with the donor (RNE); UNW; Government, federal and provincial; IPs;</p>	<p>All UN Women Phase II documents and reports received to date</p> <p>Phase I end term</p>

²This list of data collection methods collectively indicates how data on all questions will be collected

³For a comprehensive list of data sources see the annex on List of References that has been developed to date and includes all UN Women documents consulted and read for the desk review; in addition some of the data sources listed in the Phase II Results Framework 2013-2015 will also be used

⁴Indicators for effectiveness have been developed by the evaluation team and some are selected from the Results Framework 2013-2015

<p>ii. What worked well and what did not in the following key interventions in Phase II and specify reasons for successful and un-successful strategies and approaches:</p> <p>a) Women home based worker policies, laws and economic frameworks</p> <p>b) Women’s home based workers’ rights</p> <p>c) Women HBW’s access to economic security and livelihood opportunities</p> <p>d) Availability of data on women’s economic empowerment and its usage at Federal and Provincial level</p> <p>iii. To what extent has Phase II advocated the agenda of women’s economic empowerment at all levels?</p> <p>iv. To what extent have the main change agents (CSOs/women HBWs/government/IPs) been successful in advocating for a positive policy environment in Sindh and Punjab?</p> <p>v. Have the HBWs unions, groups and committees been useful in advocating for women HBWs rights, gender equality and empowerment in Sindh and Punjab?</p> <p>vi. Were the recommendations from Phase I end-term review and Phase II mid-term review followed? If not, why?</p> <p>vii. Were there any different/innovative models and/or pilot projects implemented that can be replicated and</p>	<p>partnerships to promote market accessibility for HBWs</p> <ul style="list-style-type: none"> • Number of companies signing the WEP principles • Number of HBWs with improved income • Number of researches/dat a generated on WEE and the informal economy • Number of consultations with stakeholders on women’s empowerment principles and progress development • Number of pilot projects in the 2 provinces • Number of functional HBW cooperatives/u nions in the 2 provinces • Number of national and provincial government staff utilizing information on HBWs concerns in relevant planning and strategies 	<p>other UN agencies, national/international CSOs</p>	<p>review report; Phase II mid-term review report and other Phase II joint monitoring mission reports</p> <p>IP quarterly and annual progress reports, survey reports and where project has been completed the project completion report</p> <p>IP publications and case studies</p>
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<p>taken to scale?</p> <p>viii. What challenges were faced by UN Women and its IPs and how were these addressed in the implementation of Phase II?</p> <p>ix. What external challenges has Government encountered in adopting and implementing Phase II outcomes?</p>			
<p>III. Efficiency</p> <p>i. Was there an adequate provision of resources for integrating women HBWs' economic rights in the intervention as an investment in short-term, medium-term and long-term benefits?</p> <p>ii. Were Phase II resources utilized efficiently to address the needs of the IPs and women HBWs?</p> <p>iii. Has UN Women administered Phase II in an effective and transparent manner?</p> <p>iv. How efficiently were monitoring mechanisms (financial, audit, missions) developed and used for achievement of the outcomes?</p> <p>v. What was the efficiency of the following operational aspects of Phase II?</p> <p> a) Human resources - staff hiring, retention, turnover</p> <p> b) Financial management - utilization and disbursement</p> <p> c) Administration and management</p>	<ul style="list-style-type: none"> • Number of financial audits held regularly and openly • Number and adequacy of organizational arrangements to deliver Phase II • Number and quality of financial monitoring visits/ reports • Timely disbursements to IPs • Timely financial reporting (FACE forms) of IPs • Staff retention and turnover in numbers <p>(The indicators for Efficiency have been constructed by the evaluation team as there were no relevant</p>	<p>UNW; in depth interview with UNW WEE Unit Finance Associate; Government (federal, provincial and district); Royal Norwegian Embassy; FGDs with different stakeholders; in depth meetings with IPs</p>	<p>Phase II budget; IP budgets; latest FACE forms; financial reports; project disbursements and financial allocations for administration versus programme costs</p> <p>IP monitoring reports; UNW joint mission monitoring reports; financial monitoring reports</p>

	indicators in the existing Results Framework 2013-2015)		
<p>IV. Sustainability</p> <p>i. To what extent did Phase II support institutional change leading to?</p> <p>a) Ownership of interventions</p> <p>b) Addressing women HBWs' rights and issues</p> <p>c) Availability of economic opportunities for women HBWs</p> <p>ii. To what extent did Phase II support capacity development (training/other activities) of targeted rights holders (to demand) and duty bearers (to fulfill) rights and needs of women HBWs?</p> <p>iii. In which different ways were Phase II</p> <p>a) Implementation/activities affected by operational problems/challenges</p> <p>b) IPs/stakeholders committed to address these problems/challenges for long-term sustainability?</p> <p>c) IPs faced with additional capacity related demands?</p> <p>iv. Does Phase II have a comprehensive exit strategy (UNW and IPs) to phase out and hand over the ownership for sustaining the intervention?</p>	<p>1.1.2 Number of functional HBWs groups formed for registration with DoLs</p> <p>1.2.2 Number of recommendations put forward by Provincial working Groups and expert groups incorporated in the HBWs policies, legislation and provincial economic frameworks</p> <p>1.1.3 Number of Lols/MoUs signed and joint action plans developed with UN agencies on women's economic empowerment</p> <p>1.2.5 Number of capacity enhancement consultations with departments staff on HBW policy, Labour Laws and New Growth Framework</p> <p>1.2.6 Number of relevant government staff aware of HBW concerns to be incorporated in Labour Laws and New Growth Framework</p> <p>3.1.1 Number of</p>	<p>In-depth interviews with IPs and UNW WEE team; FGDs with women HBWs; interviews of multiple stakeholders including CSOs, government, federal and provincial and WEP signatories</p>	<p>Interviews and meetings with provincial/district level government departments/officers</p> <p>Exit strategy of UNW and IPs</p> <p>Women Empowerment Principles</p>

	<p>improved WEE guidelines developed for related departments</p> <p>3.2.2 Number of national and provincial government staff utilizing information on HBWs concerns in relevant planning and strategies</p>		
<p>V. Impact</p> <p>i. Have there been any best practices produced through Phase II that can be scaled up?</p> <p>ii. To what extent have interventions in Phase II contributed to positive changes in the lives of women HBWs and their families? If yes, what are these changes?</p> <p>iii. What has been the impact of Phase II activities? Have there been any unforeseen/unintended impacts/results?</p> <p>iv. Do you have any specific recommendation/s on the future direction of UN Women's WEE programming/support to women HBWs and donor support?</p> <p>v. What are the key lessons learnt from Phase II by:</p> <p>a) UN Women</p> <p>b) IPs</p> <p>c) Women HBWs</p> <p>d) Government</p> <p>e) Other stakeholders</p>	<ul style="list-style-type: none"> • Direct socio-economic benefits to women HBWs • Benefits to the household and community • Degree of mutual support amongst the women HBW groups and between women HBWs • Personal growth or social change, or both (e.g. greater self-respect, or access to the benefits of economic growth, or increased self-confidence) • Participation of an adequate number of women HBWs in important decision making 	<p>Field interviews: FGDs with women HBWs; Key Informant Interviews (KIIs) of stakeholders, donor (RNE), project partners (IPs), NGOs, CSOs, government departments, federal and provincial; UN Women staff and other agencies; ILO, UNIDO</p>	<p>All UN Women Phase II documents and reports received to date</p> <p>Phase I end term review report; Phase II mid-term review report and other Phase II joint monitoring mission reports</p> <p>IP quarterly and annual progress reports, survey reports and where project has been completed the project completion report</p> <p>IP publications and case studies</p> <p>Other WEE related reports by government, donors, UN agencies and CSOs</p>

	(The indicators for Impact have been constructed by the evaluation team)		
<p>VI. Specific questions for FGDs with women HBWs</p> <p>A. Income, Savings and Work</p> <p>i. Apart from you, how many other people earn in your home? Are you the sole earner, and how many dependants do you have?</p> <p>ii. Are there any other sources of income? List if any.</p> <p>iii. Specify your household assets? List if any.</p> <p>iv. What is your average monthly income and how much has this increased over the last three years?</p> <p>v. Do you keep your own income? If not who do you give it to? If yes what do you spend your income on? List.</p> <p>vi. Are you able to save? If yes what do you do with your savings and where do you keep them?</p> <p>vii. Who and where do you go when you need advances? Specify this for your a) business needs; and b) your personal/household needs?</p> <p>viii. What are the terms/conditions when you get this advance money?</p> <p>ix. How do you pay it back?</p> <p>x. When you have extra money what do you do with it? (Spend or save)</p> <p>xi. When was the last time your rate (piece rate) was increased? How much do you think it should be?</p>	<ul style="list-style-type: none"> • Percentage of HBWs satisfied with their income • Ability to make small or large purchases independently and benefits of bulk buying • Changes in time-use in selected activities, particularly greater sharing by household members of unpaid housework and child-care • Increase in average household expenditure on education/health • Number of HBWs accessing social protection mechanisms (e.g. Workers Welfare Fund, EOBI and other SS institutions) 	<p>FGDs with women HBWs/right holders, a minimum of two in each district</p> <p>In depth interview with a woman HBW or family member for developing profile or case study</p>	<p>All UN Women Phase II documents and reports received to date</p> <p>Phase I end term review report; Phase II mid-term review report and other Phase II joint monitoring mission reports</p> <p>IP quarterly and annual progress reports, survey reports and where project has been completed the project completion report</p> <p>IP publications and case studies</p>

<p>How satisfied are you with the income you receive? Who do you talk to when you want to increase your rate?</p> <p>xii. Are you paid regularly, on time? Do you get anything extra if you meet targets, delivery dates, and produce extra?</p> <p>xiii. Do you know how much profit is made by the buyer/intermediary/contractor?</p> <p>xiv. What are the challenges that you face in ensuring that the quality and production of your work is maintained?</p> <p>xv. How do you ensure timely delivery? Are there challenges in meeting deadlines?</p>	<ul style="list-style-type: none"> • Number of public-private partnerships to promote market accessibility for HBWs • Number of exhibitions organized by the Government and other actors for HBWs access • Number of pilot projects in the 2 provinces 		
<p>B. Market Knowledge and Access</p> <p>i. Who provides you with the input supplies required?</p> <p>ii. Do you need to go to the market to buy additional input supplies?</p> <p>iii. Do you have to go out of your home to meet the buyer/intermediary/contractor? If not, why?</p> <p>iv. How far do you have to travel to meet the buyer/intermediary/contractor?</p> <p>v. Does anyone go with you? If yes, whom? Why?</p> <p>vi. How frequently do you interact with the buyer/intermediary/contractor</p> <p>vii. How do you participate in the market and with whom? Do you meet wholesalers/retailers or other market actors?</p> <p>viii. Do you know the market</p>	<ul style="list-style-type: none"> • Number of select HBWs registered with microfinance institutes • Number of HBWs with knowledge of business plans 		

<p>price of your products? Have you ever seen your products in the market?</p> <p>ix. Do you have any interaction with private sector companies?</p> <p>x. Does your distance/being located in a rural area/village/urban slum affect your linkage or interaction with the market? How?</p> <p>xi. Do you feel safe when you go to the market and/or out? Why? Why not?</p> <p>xii. Have you received any training on how to deal with market actors? Specify training – by whom and when.</p> <p>xiii. Have you had financial literacy training and/or how to develop business plans?</p> <p>xiv. Have you been on exposure visits to markets in other cities? What did you learn from these?</p> <p>xv. Have you participated in any exhibitions or melas? Who were these arranged by and where?</p> <p>xvi. Have you been introduced to any microfinance organizations to obtain credit/loans to start or expand your own business?</p> <p>xvii. Do you take loans? If yes, from whom, list sources.</p> <p>xviii. Have you received or benefitted from any social benefit or social protection schemes in your area or through the IP or through any other source? (BISP, Workers Welfare Fund, EOBI, PESSI, SESSI, Bait-ul-Maal, Zakat department, or any other social security institution/mechanism)</p>	<p>2.1.4 Number of selected HBWs enrolled in skill institutes</p> <p>2.2.2 Number of functional HBW cooperatives/unions in the 2 provinces</p> <p>2.2.3 Number of trainings for HBWs on skills enhancement, relevant policy/legislation</p>		
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<p>C. Organizing, Training and Capacity Development</p> <p>i. Do you belong to any association, organization or union? If yes what is your role/responsibility?</p> <p>ii. How did you become a member?</p> <p>iii. Has being part of an association, organization or union helped you? How? In what ways?</p> <p>iv. What type of trainings have you received? List. From whom and when?</p> <p>v. Have you received any specific skill training? What type? From whom and when?</p>	<p>2.2.2 Number of home based workers negotiating for better wages</p>		
<p>D. General Questions – Decision Making and IPs</p> <p>i. What is the attitude of your male household members and the community towards your work?</p> <p>ii. What is your role in decision-making within your own household?</p> <p>iii. How do you view the IPs work in general? What is it that you value most and why? What do you value least and why? What needs to be further reinforced and/or expanded?</p> <p>iv. How have you personally, your household, your community benefitted from this intervention?</p>			
<p>VII. Specific questions for Royal Norwegian Embassy (donor)</p> <p>i. Was the donor satisfied with the information shared in the Phase II Annual Progress Reports (2013 & 2014) and Mid-term Review?</p> <p>ii. How were the modes and levels of communication</p>	<ul style="list-style-type: none"> • Level of satisfaction of information sharing • Level of satisfaction and level of communication between RNE and UN Women <p>(The indicators for</p>	<p>In depth interview with Royal Norwegian Embassy personnel</p>	<p>Joint monitoring mission reports</p> <p>Annual signed meeting minutes</p>

between the Royal Norwegian Embassy (RNE) and UN Women?	Donor have been constructed by the evaluation team as there were no relevant indicators in the existing Results Framework 2013-2015)		
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Evaluation Tools

7.4.1: Focus Group Discussions with UN Agencies, Bilateral Donors, National and International CSOs, and Notables/Influential

District/City:			Date/Time:		
Location:					
Names of Participants:					
1		3		5	
2		4		6	
7		8		9	
Notes					
	Evaluation Area	Evaluation Questions			Responses
a	Relevance	i. To what extent are women's economic empowerment (WEE) interventions/activities relevant and/or complement national/provincial policies, strategies and budgets? ii. Does WEE programming align with and contribute to international conventions (e.g. CEDAW) and related documents, e.g. CEDAW Concluding Observations?			
b	Effectiveness	i. What works well and what does not in the following areas of WEE programming and specify reasons for successful and un-successful strategies and approaches: a) Women home based worker (HBW) policies and laws b) Women HBWs' rights c) Women HBW access to economic security and livelihood opportunities d) Availability of data on WEE and its usage at Federal and Provincial level ii. To what extent has the UN Women WEE Unit advocated the agenda of WEE at all levels? iii. To what extent have the main change agents (CSOs/women HBWs/government/private sector) been successful in advocating for a positive WEE policy environment? iv. Are you aware of any innovative models and/or pilot projects implemented that can be replicated and taken to scale? v. What internal and/or external challenges do you			

		face in WEE programming and how are these addressed?	
c	Efficiency	<ul style="list-style-type: none"> i. Is there an adequate provision of resources for integrating women's rights particularly economic rights in WEE interventions? ii. How efficiently are monitoring mechanisms developed and used for achievement of WEE results? 	
d	Sustainability	<ul style="list-style-type: none"> i. What are some of the operational problems/challenges faced by you in implementation of WEE interventions/activities? ii. In your opinion are there comprehensive exit strategies to phase out and hand over ownership for sustaining WEE interventions? 	
e	Impact	<ul style="list-style-type: none"> i. What are some of the lessons you have learnt through WEE programming and implementation? ii. Are there any best practices produced through WEE interventions that can be scaled up? iii. What are your specific recommendations on the future direction of UN Women's WEE programming/ support to women HBWs? 	
Lessons Learnt		Best Practices	Challenges

7.4.2: Key Informant Interviews with Government (Federal, Provincial & District)

District/City:		Date:	
Location:			
Name of Interviewee:			
Notes			
	Evaluation Area	Evaluation Questions	Responses
a	Relevance	<ul style="list-style-type: none"> i. To what extent were the interventions/activities in Phase II relevant to and/or complemented national/provincial policies, strategies and budgets? ii. Did Phase II align with and contribute to international conventions (e.g. CEDAW) and related documents, e.g. CEDAW Concluding Observations? iii. How relevant did you (stakeholder) find your participation or involvement at any level in Phase II interventions/activities? 	
b	Effectiveness	<ul style="list-style-type: none"> i. To what extent have the three outcomes in Phase II been achieved, or are expected to be achieved, taking into account their relative importance? ii. What worked well and what did not in the following 	

		<p>key interventions in Phase II and specify reasons for successful and un-successful strategies and approaches:</p> <ul style="list-style-type: none"> a. Women home based worker policies, laws and economic frameworks b. Women’s home based workers’ rights c. Women HBW’s access to economic security and livelihood opportunities d. Availability of data on women’s economic empowerment and its usage at Federal and Provincial level <ul style="list-style-type: none"> iii. To what extent has Phase II advocated the agenda of women’s economic empowerment at all levels iv. To what extent have the main change agents (CSOs/women HBWs/government) been successful in advocating for a positive policy environment in Sindh and Punjab? v. Have the HBWs unions, groups and committees been useful in advocating for women HBWs rights, gender equality and empowerment in Sindh and Punjab? vi. What external challenges has Government encountered in adopting and implementing Phase II outcomes? 	
c	Efficiency	<ul style="list-style-type: none"> i. Was there an adequate provision of resources for integrating women HBWs’ economic rights in the intervention as an investment in short-term, medium-term and long-term benefits? ii. Were Phase II resources utilized efficiently to address the needs of the IPs and women HBWs? iii. Has UN Women administered Phase II in an effective and transparent manner? 	
d	Sustainability	<ul style="list-style-type: none"> i. To what extent did Phase II support institutional change leading to? <ul style="list-style-type: none"> a) Ownership of interventions b) Addressing women HBWs’ rights and issues c) Availability of economic opportunities for women HBWs 	
e	Impact	<ul style="list-style-type: none"> i. What has been the impact of Phase II activities? Have there been any unforeseen/unintended impacts/results? ii. Do you have any specific recommendation/s on the future direction of UN Women’s WEE programming? iii. What are the key lessons learnt from Phase II by Government? 	
Lessons Learnt		Best Practices	Challenges

7.4.3: Key Informant Interview with Donor

District/City:		Date:	
Location:			
Name of Interviewee:			
Notes			
	Evaluation Area	Evaluation Questions	Responses
a	Relevance	i. How relevant did you (donor) find your participation or involvement at any level in Phase II interventions/activities?	
b	Effectiveness	i. To what extent have the three outcomes in Phase II been achieved, or are expected to be achieved, taking into account their relative importance? ii. To what extent has Phase II advocated the agenda of women's economic empowerment at all levels	
c	Efficiency	i. Were Phase II resources utilized efficiently to address the needs of the IPs and women HBWs? ii. How efficiently were monitoring mechanisms (financial, audit, missions) developed and used for achievement of the outcomes? iii. Was the donor satisfied with the information shared in the Phase II Annual Progress Reports (2013 & 2014) and Mid-term Review? iv. How were the modes and levels of communication between the Royal Norwegian Embassy and UN Women?	
d	Sustainability	i. What mechanisms were adopted by the donor to extend the project duration for selected implementing partners in Phase II?	
e	Impact	i. What has been the impact of Phase II activities? Have there been any unforeseen/unintended impacts/results? ii. Do you have any specific recommendation/s on the future direction of UN Women's WEE programming to women HBWs?	
Lessons Learnt		Best Practices	Challenges

7.4.4: Focus Group Discussions with Women Home Based Workers

District:				Date/Time:			
Location:							
Names of Participants:							
1		4		7		10	
2		5		8		11	
3		6		9		12	
	Criteria	Evaluation Questions					Responses
a	Income, Savings and Work	<ul style="list-style-type: none"> i. Apart from you, how many other people earn in your home? Are you the sole earner, and how many dependants do you have? ii. Are there any other sources of income? List if any. iii. Specify your household assets? List if any. iv. What is your average monthly income and how much has this increased over the last three years? v. Do you keep your own income? If not who do you give it to? If yes what do you spend your income on? List. vi. Are you able to save? If yes what do you do with your savings and where do you keep them? vii. Who and where do you go when you need advances? Specify this for your a) business needs; and b) your personal/household needs? viii. What are the terms/conditions when you get this advance money? ix. How do you pay it back? x. When you have extra money what do you do with it? (Spend or save) xi. When was the last time your rate (piece rate) was increased? How much do you think it should be? How satisfied are you with the income you receive? Who do you talk to when you want to increase your rate? xii. Are you paid regularly, on time? Do you get anything extra if you meet targets, delivery dates, and produce extra? xiii. Do you know how much profit is made by the buyer/intermediary/contractor? xiv. What are the challenges that you face in ensuring that the quality and production of your work is maintained? xv. How do you ensure timely delivery? Are there challenges in meeting deadlines? 					

b	Market Knowledge and Access	<ul style="list-style-type: none"> i. Who provides you with the input supplies required? ii. Do you need to go to the market to buy additional input supplies? iii. Do you have to go out of your home to meet the buyer/intermediary/contractor? If not, why? iv. How far do you have to travel to meet the buyer/intermediary/contractor? v. Does anyone go with you? If yes, whom? Why? vi. How frequently do you interact with the buyer/intermediary/contractor vii. How do you participate in the market and with whom? Do you meet wholesalers/retailers or other market actors? viii. Do you know the market price of your products? Have you ever seen your products in the market? ix. Do you have any interaction with private sector companies? x. Does your distance/being located in a rural area/village/urban slum affect your linkage/interaction with the market? How? xi. Do you feel safe when you go to the market and/or out? Why? Why not? xii. Have you received any training on how to deal with market actors? Specify training – by whom and when. xiii. Have you had financial literacy training and/or how to develop business plans? xiv. Have you been on exposure visits to markets in other cities? What did you learn from these? xv. Have you participated in any exhibitions or <i>melas</i>? Who were these arranged by and where? xvi. Have you been introduced to any microfinance organizations to obtain credit/loans to start or expand your own business? xvii. Do you take loans? If yes, from whom, list sources. xviii. Have you received or benefitted from any social benefit or social protection schemes in your area or through the IP or through any other source? (BISP, Workers Welfare Fund, EOBI, PESSI, SESSI, Bait-ul-Maal, Zakat department, or any other social security institution/mechanism) 	
c	Organizing, Training and Capacity Development	<ul style="list-style-type: none"> i. Do you belong to any association, organization or union? If yes what is your role/responsibility? ii. How did you become a member? iii. Has being part of an association, organization or union helped you? How? In what ways? iv. What type of trainings have you received? List. From whom and when? v. Have you received any specific skill training? What type? From whom and when? 	

d	General Questions – Decision Making and Implementing Partners (IP)	i. What is the attitude of your male household members and the community towards your work? ii. What is your role in decision-making within your own household? iii. How do you view the IPs work in general? What is it that you value most and why? What do you value least and why? What needs to be further reinforced and/or expanded? iv. How have you personally, your household, your community benefitted from this intervention?	
	Additional Information:	Responses/Notes	
a	Design Input		
b	Impact/ Results		
c	New Approaches/Innovation		
Lessons Learnt		Best Practices	Challenges

7.4.5: Implementing Partners

	District/Province	Location/Village	Poverty Ranking	Project Duration
	Implementing Partner	Project Title	Beneficiaries direct/indirect	Budget in Rs.
Implementing Partners Information				
Names of Participants:				
	Evaluation Area	Evaluation Questions	Responses	
a	Relevance	i. Did Phase II align with and contribute to international conventions (e.g. CEDAW) and related documents, e.g. CEDAW Concluding Observations? ii. Was the intervention informed by the needs and interests of women HBWs' through in-depth consultations, meetings and other participative forums?		

		iii. How relevant did you (stakeholder) find your participation or involvement at any level in Phase II interventions/activities?
b	Effectiveness	<p>i. To what extent have the three outcomes in Phase II been achieved, or are expected to be achieved, taking into account their relative importance?</p> <p>ii. What worked well and what did not in the following key interventions in Phase II and specify reasons for successful and unsuccessful strategies and approaches:</p> <ul style="list-style-type: none"> a) Women home based worker policies, laws and economic frameworks b) Women's home based workers' rights c) Women HBW's access to economic security and livelihood opportunities d) Availability of data on women's economic empowerment and its usage at Federal and Provincial level? <p>iii. To what extent has Phase II advocated the agenda of women's economic empowerment at all levels?</p> <p>iv. To what extent have the main change agents (CSOs/women HBWs/government/IPs) been successful in advocating for a positive policy environment in Sindh and Punjab?</p> <p>v. Have the HBWs unions, groups and committees been useful in advocating for women HBWs rights, gender equality and empowerment in Sindh and Punjab?</p> <p>vi. Were the recommendations from Phase I end-term review and Phase II mid-term review followed? If not, why? (Some IPs like Baidarie and HNP)</p> <p>vii. Were there any different/innovative models and/or pilot projects implemented that can be replicated and taken to scale? What challenges were faced by UN Women and its IPs and how were these addressed in the implementation of Phase II?</p>
c	Efficiency	<p>i. Was there an adequate provision of resources for integrating women HBWs' economic rights in the intervention as an investment in short-term, medium-term and long-term benefits?</p> <p>ii. How efficiently were monitoring mechanisms (financial, audit, missions) developed and used for achievement of the outcomes?</p> <ul style="list-style-type: none"> a) What was the efficiency of the following operational aspects of Phase II? b) Human resources - staff hiring, retention, turnover c) Financial management - utilization and disbursement d) Administration and management
d	Sustainability	<p>i. To what extent did Phase II support institutional change leading to?</p> <ul style="list-style-type: none"> a) Ownership of interventions b) Addressing women HBWs' rights and issues c) Availability of economic opportunities for women HBWs <p>ii. To what extent did Phase II support capacity development (training/other activities) of targeted rights holders (to demand) and duty bearers (to fulfill) rights and needs of women HBWs?</p> <p>iii. In which different ways were Phase II</p> <ul style="list-style-type: none"> a) Implementation/activities affected by operational problems/challenges b) IPs committed to address these problems/challenges for long-

		<p>term sustainability?</p> <p>c) IPs faced with additional capacity related demands?</p> <p>iv. Do you (IP) have a comprehensive exit strategy to phase out and hand over the ownership for sustaining the intervention?</p> <p>v. What mechanisms have been adopted by UN Women to sustain the Phase II results beyond the three-year project duration?</p> <p>vi. What mechanisms have been adopted by the IPs to sustain the Phase II results beyond the three-year project duration?</p>
e	Impact	<p>i. Have there been any best practices produced through Phase II that can be scaled up?</p> <p>ii. To what extent have interventions in Phase II contributed to positive changes in the lives of women HBWs and their families? If yes, what are these changes?</p>
Lessons Learnt		Best Practices
Challenges		

Itinerary

DATE	LOCATION	ORGANIZATION	NAME AND DESIGNATION
ISLAMABAD			
17 November, 2015	Islamabad	Inception Meeting: UN Women	Jamaluddin Khan Programme Officer, WEE Unit Uzma Quresh Programme Manager, WEE Unit
18 November, 2015	Islamabad	Donor Meeting: RNE	KII: Naufil Naseer Programme Advisor
	Islamabad	IP Meeting: NRSP	Salma Khalid Programme Manager, Gender & Development
19 November, 2015	Islamabad	Meeting: UN Women	Jamaluddin Khan Programme Officer, WEE Unit Uzma Quresh Programme Manager, WEE Unit
	Islamabad	Meeting: UN Women	Jamshed Kazi Country Representative Sangeeta Rana Thapa Deputy Country Representative
	Islamabad	Meeting: UN Women	KII: Mansoor Waheed Finance Associate, WEE Unit
LAHORE			
25 November, 2015	Lahore	Bureau of Statistics (Punjab)	KII: Shamim Rafique Director General KII: Sajid Rasool Director
26 November, 2015	Lahore	LHRD	KII: Ali Sarfraz Hussain Secretary
	Lahore	P&DD	KII: Khalid Sultan , Chief R&D
	Lahore	WDD	KII: Amna Imam , Secretary
	Lahore	IP Meeting: HomeNet Pakistan	Ume Laila Executive Director and project staff
27 November, 2015	Lahore	IP Meeting: LHRD	Daud Abdullah Director Labour Project team: Nayab Faiza and Khawar Inam KII: Huma Jabbar , Gujranwala
	Lahore	2 FGDs with women HBWs	FGD 1: Gujarpura FGD 2: Begumpura/Janipura
	Lahore	IP Meeting: PCYO	Mr. Tariq Haleem President and project staff
	Lahore	2 FGDs with women HBWs	FGD 1: Charrar Pind FGD 2: Charrar Pind
28 November, 2015	Sialkot	IP Meeting: Baidarie	Arshad Mirza , Executive Director Hina Noreen , President
	Sialkot	2 FGDs with women HBWs	FGD 1: Mohallah Fazalpura (Sambrial) FGD 2: Hamid Colony

	Sialkot	KIIs with WEP signatories	KII: Talon Sports: Qaisar Iqbal, CEO; Asad Bajwa, General Manager KII: Awan Sports: Hassan Saleem CEO; Rehana Kousar, Head of Social & Environmental Affairs; Hashim Nasir, Director
MULTAN			
1 December, 2015	Multan	IP Meeting: LHRD Multan	Shamshad Akhtar , District Manager KII: Nusrat Kamal , District Officer Labour
	Multan	3 FGDs with women HBWs at Frida Zaheer's Federation office (LHRD)	FGD 1: Nasirabad FGD 2: Ahmedabad FGD 3: Mumtazabad
2 December, 2015	Multan	DAC Meeting	DAC Coordinator: Ashiq Bhutta and members
	Multan	2 FGDs in urban mohallahs with women HBWs (HNP)	FGD 1: Mehek Silai Centre, Ghousabad Colony FGD 2: Tughlaq Road with Khussa-makers
	Multan	Meeting with AWAZ CDS	KII: Surraiya Faiz, Shabnam Ayub, Huma Aziz, Rubina Dewan
VEHARI			
3 December, 2015	Mailsi, Vehari	Meeting with DAC Coordinator	KII: Sadiq Mirza
	Vehari	2 FGDs with women HBWs in rural locations	FGD 1: Mohalla Tilloopura FGD 2: Village Allahbad
	Vehari	DAC Meeting	DAC Members
ISLAMABAD			
7 December, 2015	Islamabad	National Commission on the Status of Women	KII: Khawar Mumtaz Chairperson
8 December, 2015	Islamabad	HNP	IP Meeting continued: Ume Laila and staff
	Islamabad	HNP Conference Hotel Hillview	Recognizing Home Based Workers: National Consultation on Strengthening HBWs Policy Processes in Pakistan
9 December, 2015	Islamabad	HNP Conference Hotel Hill view	Recognizing Home Based Workers: National Consultation on Strengthening HBWs Policy Processes in Pakistan
	Islamabad	Meeting: UN Women	Mehwish Maria Programme Officer Sindh
10 December, 2015	Islamabad	2 FGDs at UN Women office	FGD 1: UN Agencies and Bilateral Donors FGD 2: National and International CSOs

11 December, 2015	Islamabad	Ministry of Finance	KII: Amjad Mehmood Joint Secretary (EF-Policy) John Gray , Team Leader Nohman Ishtiaq , Deputy Team Leader
KARACHI			
14 December, 2015	Karachi	Meeting: UN Women	Mehwish Maria Programme Officer Sindh
	Karachi	4 FGDs with women HBWs in two urban slums	2 FGDs in Ayub Goth 2 FGDs in Mausamiyat
	Karachi	IP Meeting: LHRD, Sindh	Gulfam Nabi Memon , Joint Director
	Karachi	Meeting with WDD	KII: MussaratJabeen , Deputy Director
THATTA			
15 December, 2015	Thatta	DAC Meeting	DAC Coordinator: Aziz Sarwan and members
	Thatta	2 FGDs with women HBWs at We Care Guest House Makli	FGD 1: Rural women HBWs FGD 2: Rural and urban women HBWs
HYDERABAD			
16 December, 2015	Hyderabad	DAC Meeting	DAC Coordinator: Abdul Ghaffar Sherani and members
	Hyderabad	2 FGDs with women HBWs from HBWWCA Cooperatives in two urban slums	FGD 1: Liaquat Colony FGD 2: Liaquat Colony
	Hyderabad	Meeting with Regional Directorate of Labour, LHRD	KII: Kamaluddin Khawaja , Superintendent Administration
	Hyderabad	FGD with Civil Society Organizations	Pak Social Welfare Society; All Hyderabad Choori Welding Contractors Workers Union; HNP; HBW Bangle Workers Union; HBWWF; HBWWCA; NTUF; SPO and AHAN
KARACHI			
17 December, 2015	Karachi	IP Meeting with HNP continued	Ume Laila and Munira Hirwani
	Karachi	FGD with Civil Society Organizations	Employers' Federation of Pakistan; HBWWCA; HBWWF; NTUF; HNP and UN Women
	Karachi	IP Meeting with HBWWCA (HNP)	Zehra Khan , General Secretary
KHUSHAB			
21 December, 2015	Khushab	IP meeting: NRSP	Shahid Siddique District Programme Officer and project staff

	Khushab	FGD at NRSP office	Women HBWs, change makers and community activists
	Khushab	NRSP	KII: Malik M. Ashraf District Account Officer
	Khushab	Meetings with District Government at NRSP office	KII: Muhammad Shahid District Officer Labour KII: Ume Aiman Social Welfare Officer, Social Welfare Department
22 December, 2015	Khushab	2 FGDs in rural locations near Khushab with women HBWs/members of cooperatives	FGD 1: Village Jabbi, Tehsil Quaidabad FGD 2: Village Hassanpur Tiwana, Tehsil Khushab
ISLAMABAD			
23 December, 2015	Islamabad	Pakistan Bureau of Statistics	KII: Saeed Ahmed Assistant Census Commissioner KII: Tauseef Hayee Khan Assistant Census Commissioner
	Islamabad	ILO	KII: Saghir Bukhari Programme Officer
30 December, 2015	Islamabad	Pakistan Bureau of Statistics	KII: Rabia Awan Director
31 December, 2015	Islamabad	UN Women (Skype)	KII: Hoorya Syedah Programme Officer, Punjab
5 January, 2016	Islamabad	UN Women	KII: Uzma Quresh Programme Manager, WEE Unit
6 January, 2016	Islamabad	Lahore University of Management Sciences (Skype)	KII: Muhammad Usman Khan, Assistant Professor Economics and Finance
8 January, 2016	Islamabad	UN Women	Presentation on preliminary findings by SEBCON for UN Women WEE Unit
14 January, 2016	Islamabad	JICA	KII: Nazia Seher Programme Officer
8 February, 2016	Islamabad	Stakeholders Meeting	Presentation on findings and recommendations by SEBCON for UN Women and stakeholders

List of Persons Interviewed During Evaluation

No.	Name	Designation	Organization/Government Department
GOVERNMENT OF PAKISTAN			
1.	Khawar Mumtaz	Chairperson	National Commission on the Status of Women
2.	Amjad Mehmood	Joint Secretary	Ministry of Finance
3.	Nohman Ishtiaq	Deputy Team Leader and Chief Technical Advisor, Public Financial Management Support Programme for Pakistan	Ministry of Finance
4.	John Gray	Team Leader, Public Financial Management Support Programme for Pakistan	Ministry of Finance
5.	Rabia Awan	Director	Pakistan Bureau of Statistics
6.	Saeed Ahmad	Assistant Census Commissioner	Pakistan Bureau of Statistics
7.	Tauseef ul Hayee Khan	Assistant Census Commissioner	Pakistan Bureau of Statistics
GOVERNMENT OF PUNJAB			
8.	Ch. Shamim Rafique	Director General	Bureau of Statistics
9.	Ch. Sajid Rasul	Director	Bureau of Statistics
10.	Khalid Sultan	Chief, Research and Development	Planning and Development Department
11.	Ali Sarfraz Hussain	Secretary	LHRD
12.	Daud Abdullah	Director Labour	LHRD
13.	Rao Zahid Mahmood	Staff Officer	LHRD
14.	Khawar Inam	Project Manager	LHRD
15.	Nayab Faiza Aslam	District Manager, Lahore	LHRD
16.	Huma Jabbar	District Manager, Gujranwala	LHRD
17.	M. Waleed Iftikhar	Project Assistant	LHRD
18.	Ahsan	Data Entry Operator	LHRD
19.	Tahia Noon	Member	Punjab Provincial Assembly
20.	Mehwish Sultan	Member	Punjab Provincial Assembly
21.	Nusrat Kamal	Director/District Officer Labour, Multan	LHRD
22.	Shamshad Akhtar	District Manager, Multan	LHRD
23.	Muhammad Shahid	District Officer Labour, Khushab	LHRD
24.	Amna Imam	Secretary	Women Development Department
25.	Ume Aiman	Social Welfare Officer, Khushab	Social Welfare Department
GOVERNMENT OF SINDH			
26.	Gulfam Nabi Memon	Joint Director Labour	LHRD
27.	Tauqeer	Office Superintendent	LHRD
28.	Mussarat Jabeen	Deputy Director	Women Development Department
29.	Kamaluddin Khawaja	Superintendent Administration	Regional Directorate of Labour, Hyderabad
PRIVATE SECTOR AND ACADEMIA			
30.	Qaisar Iqbal Baryar	Director	Talon Sports Pvt. Ltd
31.	Assad Bajwa	General Manager	Talon Sports Pvt. Ltd
32.	Hassan Saleem	CEO	Awan Sports

Annex 7.6: List of Persons Interviewed During Evaluation

33.	Hashim Nasir	Director	Awan Sports
34.	Rehana Kousar	Head of Social and Environmental Affairs	Awan Sports
35.	A. H. Haidri	IR Advisor	Dawood Lawrencepur/EFP
36.	Muhammad Usman Khan	Assistant Professor, Economics and Finance	Lahore University of Management Sciences
WOMEN CHAMBER OF COMMERCE AND INDUSTRY			
37.	Samina Fazil	Founder President	Islamabad Women Chamber of Commerce and Industry (IWCCI)
38.	Naima Ansari	Member	IWCCI
UNITED NATIONS AGENCIES AND BILATERAL DONORS			
39.	Shahina Waheed	National Project Coordinator	UNIDO
40.	M. H. Bashir Saeed	Technical Expert	UNIDO
41.	Nomeena Anis	Nutritionist and Gender Focal Person	FAO
42.	Syed Saghir Bukhari	Programme Officer	ILO
43.	Naufil Naseer	Programme Advisor	Royal Norwegian Embassy
44.	Nazia Seher	Programme Officer	JICA
45.	Farhat Sheikh	Gender Advisor	Canadian Program Support Unit
NATIONAL AND INTERNATIONAL CIVIL SOCIETY ORGANISATIONS			
46.	Salma Khalid	Programme Manager, Gender and Development	NRSP, Islamabad
47.	Shahid Siddique	District Programme Officer	NRSP, Khushab
48.	Malik M. Ashraf	District Accounts Officer	NRSP, Khushab
49.	Rubina Arshad	Capacity Building Officer	NRSP, Khushab
50.	Qaiser Abbas	Capacity Building Officer	NRSP, Khushab
51.	Sajjad Ali	Monitoring, Evaluation and Reporting Officer	NRSP, Khushab
52.	Syed Wasif Ali Bokhari	Regional Incharge	NRSP, Mianwali
53.	Ume Laila Azhar	Executive Director	HomeNet Pakistan
54.	Babar Raza	Programme Manager	HomeNet Pakistan
55.	Maria Kokab	Senior Programme Officer	HomeNet Pakistan
56.	Tehzeeb Baqar	Programme Officer	HomeNet Pakistan
57.	Sadiq Mirza	DAC Coordinator, Vehari	HomeNet Pakistan
58.	Ashiq Bhutta	DAC Coordinator, Multan	HomeNet Pakistan
59.	Akhtiar H. Tunio	DAC Coordinator, Shaheed Benazirabad	HomeNet Pakistan
60.	Abdul Majeed Mangrio	DAC Coordinator, Sanghar	HomeNet Pakistan
61.	Ghulam Murtaza Ghanghro	DAC Coordinator, Sukkur	HomeNet Pakistan
62.	Fazeelat Bibi	DAC Deputy Coordinator, Kasur	HomeNet Pakistan
63.	Munira Hirwani	Programme Officer, Sindh	HomeNet Pakistan
64.	Mehak Saeed	President	Women's Workers Federation
65.	Aziz Sarwan	DAC Coordinator, Thatta	HomeNet Pakistan
66.	Abdul Ghaffar Sherani	DAC Coordinator, Hyderabad and Executive Director	HomeNet Pakistan/Pak Social Welfare Society
67.	Chaudry Tariq Haleem	President	PCYO
68.	Beenish Shaukat	Programme Officer	PCYO
69.	Ghazala Aziz	Research Associate	PCYO
70.	Nadeem	Head of Accounts	PCYO

Annex 7.6:List of Persons Interviewed During Evaluation

71.	Zubia Zahid	Training Coordinator	PCYO
72.	Younas A. Tabassum	BGC Manager, Karachi	PCYO
73.	Samina Maqbool	Training Coordinator, Karachi	PCYO
74.	Sarfraz Anwar	Training Coordinator, Karachi	PCYO
75.	Arshad Mirza	Executive Director	Baidarie
76.	Hina Noureen	President	Baidarie
77.	Muhammad Rashid	General Manager Operations	Baidarie
78.	Afghan Ali	Project Coordinator	Baidarie
79.	Salma Bashir	Social Mobilizer	Baidarie
80.	Saba Arif	Social Mobilizer	Baidarie
81.	Zehra Khan	General Secretary	HBWWCA/HBWWF
82.	Shakila	Information Secretary	HBW Bangle Workers Union/HBWWF
83.	Saira Feroze	Member	HBWWF
84.	Faisal Qureshi	President	All Hyderabad Choori Welding Contractors Workers Union
85.	Fauzia Sarwar	Social Organizer	SPO
86.	Huma Aziz	Project Officer	Awaz CDS
87.	Shabnam Ayub	Business Development and Marketing Manager	Awaz CDS
88.	Suraiya Faiz	Monitoring, Evaluation and Quality Assurance Manager	Awaz CDS
89.	Rubina Dewan	Programme Manager	Awaz CDS
90.	Abdul Rahim Mughal	Assistant Manager Projects	Aik Hunar Aik Nagar
91.	Nasir A. Mansoor	Deputy General Secretary	National Trade Union Federation
92.	Frida Zaheer	General Secretary	Pakistan National Textile Leather Garments and General Workers Federation
93.	Sajjad Ahmed Khan	Volunteer Chairman	Tanzeem Khadim-e-Insaniyat, Hyderabad
94.	Uzma Batool Shah	Gender Advisor	Oxfam Great Britain
95.	Sammiya Tur Rauf	Programme Manager	Oxfam Great Britain
96.	Nadia Tariq Ali	Team Manager	The Asia Foundation
97.	Mahpara Shakil Ghori	Director, Gender Equity Program	Aurat Foundation
UN WOMEN			
98.	Jamshed M. Kazi	Country Representative	UN Women
99.	Sangeeta RanaThapa	Deputy Representative	UN Women
100.	Uzma Quresh	WEE Programme Coordinator	UN Women
101.	Jamaluddin Khan	Programme Officer	UN Women
102.	Mansoor Waheed	Finance Associate	UN Women
103.	Shahzeb	Admin Assistant	UN Women
104.	Hoorya Syedah	Programme Officer, Punjab	UN Women
105.	Mehwish Maria	Programme Officer, Sindh	UN Women

Names of women HBWs met in Punjab and Sindh

Abida	Huma Shabir	Parveen Akhtar	Shakeela
Akberi Ghulam	Huma Shehzadi	Parveen Akhtar	Shamsa
Allah Rakhi	Humaira Naz	Parveen Akhtar	Shamsa Zulfiqar
Amber Saleem	Iffat Sher	Princia	Shazia
Amna	Iqra	Rabia	Shazia Alina
Amna Bibi	Irum Sultan	Rabia	Shazia Kulsoom
Amna Bibi	Jamila	Raeesa Badruddin	Shazia Nasir
Amna Farooq	Jamila Abdul Latif	Rakhal Khalid	Shazia Nasreen
Aneela	Josephine	Rakhil	Shazia Rani
Aqsa	Kausar Parveen	Rani	Shazia Shakeel
Aqsa Kamal	Khalida Lateef	Rani Hussain	Sheherbano
Asiya	Kiran Arif	Rashida	Shehneela Mumtaz
Asiya Mukhtar	Kiran Shehzadi	RashidaBibi	Shehrbano
Aslam Bibi	Kishwar Begum	Razia	Shumaila
Asma Sadiq	Komal Shehzadi	Razia Begum	Shumaila Naveed
Asmat Bibi	Kulsoom	Razia Nisar	Sidra Arif
Ayesha	Majidan	Razia Sultana	Sidra Jameel
Ayesha	Manzoor Bibi	Rehana Abbas	Sobia Shaukat
Ayesha Kamran	Margaret	Rihanna Iqbal	Somal
Baigoo	Meerab Waris	Rimsha	Sonia
Bassai	Mehak Butt	Rimsha Nazir	Sonia Tariq
Beenish	Misbah Nasreen	Ronak Sitara	Sultana Sarfraz
Beenish	Moazamma	Rozeena Faryal	Sumaira Ghulam
Bibi	Munawar	Rubab Farooq	Sumaira Naz
Bismillah Riaz	Mussarat	Rukhsana Bibi	Sundas Javeria
Farah	Mussarat Naseem	Ruqaiya	Surraiya
Farah	Nabeela Tabassum	S Tariq	Tahira
Fareeha	Nageen Riaz	Saania	Tahira Yasmin
Farhana	Nageena	Sabira	TajBibi
Farhana	Naheed	Safiya	Tasleem
Farhat Bibi	Naila Abdul Latif	Safiya Bibi	Tasleem Bibi
Farhat Shaheen	Najma Rashid	Saima Aziz	Umme Kulsoom
Fariya	Naseem	Saira Bano	Uzma Ghafoor
Farzana	Naseem	Sajida Ashfaque	Yasmeen Begum
Farzana	Naseem	Sajida Naureen	Yasmin
Fatima	Nasra Parveen	Sajida Parveen	Zahida Bibi
Fatima Nisar	Nasreen	Salma	Zahida Parveen
Fauzia	Nasreen Akhtar	Samina	Zaibo
Fauzia Bibi	Nasreen Ayub	Samina	Zainab Bibi
Fayyaz	Naureen	Samina Ejaz	Zakiya Irfan
Ghulam Fatima	Naureen Batool	Samina Shabaz	Zakiya Ismail
Ghulam Fizza	Nazeeran	Samina Wazir Ali	Zargul
Guddi	Nazia	Samreen Bashir	Zarina
Gulnaz	NazirBibi	Sana Tariq	Zeenat Jamshaid
Gulshan Ara	Nazir Yaqub	Sanam Maqsood	Zeenat Khatoon
Habiba	Nazish	Shabana Arif	Zeenat Tariq
Hajira	Nazish	Shahadat Ata	Zubaida
Haleema Bibi	Nisha Shahbaz	Shaheena	Zubaida
Hamida Hanif	Nosheen Bibi	Shahida Khalid	Zubaida Bibi
Huma	Nusrat	Shaista	Zunaira Riaz

Core Team CVs

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(Socio-Economic and Business Consultants)

Name	Rukhsana Rashid												
Position for this Assignment	Team Leader												
Nationality	Pakistani												
Language Skills	<table border="1"> <thead> <tr> <th>Language</th> <th>Read</th> <th>Write</th> <th>Speak</th> </tr> </thead> <tbody> <tr> <td>English</td> <td>Excel.</td> <td>Excel.</td> <td>Excel.</td> </tr> <tr> <td>Urdu</td> <td>Excel.</td> <td>Excel.</td> <td>Excel.</td> </tr> </tbody> </table>	Language	Read	Write	Speak	English	Excel.	Excel.	Excel.	Urdu	Excel.	Excel.	Excel.
Language	Read	Write	Speak										
English	Excel.	Excel.	Excel.										
Urdu	Excel.	Excel.	Excel.										
Educational and other Qualifications	<p>MPA (Master of Public Administration Concentration in Human Resource Development) The American University, Washington D.C., USA 1990.</p> <p>B.A. Politics/History (Honors) University of London, London, England 1980</p>												
EMPLOYMENT RECORD													
<p>From June 2004 to December 2009 Employer: Canadian International Development Agency (CIDA) Pakistan Program, Islamabad Positions held: Senior Gender Equality Advisor</p> <p>From October 1995 to June 2004 Employer: CIDA Pakistan Program, Islamabad Positions held: Gender and Development Program Manager</p> <p>From April 1993 to September 1995 Employer: CIDA Pakistan Program, Islamabad Positions held: In-Country Orientation Program (ICOP) Coordinator</p> <p>From June 1981 – April 1993 Employer: National Institute of Public Administration (NIPA), Lahore Positions held: Research Associate</p> <p>From November 1980 – March 1981 Employer: Women's Programs on Pakistan Television Positions held: Field Research Assistant</p>													

RELEVANT EXPERIENCE		
Period:	Name of project / organization:	Job Title, main project features, and Activities undertaken
March to July 2015	<p>Project: Review of ILO's Decent Work Country Program 2010-2015 in Pakistan</p> <p>Organization: International Labour Organization (ILO) Country Office Pakistan</p>	<p>Job Title: Consultant</p> <p>Main Project Features and Activities Undertaken: Short-term consultancy to conduct a Country Program Review of ILO's Decent Work Country Program 2010-2015 in Pakistan with a three-member international team. Assist in facilitating internal and external group meetings/discussions; preparation of background information; undertake comprehensive desk review of relevant documents; document stakeholder interviews with ILO constituents and key stakeholders; jointly facilitate the stakeholder's workshop; and contribute to the main report.</p>
September to November 2014	<p>Organization: Oxfam Canada</p>	<p>Job Title: Consultant</p> <p>Main Project Features /Activities Undertaken: Short-term consultancy for developing proposal on women's economic empowerment and providing input to workshop as required.</p>
March 2014 to January 2015	<p>Organization: CARE International in Pakistan, Islamabad</p>	<p>Job Title: Consultant</p> <p>Main Project Features /Activities Undertaken: Indefinite Quantity Contract for consultancy on providing research, sectoral inputs on economic empowerment, developing proposals, writing concept notes and conducting workshops as required.</p>
September to November 2013	<p>Project: Mapping Exercise on Eliminating violence against women (EVAW)</p> <p>Organization: Adam Smith International, London</p>	<p>Job Title: Consultant/Adviser</p> <p>Main Project Features and Activities Undertaken: Short-term consultancy for Australian Aid Programme in Pakistan that included a mapping exercise on eliminating violence against women (EVAW); a summary narrative of the mapping data; a bibliography on EVAW and a programming options paper providing evidence and rationale to inform the development process for the targeted EVAW investment in Pakistan.</p>
May to June 2013	<p>Project: Women's Economic Empowerment</p> <p>Organization: CARE International in Pakistan, Islamabad</p>	<p>Job Title: Senior Consultant</p> <p>Main Project Features and Activities Undertaken: Short-term consultancy included economic empowerment sector mapping with updated information and analysis; workshop facilitation and program design and development to shape the five year economic empowerment sector plan.</p>
April 2011 to March 2014	<p>Project: Women's Economic Empowerment (WEE)</p>	<p>Job Title: Senior Analyst</p> <p>Main Project Features and Activities Undertaken:</p>

	<p>Organization: CIDA Pakistan, Islamabad</p>	<p>Long-term consultancy included providing strategic advice and analysis on the current WEE context for ongoing and future programming, identifying critical gaps in the WEE results framework, mapping of WEE initiatives, providing regular briefings and an analytical report with recommendations for future WEE programming.</p>
September 2012 to February 2013	<p>Project: Women Political Participation</p> <p>Organization: UN Women, Islamabad</p>	<p>Job Title: Senior Consultant</p> <p>Main Project Features and Activities Undertaken:</p> <p>Medium-term consultancy included developing election related materials, concept papers and program documents; facilitating strategic meetings and events with key partners; providing technical advisory on governance program; providing support to the Civil Society Advisory Group; and preparing reports and briefs.</p>
October 2011 to August 2012	<p>Organization: UN Women, Islamabad</p>	<p>Job Title: Senior Consultant Program Development and Advice</p> <p>Main Project Features and Activities Undertaken:</p> <p>Long-term consultancy included developing concept papers and program documents for different donors; facilitating strategic meetings and events with key partners; providing technical advisory to the program team on program development and implementation; providing support to the establishment of a Civil Society Advisory Group; and preparing reports and briefs.</p>
July to December 2011	<p>Project: Action Aid Pakistan's Country Strategy Paper (CSP)</p> <p>Organization: Inventure Pvt Ltd, Islamabad</p>	<p>Job Title: Consultant</p> <p>Main Project Features and Activities Undertaken:</p> <p>Short-term consultancy to conduct the midterm review of Action Aid Pakistan's Country Strategy Paper (CSP), worked with four other members of the CSP review team. Led the review of the Women Right's pillar of the CSP and had the additional responsibility of co-team leader.</p>
January to April 2011	<p>Project: UN Women's new Global Strategic Plan</p> <p>Organization: UN Women, Islamabad</p>	<p>Job Title: Gender Equality Consultant</p> <p>Main Project Features and Activities Undertaken:</p> <p>Long-term consultancy included designing and facilitating nine consultations across Pakistan for input in UN Women's new Global Strategic Plan; preparing reports and writing a concept paper on women's economic empowerment.</p>
August 2010 to January 2011	<p>Project: Women and Peace: Investigating the Linkages between Women's Economic Development Programmes</p>	<p>Job Title: Research Consultant</p> <p>Main Project Features and Activities Undertaken:</p> <p>Conducted a research study in Pakistan and Afghanistan on "Women and Peace: Investigating the Linkages</p>

	and Conflict Organization: Mennonite Economic Development Associates (MEDA) Canada	between Women’s Economic Development Programmes and Conflict” in collaboration with an Afghan and a Pakistani consultant.
April, June and July 2010	Organization: RIZ (formerly KZR) Consulting, Islamabad	Job Title: Gender Equality Consultant Main Project Features and Activities Undertaken: Three short-term consultancies for UN Women (formerly UNIFEM) – facilitated the 4 th Inter Provincial Ministers Group on Women’s Development Meeting; the Open Day on 1325, Women, Peace and Security; and the Punjab Launch of the CEDAW Provincial Committee, assignment has included designing agendas and preparing final reports.
February 2010 to March 2011	Project: Women’s Economic Empowerment Organization: CIDA Pakistan, Islamabad	Job Title: Senior Gender Equality Advisor: Main Project Features and Activities Undertaken: Long-term consultancy included review of proposals, preparation of project approval documents, monitoring and field visits, facilitating dialogue and networking amongst project stakeholders, mapping of gender equality initiatives and a report on the current microfinance environment in Pakistan through a gender lens.
REFERENCES		
Mr. John Moore Former Counsellor Development and Country Director, CIDA (now DFATD) in Tanzania Bangkok, Thailand. moore.johnchiwa@gmail.com		
Ms. Farah Chandani Senior Project Manager, Youth Economic Opportunities Mennonite Economic Development Associates (MEDA) Ottawa, Canada. fchandani@meda.org		
Ms. Alice Harding Shackelford Representative, UN Women Malawi Lilongwe, Malawi. alice.shackelford@unwomen.org		

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(Socio-Economic and Business Consultants)

Name:	Amna R. Ali												
Position for this Assignment:	Team Member												
Nationality:	Pakistan												
Language Skills:	<table border="1"> <thead> <tr> <th>Language</th> <th>Read</th> <th>Write</th> <th>Speak</th> </tr> </thead> <tbody> <tr> <td>English</td> <td>Excel.</td> <td>Excel.</td> <td>Excel.</td> </tr> <tr> <td>Urdu</td> <td>Excel.</td> <td>Excel.</td> <td>Excel.</td> </tr> </tbody> </table>	Language	Read	Write	Speak	English	Excel.	Excel.	Excel.	Urdu	Excel.	Excel.	Excel.
Language	Read	Write	Speak										
English	Excel.	Excel.	Excel.										
Urdu	Excel.	Excel.	Excel.										
Educational and other Qualifications	<ul style="list-style-type: none"> ▪ Charles Wallace Pakistan Trust Fellowship for post-graduate research, School of Oriental and African Studies, University of London, 2003 ▪ Master of Arts in English Literature, University of the Punjab, 1989 – 1991 ▪ B.A Federal Government College for Women, F-7/2 Islamabad, Pakistan, 1986 –1988 												
EMPLOYMENT RECORD:													
<p>From: April 2013 – to July 2014 Employer: Hello! Pakistan, Islamabad Positions held: Managing Editor</p> <p>From: August 2011 – September 2012 Employer: Newline Magazine, Karachi, Pakistan Positions held: Assistant Editor</p> <p>From: October 2009 – March 2010 Employer: Khartoum Basic School, Khartoum, Sudan Positions held: Consultant</p> <p>From: March 2008 – August 2008 Employer: The National, Abu Dhabi Positions held: Foreign Correspondent</p> <p>From: 1998 – 2007 Employer: The Friday Times, Lahore Positions held: Islamabad Correspondent and Freelance Journalist</p> <p>From: Jan 2005 – June 2006 Employer: Embanet Knowledge Group, Toronto, Canada Positions held: Admissions Advisor</p>													

<p>From 2000 – 2003</p> <p>Employer: UNDP/USAID/OUP Pakistan</p> <p>Positions held: Editorial and Writing Consultant: Education, Gender, Media</p> <p>From 1995 – 1997</p> <p>Employer: Overseas Pakistan Foundation (OPF) School, Nursery Section</p> <p>Positions held: Section Head</p>		
Relevant Experience		
Period:	Name of project/ organization:	Job Title, main project features, and Activities undertaken
From: 1998To: Date	<p>Project: Misc. features</p> <p>Organization: Pakistani and foreign press: The Friday Times, The National, The Toronto Star, Newline Magazine, Hello! Pakistan The Express Tribune</p>	<p>Job Title: Gender in Media expert</p> <p>Main Project Features and Activities Undertaken: Portrayal of women empowerment success stories in media; creating accomplished gender sensitive features, from across industries, and editorial policy. Over 15 years' experience of portrayal of gender in media.</p>
From:2000To: Date_	<p>Project: Misc. consultancies</p> <p>Organization: Int. development orgs. and local NGOs, international and Pakistani press</p>	<p>Job Title: Communications Consultant</p> <p>Main Project Features and Activities Undertaken: Advanced editing, analysis, writing and interviewing skills to evaluate, assess and complete projects as per demand.</p>
2014 to October 2014	<p>Organization: Hello! Pakistan, Islamabad</p>	<p>Job Title: Managing Editor</p> <p>Main Project Features and Activities Undertaken: Day-to-day management, editorial content and photo shoot planning, execution; liaising with editorial team, coordinating final edit for final print.</p>
August 2011 – September 2012	<p>Organization: Newline Magazine, Karachi, Pakistan</p>	<p>Job Title: Assistant Editor</p> <p>Main Project Features and Activities Undertaken: Editorial content for the back of the book, editing and layout for entire magazine. Content creation to highlight Pakistan's gender development trends/ success stories.</p>
Jan 2009 – August 2009	<p>Organization: Nur Concepts, Pakistan, Canada</p>	<p>Job Title: Consultant: Leadership and Education</p> <p>Main Project Features and Activities Undertaken: CIPE (Centre for International Private Enterprise) & Nur Concepts Women Leadership Conference, June 2009. Co-authored, edited 'Report on Informal Feedback & TNA from Conference Participants.' Evaluated best practices to increase percentage of women leadership in Pakistan.</p>
March 2008 – August 2008	<p>Organization: The National, Abu Dhabi, UAE</p>	<p>Job Title: Correspondent from Pakistan</p> <p>Main Project Features and Activities Undertaken: Weekly news features from Pakistan, reporting human interest,</p>

		women empowerment stories and topical social issues.
April 2007 – Oct 2007	Organization: Toronto Star, Toronto, Canada & supplement Desi Life, a bi-monthly magazine about South Asians	Job Title: Freelance Journalist Main Project Features and Activities Undertaken: Highlighted women empowerment success stories in the South Asian diaspora in Toronto. Reported with team on extended assignment titled 'Lost in Migration.'
July – September 2007	Organization: Toronto International Film Festival (TIFF), Canada	Job Title: Africa & South Asia' Coordinator Main Project Features and Activities Undertaken: Assistant to international programmer for Africa & South Asia. Expert at programme management, outreach, public speaking, film moderation, blog management.
2000 – 2003	Organization: UNDP, USAID, and Oxford University Press (OUP), Pakistan	Job Title: Consultant: Education, Gender & Media. Main Project Features and Activities Undertaken: 1) Conference report and analysis for Environment, Gender, Media: for UNDP Portrayal of Women in Media Project, and Global Environment Facility (GEF) Country Dialogue Workshop with UNDP/ World Bank;2) English, Science curriculum development with OUP for Education Ministry; conducted successful workshop modules in Education;3) Edited, compiled, translated teacher training manual (English to Urdu) for Children's Resources International Inc. Pakistan, funded by USAID;4)Conducted successful workshop modules on Gender and Media for the UNDP and KZR Associates (now RIZ Consulting).
References (Name/Title/Organization/Contact Information - Phone; Email)		
Rehana Hakim Editor, Newline Magazine, Karachi, Pakistan E-mail: newsline_pk@yahoo.com Phone: Work: +92-21-35869611; Cell: 92-341-2223192		
Imran Rizvi Managing Director (MD), RIZ Consulting, Islamabad, Pakistan E-mail: imranji@rizconsulting.biz Phone: Work: +92-51-2827774; +92-51-2824155		
Maha Rehman Technical Advisor, Nur Centre for Research and Policy (previously Nur Concepts) Karachi, Pakistan E-mail: maha.rehman@nurfoundation.org Phone: Cell: +92-300-9448177		

Annex 7.8: Case Studies

1	Forging a New Environment	Baidarie
2	A Palpable Bond	Punjab LHRD
3	Hope Springs	Punjab LHRD
4	Overcoming the Odds	HNP
5	Chasing the Light	HNP
6	The Promise of Change	HNP
7	Owning the Initiative	NRSP
8	Tech Savvy is the Way Forward	NRSP
9	Directing Her Independence	NRSP
10	Small Beginnings, Bigger Opportunities	NRSP
11	Male Champion	NRSP



Rehana Kousar is the social and environmental affairs manager at Awan Sports Industries (PVT) Ltd, a Sialkot based sports manufacturing factory that produces footballs, hockey sticks and other sports equipment for an international market. It's been seven years now and under her competent watch, the human resources, health and safety, and environment issues departments, which she is in charge of, are flourishing. Rehana's job is a tough one; besides the hiring and firing, it entails health and safety management, facilitating social security registration for workers, regulating electricity consumption, ensuring that all chemicals and machinery used in the factory are not harmful to the staff and controlling environmental emissions.

Rehana joined the sports factory at a time when the male staff found it difficult to accept women working with them – that was the norm at their workplace. Forging a new strategy to break the barriers in a male dominated environment, Rehana worked tirelessly to create a family atmosphere and comfort zone for herself and her colleagues. "I adjusted to the set-up and decided that if I have to work with men; I would not behave like a typical shy female, but simply as a colleague and ensure everyone is able to talk to me."

Rehana dealt with each level of the staff with dignity, instilling good communication at all levels, from senior to middle management and at the supervisory and then worker level with whom she would even sit with on the factory floor to talk. She arranged in-house gender sensitization trainings on a monthly basis for the staff and slowly began the lengthy process of change. "I continued to reiterate the proposal that they should treat me as a colleague irrespective of my gender."

Awan Sports also gave her a free hand to recruit women to the company, prioritizing the hiring of females, as well as the rehabilitation of the soccer ball stitcher women of Sialkot, many of whom had been rendered jobless as most factories in the city were opting for state of the art football production machinery – several of these women were sole bread earners. Specifically targeting this category of female worker, Rehana visited them personally to convince them to work away from their homes, presenting her own self as a model, gently explaining that the environment at the factory was conducive to female presence. She even invited their parents/husbands to visit the factory and endorse its suitability and enabling environment.

As the Awan factory is located on the Sialkot-Daska Road area of the city, Rehana preferred to recruit women close to the factory, since the main issue regarding women working out of the home is connected with mobility. With Rehana's past experience as a volunteer with Baidarie and a couple of years with the ILO in the elimination of child labour in the soccer ball industry project, she knew that the first step towards progress is for women to leave their safe zone, so she structured caring interventions for the recruitment process such as community meetings held with family to cross the first few hurdles towards female hiring. She also got the senior management of Awan Sports to volunteer by speaking to women directly in their *mohallahs* and homes.

Case Study 1

A pick and drop transportation facility was promised to every female worker at Awan Sports as well as the minimum wage, even at training level. The result was, in a couple of cases, entire families end up working at the factory, slowly improving their financial status and becoming a model in their community for a better life.

Presently there are approximately 400 women working at Awan Sports, when just seven years ago there were just four to five. “I believe if one takes the initiative, a project such as this can work as long as men and women are sensitized to each other’s needs.” Rehana shares the range of issues that arise through this continuing process; but educating both genders was a key strategy to advancement. “I continuously advise my colleagues to put each other in his or her shoes,” she explains, concluding that both genders are dealt with equal empathy and understanding. In 2015, Awan Sports signed the Women’s Empowerment Principles with UN Women – facilitated by Baidarie, an IP with the UN Women, Phase II project – which promote equality for both genders and focus on empowering women to participate in economic life across all sectors through a set of seven key precepts.

Rehana’s positive self-awareness, as well as a good understanding of the requirements of her colleagues has been a key factor for success. When she joined Awan Sports seven years ago, she had just left a bad marriage, was a single mother and had financial responsibilities to shoulder. “If women have to leave home to work, than they should become strong, work hard and utilize their strength, not be scared or be weak,” she says. A positive attitude was all that was needed to forge ahead, personally and professionally. Now, Awan Sports is one of the few factories in Sialkot with the highest number of female employees and where men and women work together on the same factory floor, in an atmosphere of mutual respect. Awan Sports commitment to gender sensitive policies, equality and inclusion have made it a leader in the export of Pakistani made international quality sports equipment for top world brands such as Adidas, Puma, Mitre and Precision. Developing a culture of respect is an ongoing process for this circa 1982 sports goods producer in Sialkot and they have the right woman at the helm to direct this undertaking.



In the vicinity of the historic Shalimar Gardens of Lahore, in areas called Baghbanpura and Begumpura – aptly translated as ‘lady’s town’ – a large number of women HBWs reside in several clusters identified by the LHRD and HNP. Begumpura is a locality that developed from the mid-17th century onwards in Mughal Lahore and had tombs, gardens, historic gates and walls, wells, mosques, shrines, and residential *havelis*, but today it is a large urban slum in the heart of the city.

The women HBWs in Begumpura, and neighbouring Janipura and Gujjarpura continue the tradition of hand embroidery done on the square wooden frame called the *adda*; fine embroidery stitches in gold thread; *kora*, *dabka* and *zari* work that usually adorn Pakistani bridal outfits. They also do basic stitching and simple, repetitive tasks like inserting tiny light bulbs in irons, and some go to the next level by making decoration pieces with sheets of plastic net.

Shumaila Naveed, is a multi-tasker and has stitched and embroidered at home for the past ten years, including pasting tiny plastic crystals (*nag*) on pre-designed shapes, on fabric. For each completed piece she gets Rs. 5. Shumaila is the sole bread-earner for her immediate family since her husband is infirm and does not work to support them. Her income pays the fees for all her four young sons and buys their school supplies. Despite living within a large joint family, she doesn’t depend on her in-laws for income supplements, and nor does she face pressure not to work since economic necessity takes precedence. Her income fluctuates because the work is seasonal, and is often unavailable for as long as a month.

Shumaila and her peers in these neighbourhoods meet regularly at the home of Razia Nisar, who helps organize these women HBWs and ensures that work keeps coming to them. Razia’s home based work is knitting and embroidery – she buys her own supplies like wool and before the onset of winter has a large consignment of children’s hand-knitted sweaters ready to sell in her neighbourhood community. She conducts negotiations independently and sets her rates herself, but they are still cheaper than the market. Her confidence and intrinsic leadership skills automatically bring her to the forefront.

Here in Begumpura and its vicinity the economic well-being of these HBWs differs from woman to woman but they all help each other, all the time: Razia’s daughter Sumaira is a teacher at the local TEVTA and earns a basic salary of less than Rs 5,000 a month yet has helped her peers with loans. Razia’s sister, Zakia Ismail, also part of this group, makes plastic decoration items, works independently, negotiates her rates herself (not via the middleman) and is able to yield a regular income. Razia’s third sister, and also her neighbour, has had cancer for the past year and the work she gets is sporadic and her income meagre. These days she assembles paper shopping bags at only Rs. 3 per bag for a well-known design house. Her children have to help her complete her consignments of 50-100 bags a day. Right now her sisters are trying to raise money for her medical treatment.

Every little bit of work done by the women in Begumpura makes a difference in their lives. Their camaraderie is palpable and their vision of a better life unites them to constantly persevere for a better life together.





Ayesha Kamran rarely ever leaves her house and on the days she does she comes to Mrs. Frida Zaheer's centre located in her Federation office – she is the general secretary of the Pakistan National Textile, Leather Garments and General Workers Federation – in neighbouring *mohallah* Mumtazabad, where girls are given skill training in stitching and other crafts.

Ayesha, however, does not have the time or luxury to learn anything new. A visit to the centre is a change from her mundane routine of working 7-8 hours a day, while taking care of her two small boys, Saquib and Omar, aged five and three. Ayesha now lives with her widowed mother and her four siblings in their modest two *marla* home with just one room and courtyard. "If it wasn't for Mrs. Frida – she is truly the neighbourhood philanthropist – my children and I would be out on the street," says her mother, who also works at home with her entire family to iron clothes for a living.

Ayesha and her mother and sisters do the bulk of the ironing with the three irons that are in the house; her male siblings pick and drop the consignments from clients in the *mohallah*. The money they draw is barely enough for the entire family of six adults; Rs. 2, 3 or 5 per item of clothing. Monthly electricity bills are high and maintaining a gas cylinder is an expensive budget allocation. In winter, when the demand for starched and ironed summer outfits decreases, Ayesha and her family take large batches of stitching – the edges of sheets and handkerchiefs done by hand or with the one sewing machine in the house.

Ayesha's circumstances are further exacerbated by her marital troubles and regular harassment from her husband who lives in the same neighbourhood, but has thrown her out of his family home. Ayesha confesses to being hit by her elder brother-in-law and physically abused by her husband. He refuses to give her a divorce and does not give any money for child maintenance. "I believe he is a drug addict," says Ayesha. He works sporadically as a daily wage labourer for a mere Rs. 200-300 a day, and while they were together, he expected Ayesha to earn and support them. Now that she is no longer with him, she doesn't have either the time or money to follow a new work path and increase her income, but there is hope for Ayesha.

The LHRD survey in her neighbourhood could provide the potential linkages to go to the local TEVTA to diversify her skills; and Mrs. Frida Zaheer's interventions for awareness dissemination as an extremely active social mobilizer could give her the impetus to break the cycle of abuse and poverty and attempt to make the change. All Ayesha desires is to lead a life with basic dignity and kindness. Some courage on her part and opportunity from the outside could help her keep the faith.

Fazeelat Bibi from Dhanpat Road Kasur is now at a stage where her dreams are coming to fruition. Her progression from labour intensive home based work with her mother – of completing large consignments of shawl tassels and fine *gota* embroidery – to an independent entrepreneur is a story of overcoming the odds.



Like many young women from underprivileged homes, Fazeelat left her studies after Matric because she couldn't afford to pay high-school fees. She has a large family of eight brothers and sisters whom she also helps to support. Her father owns a *samosa reri* – a mobile cart on which he peddles his wares in the *mohallah*. The *samosas* are made at home by her father and siblings. Electricity and gas supply in her neighbourhood is so scarce that Fazeelat has had to study by candlelight, but she gave that up to teach instead – for a tiny but much-needed salary of just Rs. 1,000 at a small school in the vicinity.

The school turned out to be a blessing and Fazeelat benefited from some awareness and skills training from HNP, which had conducted a survey in the area and had links with the school principal. Now aware of her status as a home based worker she decided to form her own MBO, initially with just her mother and sister as members, hoping to get better work and income. She called her group 'Jazba' – meaning the desire and passion to act– and from then on there was no looking back.

The Jazba Group grew organically with community and family connections and soon had a hundred or so members who paid only Rs. 10 as membership fees. Fazeelat kept some responsible records; a members' list, CNIC copies and thumbprints and a monthly income and expenditure account. She registered the MBO with HNP and took the next steps to learn the process of coordinating with government departments, such as the Pakistan Bait-ul-Mal for loans and the SWD for social welfare registration which took her three years to do. For a girl who hadn't left her *mohallah*, dealing with bureaucratic red tape, local government officials,

and the neighbourhood male mafia was quite the task.

But that didn't stop her from taking on the Tehsil municipal corporation – she persisted with them to have three truckloads of rubbish removed from the *mohallah* and when they didn't show up, the Jazba Group took matters in its own hands and began to clear the trash themselves – eventually the

municipal authorities had to step in. Fazeelat ensured that the local Urdu newspaper received a press release and her civic initiatives increased with dustbin placements, water test reports, and so on.

After registering her MBO with HNP she then became a DAC member. She received access to several loans from Akhuwat which she imbedded in her group, and eventually progressed to become the DAC deputy coordinator. While all this was happening, Fazeelat's personal life was in shambles – a short marriage in 2010 ended in disaster when her then spouse demanded a large dowry at the onset of the relationship. Unable to provide it, she left her marital home within months, had a child in that first year, and became embroiled in a divorce case, which was eventually settled after five years. Yet she persevered with the *jazba* with which she had conceived her group.

Her efforts were rewarded when a serendipitous encounter with a small manufacturer of school bags at a local store led her to envisage her own business plan. She took a loan in her brother's name, invested the money with her business partner – who manages the manufacturing segment with several *karigars* who work at his home based mini factory – and began to produce handbags and school bags for the local market. To ensure she could have a sustainable relationship with her male business partner, Fazeelat brought his wife on board and apprised her of her plans at every step. Smart thinking from a motivated individual; Fazeelat's journey may be a difficult one, but positive thinking and commitment has allowed her to overcome the odds every step of the way¹.

Case Study 5

Sector: *Adda gota, embroidery, crafts*
Location: *Village Allahbad, Vehari*



Rukhsana Parveen and Abdur Rauf Khan know they are an indelible part of the lives of the several young women who work in the Ujala School, a vocational training centre for stitching and embroidery that they set up three years ago (2013) in a large family property on the Vehari Road, in village Allahbad, District Vehari. The Ujala School is a member of the HNP DAC in Vehari and aims to fill a gap, by providing a vocational learning space in an area where there are hardly any girls' schools and little emphasis on girls' education. Approximately 20-25 girls attend the centre at any given time; those girls whose training is complete continue to work full time at the centre and train new entrants.

For Somal, who lives in a nearby farm in the village with her parents, Ujala means the light that guides her life – the centre is her sanctuary and a beacon that lights the way to success. Somal's father is a small farmer in village Allahbad which, though economically deprived, is a fertile area where they cultivate wheat and cotton and where traditionally everyone in the family works either at home or on the lands – the women also take care of the cattle and are required to carry out their share of the chores in the fields. Somal, who has three other siblings, followed this same pattern; however she found that she had no such inclination and took a stand with her family after she heard from a relative that there was a centre in the vicinity where she could undertake vocational training.

Encouraged after speaking to the owners and then introducing them to her father, Somal was allowed to attend this school when she was just over 14 years old. It took a lot of consistent cajoling of her family for her to remain in the centre – the owner AbdurRauf Khan would visit parents personally to request them to allow their girls to attend classes. Somal was one of them and now, two years later, she is one of the bright stars in the vocational centre, on her way to becoming a trainer for the several young girls who join the centre periodically. The couple provide the direct market access to the work made by the girls in the centre. On average, one embroidered suit sells for Rs. 2,500 to 3,500 and the girls receive their fair share of the profit, in accordance with the work that they do.

The work is detail intensive and requires patience and a gentle touch and Somal is appreciated by everyone at the school for her fine embroidery, stitching and *adda* work with *gota*. Recently, she won a sewing machine at an event for home based workers arranged by the DAC, Vehari. "I want to learn more and be useful to others," says Somal, as inspiration shines in her eyes and lights up her dreams for a better life.



⁵Fazeelat Bibi was interviewed in Islamabad on 8 December, 2015 at an HNP conference titled: 'Recognizing HBWs: National Consultation on Strengthening HBWs Policy in Pakistan'



Hajra, Rani, Rashida and Jamila are women HBWs from village/Dhok Chatto Chand, just 25 km from Thatta city. These women have lived in this village since their birth, a short distance away from the iconic Makli necropolis – one of the largest in the world and a UNESCO world heritage site –and the famous blue – tiled eponymous Shah Jehan Mosque in the city.

Despite the grand history that surrounds them, their life is immensely simple and inured in economic hardship

For years they have been making crafts at home; mostly traditional Sindhi embroidery and hand work such as *Rilli* and even block print on fabric – work handed out to them by the local middle woman who also collects it periodically. To make ends meet, the two elder women, Hajra and Rani, have diversified activities. Hajra tends to cattle owned by the local landlord – her son is a Quran teacher in the village and their domestic income is supplemented by his earnings. Rani (centre) is a *dai* (traditional birth attendant) who earns at least Rs. 1,000 per month caring for young mothers. For her home based embroidery, Rani manages to make approximately Rs. 500 per month, but her work is sporadic because of her weak eyesight.

Out of this group, Rashida, a young mother with many children, is the only one who does stitching as her full time home based work. And going in a similar direction is newly married Jamila – Rani’s daughter in law – who is just 18 years old and whose young husband doesn’t have any full time work, but often gets shifts as a driver. Jamila earns about Rs. 400 per suit and tries to stitch three or four suits a month. Rashida works very hard to embroider at least two complete *kameez dupatta* suits per month at Rs. 1,000 per item, but orders for stitching are limited as only the villagers give them fabric to stitch into outfits and there is not sufficient work to go around.

What all four women have in common is that they are illiterate and were not allowed to go to school. In this region, in each subsequent generation, traditional codes apply and women’s development, even at the most basic level, is usually relegated to the backburner. However, for these four women recent interaction with the HNP DAC in Thatta created a sense of awareness about their rights and group formation of women HBWs gave them a collective insight about their way of life. All four had their CNICs made when the NADRA mobile van came to their village. They also learned about the market rates of their products, the sales process and how to make



customers while eliminating the middle woman. The DAC rural coordinator also helped market their work outside the village, which creates great excitement for them as they want their products to go to the cities, and not just sell in the village or nearby town. Yet, in most cases, these women have never been to a *mela*/exhibition and have little awareness of market dynamics. What was most useful for these rural women were the personal life skills imparted to them through this process; health and gynaecological knowledge, tips about children's needs and solutions for cleanliness and hygiene. A simple item such as soap, given to them by a visiting NGO, coordinated by DAC was a watershed moment in their lives. Coming together as a group under the DAC umbrella empowered these women to give voice to their thoughts and recognize their needs. A sense of identity

formalized with the CNIC and a new mobility to participate in meetings increased their confidence.

“The men do not stop us from doing our work and want us to pursue our hobby or home based work,” these women agree. Age old cultural practices in this rural setting have always encouraged women to work with their hands, they stitch and embroider their own trousseaus; pillowcases, sheets, suits and make accessories like *nalay* and *paranday* for their entire families if they have to. In fact, the date for a wedding isn't set unless a girl's trousseau has not been completed by her. Young Jamila shares that it took her two years to complete hers. “Yet the times have changed,” they say, “And now villagers don't want their girls to marry too early.” They all agree that the promise of a better future in the days to come is what keeps them going, day after day.





Umme Kulsoom is the chairperson of Al Hadi Cooperative under the umbrella of the NRSP UN Women, Phase II project in village Punja Sharif in UC Bijhar. She is a matric graduate from a high school in nearby village Mitha Tiwana. Her small village adjoins the Thal desert situated in agriculturally fertile land that grows sugarcane, mustard greens, wheat and rice and has diverse livestock. Umme Kulsoom admits that she isn't a big fan of city life and loves the village. "Spring is beautiful here and I like to walk barefoot in the grass," she says expressively.

For years, as is the tradition in this rural area, Umme Kulsoom has worked at home; doing embroidery, making local crafts and some stitching, but found that motivation levels for women HBWs in her village remained low, as was the desire to take on excess work and meet deadlines. Work was sporadic and so were payments, but the situation changed when she attended a seminar by the NRSP, proceeded to get some training, organized a trainer to teach women in her village and learnt that through NRSPs project with UN Women she could now group women HBWs into CIGs of a variety of skills; the Jabbi *chaddar* (shawl), *adda* work,

clothes stitching, *tarkashi*, crochet, making fans and *changair*, bed sheets and pillowcases. More than 30 girls/women registered in these groups and Umme Kulsoom went on to lead the group to form a cooperative under the NRSP model.

The process led Kulsoom to realize her own authority and status in the village – most of the girls who signed up and got permission to join the groups did so because their parents knew *Baji* (sister) Kulsoom, the location of her house in the village and her family. "Their basic inspiration to join," says Kulsoom, "was that now work and monetary returns were ensured. I immediately saw a rise in the enthusiasm levels of these girls." Umme Kulsoom took the initiative to improve working conditions at her cooperative, had seven to eight *addas* made in the village to accommodate different sized frames to embroider cushions, pillowcases, bed sheets, purses and more and got good quality thread and accessories from Lahore. Umme Kulsoom is now at a stage where she wants a loan of Rs. 50,000 to expand the business. The cooperative is doing very well and Umme Kulsoom is very keen to get health benefits for every member by paying a basic sum ranging from Rs. 50 – 100 from the cooperative's funds to SWD – a health loan from the NRSP is also on the cards.

At a personal level, Umme Kulsoom is very emphatic about the change in her life: "I have become used to deadlines, can take care of my costs and even travel on my own." She is not enamoured by the middleman/woman and has taken it upon herself to travel to Lahore to obtain and deliver orders. Umme Kulsoom thus took on the dual role of change maker and cooperative head doubling the amount of work she needed to do. This keeps her very busy and she regrets that now she doesn't get time to read or watch television. "But I have a mobile and can buy a new one whenever I wish!" Life at home hasn't been ideal either – her husband, a factory based electrician, rarely gives her money for her needs and her in-laws also expect her to contribute financially to the entire joint family. She admits that since she has not had children, now her mobility to live between her parent's home and her in-laws has increased – her own family is very

Case Study 7

Supportive – she runs her centre from her mother’s home in her village.

Umme Kulsoom is a proponent of women taking care of their own needs and her own life experiences inspired a quest for independence – she is glad she succeeded. She is a natural leader with an instinctive need to better the lot of the people she interacts with and has many hopes for

the future, several in tandem with the continued future success of projects such as this. She knows her success is linked with the right support – from the community, from elected representatives, from the local government, from the NRSP, from future sustainable interventions. This is a subject close to her heart, “We want extreme poverty to end,” she says with conviction.

Tech savvy is the way forward

Case Study 8

Sector: Technology

Location: Khushab



Kiran Shaheen from Khushab qualified to complete advanced ICT training recently in Islamabad. The two-day course included Social Media, marketing and communication tools training, as well as designing information sharing packaged content for mobile platforms such as WhatsApp and SMS for a broad user base. Kiran is now planning to work on an E-Khushab portal on the same lines as an E-Pakistan portal, and undertake online awareness campaigns for all NRSP cooperatives through trainings and by creating project linkages as a follow-up for the NRSP project with UN Women Phase II. The initial plan is to link technology with marketing, upload the names of change makers on the net with their area expertise, their contact numbers and sample products to create easier access for buyers.

Kiran has diverse experience to back up her current endeavours. She worked as a treasurer for the Qandeel Cooperative in Hadali, worked with the United Development Association, with SPO as a trainer, helped in a baseline survey for USAID, undertook some work with Muslim Aid and also worked at the computer centre in Hadali. Kiran has also had a long association with the Taang Wasaib Organization in Hadali and is well acquainted with gender and leadership precepts in the development context. “We want to create so many links that there is no problem in communication with each other,” she says confidently.





“I am now known as Nabeela Jabbi,” says Nabeela Tabassum from village Jabbi Sharif, a member of the Jabbi Cooperative which works specifically to make the Jabbi *chaddar* (shawl), a Khushab speciality.

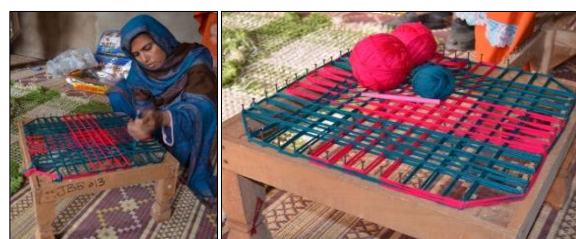
Nabeela is a young home based worker who trained initially through an IRM project, and then later via NRSP, to specialize in making the Jabbi *chaddar* – this was in 2013 before the NRSP project with UN Women Phase II commenced. “We were a batch of 30 girls,” says Nabeela, “and it was the first time I ever left house, and believe me, I hardly had any confidence to even speak. Now I’ve become a skilled teacher of the Jabbi *chaddar*, training women from several villages in my area.”

Nabeela is a middle school graduate who has had a difficult home life, a father who is not financially well-off with unstable work – sometimes moonlighting as a soothsayer, sometimes a religious teacher –and a younger sister who had to be removed from school because of lack of funds. Their mother’s death she says was the greatest gap in their already tough existence. Luckily for Nabeela, Jabbi village was a space where social mobilization through the LSO was organized by NRSP to work with rural men and women. That’s how she joined the initial training and was then seamlessly integrated into the NRSP project with UN Women. Nabeela with her prior experience was able to lead the CIG on the Jabbi *chaddar*. “The thread is very expensive and we could not afford to buy it, but after we

received UN Women funding and worked together in a centre we were able to produce the product efficiently.” During the course of the project Nabeela’s skills grew as did her ability to manage her own funds and she was able to save a small amount from her earnings. She took responsibility of bills in her home, installed a new washroom, got a water supply connection and sent her sister back to school. “Our father never gave us respect but now we have status in our own home,” she says.

Currently Nabeela runs her own work centre in Jabbi, in a house in a neighbouring *mohallah* which was lying vacant and where she had water and electricity installed. The centre has 12 girls that are in the training process and about half a dozen who are experts and who make the products for the orders they receive through the change maker assigned to their cooperative. “Previously we had no awareness of how to sell our work but that has changed now,” she says.

Nabeela has valuable advice to give and her life experiences have not made her bitter: “Please value your time and don’t waste it,” she says. “Respect your parents and you will always achieve success with their prayers to back you.”



The village of Hassanpur Tiwana on the banks of the river Jhelum adjoining the Thal desert is predominantly, agriculturally fertile land. Women work in the fields alongside men, but also at home; making typically Punjabi crafts; handloom material (*khaddi*), the hand-woven Jabbi shawl, handmade *nalay* and *paranday*, as well as *changairs* or *chabbas* (round thickly woven baskets for *roti*), clay decoration and pots and hand stitched items. By and large, the men are conservative and prefer that the women stay home.



Rana M. Sarfaraz has worked with women workers for several years. He also runs two small co-ed schools registered with the Pakistan Education Foundation with nearly 300 children enrolled. An active community leader, he was chairperson of the LSO for two years till 2013 and is now an executive body member. He worked with the PPAF and BISP on the poverty score card and poverty identification. He also assisted NRSP with their project baseline (part of Phase II) and found that the local families trusted and understood him. As part of the NRSP project he was instrumental in helping identify and form ten CIGs, each specializing in a different craft, which then came together to form a cooperative called Inquilab – of which Rana was selected as change maker – the link between the women home based workers and the market, as well as other actors.

The project had assigned Rs. 3,000 per month as the change maker's salary, however, the women members of the cooperative decided it was better to give a percentage of the profits, in lieu of salary, to the change maker to create the incentive to get orders from the market. Rana says he maintained the trust that these women had placed in him, took the 20 percent profit allocated to him, and ensured they didn't get a cause to complain. To date the Inquilab cooperative has not taken a loan and has recycled the one hundred thousand Rupees

funding allocated to it through the NRSP project. The financial plan is based on the basic principle that some part of the profit will go into enterprise development and some will go to the women HBWs as profit. They will then keep adding to the cooperative fund by giving Rs. 100-150 per transaction. For example, if for the sale of one woven Jabbi shawl a woman HBW is paid Rs. 500, she will give Rs. 100 out of this total to the cooperative. Previously, the middleman would take half or more than half of what the woman HBW got in total. And to make things easier, the raw material is now provided by the cooperative and the change maker purchases material in bulk from wholesale markets thus allowing the women HBWs to focus only on increasing production and income. "The UN Women project has made these women from a *mazdoor* to a *maalik*," says Rana, "They were suffering under *thaikedars* and getting paid a diminutive amount for their work – for example, just Rs. 7 for making tassels on one shawl." Now the price per shawl has doubled and in one day the women can complete intricate tassels for five or six shawls.

Several opportunities have been created by selecting a male change maker to facilitate the women HBWs in the cooperative, primarily the strategic placement of a man helping women to increase their economic potential in a male dominated part of the country, serves as an example for his peers. Opportunities for women HBWs has led to the doubling of their incomes, raising their awareness on enterprise development and the market, increasing their ability to negotiate for better rates, learning about the benefits of working in groups and moving away from traditional norms. Small beginnings do lead to greater ends.





Muhammad Shahid Khan is a district government officer with an advocate's background. He exudes a stereotypical official reticence at first meeting, but as soon as he begins to express his ideas, there is no doubt that the extraordinary meets the ordinary.

A labour officer posted in an area filled with sugar, cement and chemical factories, located in the heart of prime agricultural land, he is an important man who can easily succumb to his palms being greased. "But that's not the case," says Shahid, as the tenor of his voice rises decibel by decibel with an unexpected passion, as he explains that he does not kow-tow to power. "Factory owners have severe objections about how I work and have sent applications of complaint against me, but I have passed notices against these factories, worth several hundred thousand, and will not allow anything immoral under my watch."

When the National Rural Support Programme District office in Khushab approached the Labour Department, Khushab District to register the 10 cooperatives formed as their target objective for UN Women's Phase II, Shahid Khan understood that NRSP was playing

a pivotal role to secure a platform for women HBWs rights. According to the labour laws in the Punjab, cooperatives are not a legal entity in the province. However, Shahid, with his legal background, went over and above the call of duty to find a caveat in the Factories Act, 1934 and after spot visits and enquiries he registered 10 cooperatives as manufacturing units, albeit small ones, in which embroidery work was the primary product.

Registering these cooperatives as 'factories,' made the women HBWs eligible for benefits from the Social Welfare Department. He stood his ground when the Lahore LHRD found Shahid's decision illegal, but he persisted to prove that the Labour Department, Khushab had fulfilled all legal requirements, established the employer/ employee relationship, as well as the manufacturing process which is a requirement of the Act. "Any ordinary District Officer would not have done what I did," says Shahid Khan. By making a personal commitment to better the lot of a very small section of women in the marginalized informal labour force in Pakistan, Shahid Khan displayed courage and determination, proving that one man can make a difference.



Photographic Evidence

Baidarie: Female employees at the soccer ball manufacturing unit at Awan Sports in Sialkot



Baidarie: Women HBWs after an FGD in Sialkot



Baidarie: Women HBWs at a sports glove stitching unit in Sialkot



HNP: Vehari DAC meeting with HNP Vehari and CSO members in City Top Hotel, Vehari



Annex 7.9: Photographic Evidence

HNP: An HBW collecting the embroidered top half of the *khussa* after completion at her work centre in Multan



HNP: The group of DAC participants at their meeting in Multan



LHRD Punjab: A group of women HBWs after an FGD in Multan



LHRD Sindh: Screenshot of data collection software developed by an IT company hired by LHRD for data entry of 10,000 women HBWs from Hyderabad city

ID	Form #	Name	CNIC	Age	Phone	Address	Province
11170	00626	Nasreen Bano	4130169172402	54	0310201	baboch	Sindh
11171	00629	Talwan	4130426014650	32	0308211	h no 702	Sindh
11172	00621	Ameer Maa	4130136334745-D	52	0304231	khawari	Sindh
11173	00622	Fatima M Khan	4130164021706	25	0306045		Sindh
11174	00623	Aasi Maa	4130404021706	47	0311181		Sindh
11175	00624	Qublan	4130404020950	42	0312101		Sindh
11176	00625	Najma	4130257020470	40	030736		Sindh
11177	00626	Zahra Akhtar	4130191006068	33	0311027		Sindh
11178	00627	Sabira		35	0343221		Sindh
11179	00628	Zamara	4130165705648	54	0310221	house n	Sindh
11180	00629	Farooq Akhtar	4130126440410	47	0310261	h no 2229	Sindh
11181	00630	Farihan		30	031278		Sindh
11182	00631	Nasreen	413015706424	54	030125	h no 2027	Sindh
11183	00632	Shahida	4130194101042	57	0304181		Sindh
11184	00633	Shahraz-Khalida	413042283342	52	0404581		Sindh
11185	00634	Farihan	4130194000010	47	040478		Sindh
11186	00635	Saumra Sabreen	4130151005100	26	0304728	h no 1004	Sindh
11187	00636	Rameen	1810150174712	39	0340381		Sindh
11188	00637	Farooq		24	0304021		Sindh
11189	00638	Hameera	4130178016028	43	0340328		Sindh
11190	00639	Farihan		49	0311801	h no 680	Sindh
11191	00640	Fahimara Begum	4130124100010	41	0340328		Sindh
11192	00641	Saima Adil Gul	3010240100008	37	0340721		Sindh
11193	00642	Roohi Bano	4130170000010	18	0304028	h no 2021	Sindh
11194	00643	Roohi Sabreen	4100400100010	28	0340328		Sindh
11195	00644	Shahara Begum	4130210010002	49	0312221		Sindh
11196	00645	Hameera Begum	4130120100010	54	0311801	h no 1002	Sindh
11197	00646	Habiba	4130401010048	48	0300201	h no 888	Sindh
11198	00647	Saumra Sabreen	4130151005100	33	0304028		Sindh
11199	00648	Sindh Multan	4130221401114	41	0300101		Sindh
11200	00649	Saima Akhtar	4130171010001	34	0301201		Sindh
11201	00650	Hameera Begum	4130120100010	30	0301201	h no 1100	Sindh

NRSP: Cooperative members with their change maker in Khushab



NRSP: Hand-embroidered sheet made by women HBWs of the Jabbi Cooperative in Khushab



PCYO: Making jewellery at the BGC in Lahore



PCYO: The prize-winner for this large sea shell decoration item in Karachi



End Term Evaluation of the project, “Towards Gender Equality: Women’s Economic Empowerment (WEE) -Home based Workers, Phase II” (2012-2015)

Type of Contract: Consultancy

Based in: Pakistan

Time period: Starting 10th August 2015 – 10th November 2015 (Tentative)

BACKGROUND

UN Women brings its technical expertise in gender equality and links with the global women's movement to the UN Women Pakistan mission to strengthen the effectiveness, coordination, and quality of outputs of the UN mission on gender equality. The strategy in Pakistan encompasses strengthening the capacity of government, non-governmental organizations and UN system to deliver on Pakistan's national and international commitments to gender equality and women's empowerment by ensuring that voices of women and human rights based approach is integrated fully in the development agenda of the country.

UN Women Pakistan's **Women's Economic Empowerment (WEE) Programme** has been supporting implementation of national commitments and international frameworks around economic opportunities for women since 2007, and in particular supporting the development of provincial home based workers (HBWs) policies and laws to improve the working conditions of many rural and urban women in Pakistan undertaking informal home based work. The second phase of the programme started in November 2012 will end in December 2015. The overall programme targets are as follows:

- Increased number of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women's economic and social empowerment.
- Enhanced capacity at national and local levels to influence economic policies and poverty eradication strategies, and to develop and implement gender responsive services to enhance women's sustainable livelihoods.
- Enhanced access for informal women workers to social security benefits, enterprise development and income generating opportunities.
- Sex and gender disaggregated data collection mechanisms developed to include contribution of informal women workers.

Description of the intervention:

The WEE programme has been implementing the project, 'Towards Gender Equality-Women's Economic Empowerment-Home based Workers, Phase II' (referred to as Phase II in the document) Nov 2012- Dec 2015. The Phase I (2008-2012) of the project resulted in recognition by the Government of Pakistan through the Ministry of Labour and Manpower (Pre-devolution) of the HBWs category and the need to provide a protection mechanism for this category of informal workers, the majority of whom are women and children. The phase II was launched in 2013 after the end term review of the Phase I concluded in September 2012.

The Phase II focuses on supporting women's economic empowerment by strengthening Government's capacities to develop, implement, and sustain provincial and national mechanisms aimed at improving access to rights by HBWs. This will be achieved through the adoption of policies, legislation and provincial economic frameworks relating to HBWs in Punjab and Sindh. The Phase II also envisions an improvement in the collective bargaining skills of HBWs in the provinces, availability of information of referral mechanisms of violence against women to women HBWs and the development of a national gender data coordination mechanism and national women's economic empowerment alliance providing data on women workers.

Link to UN Women Global Strategic Plan Development Results Framework, Impact 2:

Women, especially the poorest and most excluded, are economically empowered and benefit from development.

The three year project (Nov 2012 to Dec 2015) has the following results and outcomes:

Project OUTCOME 1:

Provincial Home Based Workers policies, HBW laws adopted and implemented and provincial economic frameworks drafted with HBWs concerns in Punjab and Sindh.

Project OUTCOME 2:

Enhanced access of home based workers to economic security and livelihood opportunities

Project OUTCOME 3:

Improved availability of WEE data for development policies by the Federal government and the Governments of Sindh and Punjab:

UN Women requires the services of **A CONSULTING FIRM** to conduct the end term evaluation of the phase-II programme. The aim of this evaluation is to learn about the relevance, effectiveness, efficiency, sustainability and impact of the mechanisms employed in the implementation of the Phase-II. It will be used to plan the future extension of this programme and will guide in project planning of other UN Women programmes.

Purpose and Use of the Evaluation

The main purposes of the end term evaluation are the following:

Accountability:

- Provide credible and reliable judgments on the project's results, including in the areas of programme design, implementation, impact on right holders and partners, and overall results.
- Provide high quality assessments accessible to a wide range of audiences, including UN Women donors, UN Women Programme team, women's rights and gender equality organizations, government agencies and other actors.
- Explore ways for UN Women to be more accountable to the right holders and focus on social accountability.

Learning:

- Identify novel/unique approaches to catalyze processes toward the development of gender equality commitments.
- Identify particular approaches and methodologies that are effective in advancing women's economic empowerment.

Improvidence-based decision making:

- Identify lessons learned from the experience of implementing partners in order to influence policy and practice at sub- national and national levels.
- Inform and strengthen UN Women's planning and programming by providing evidence based knowledge on what works, why and in what context.

Use of the Evaluation Report

- The Evaluation findings will help to feed into building the portfolio of UN Women Pakistan strategic note.
- The report will be used by the implementing organizations and UN Women to make strategic decisions on the future direction and design of the project and it's Annual Work Plan.

- The evaluator will provide inputs for the Reference Group (*see section 7 for more information*) to design a complete dissemination plan of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, scaling-up, or sharing good practices and lessons learnt at sub- national and national level.

Scope and Objectives of the assignment

The geographic area covered under the project is 21 districts in Punjab (15) and Sindh (6) (in Punjab: Lahore, Multan, Bahawalpur, Sialkot, Khushab, Gujranwala, Kasur, Vehari, Sahiwal, Faisalabad, Jhang, Chinot, Sargodha, Muzaffargarh and Jehlum and in Sindh: Karachi, Nawabshah, Sanghar, Hyderabad, Sukkur, and Thatta. The consultants will conduct field visits to at least 6 targeted districts of Sindh and Punjab⁶ for assessment of implementing partners' projects in addition to Lahore and Karachi where policies and laws follow up is being undertaken. Districts will be selected in consultation with UN Women Programme team.

Different Baseline Surveys were conducted by the implementing partners in 2013 and 2014. A Mid Term Review of the Project was also carried out in September 2013. The timeframe of the End-Term evaluation will cover from the period of conceptualization to the moment when the evaluation is taking place.

The evaluation will focus on the Phase II (Nov 2012 to Dec 2015) and make:

- a) an overall independent assessment about the past performance of the project/ programme, paying particular attention to the impact of the project actions against its objectives;
- b) Identify key lessons and to propose practical recommendations for follow-up actions.

Substantive Scope: The evaluation will focus on the outcomes and outputs of the project and will also examine the significance, usefulness, and impact of the project outcomes in terms of results achieved against set targets, ownership of stakeholders, sustainability of the action, challenges that were faced in the project and strategies/recommendations for way forward. It should explore the extent to which the project has allowed UN Women to work in a more coordinated manner with partners.

Stakeholders' Involvement: The evaluation will reach out to principle stakeholders, i.e. project right holders, duty bearers, project IPs, relevant UN Agencies (including UNIDO, ILO) and bilateral donors (Norway) in consultation with UN Women team.

Evaluation Criteria, Questions and Methodological Approach

The evaluation will assess the following:

- **Relevance:** extent to which the objectives of phase II are consistent with right holders'(beneficiaries) requirements, provinces and country-needs, global priorities and partners' and donors' policies;
- **Effectiveness:** extent to which phase II objectives were achieved, or are expected to be achieved, taking into account their relative importance;
- **Efficiency:** measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
- **Sustainability:** The probability of continued long-term benefits from the phase II; the resilience to risk of the net benefit flows over time; and
- **Impact:** positive and negative, primary and secondary long-term effects produced by phase II as a whole and in particular, directly or indirectly, intended or unintended.

⁶At least 6 districts will be selected to cover 6 project implementing partners' work in Punjab and Sindh

Evaluation Questions:

The consultant(s) should be guided but not limited to the scope of the evaluation questions listed below. The consultant(s) should raise and address any other relevant issues that may emerge during the review:

Relevance Questions:

- Extent to which the interventions of the Phase II were relevant to the national, policies, strategies and budget?
- Extent to which the objectives of the Phase II are consistent with right holders' (beneficiaries') requirements and country-needs; in other words, are the Phase II goals still relevant in Pakistan?
- Extent to which the intervention is aligned with and contributes to international conventions (e.g. CEDAW) and related documents (e.g. CEDAW Concluding Observations).
- Extent to which the intervention is informed by needs and interests of women HBWs' through in-depth consultation.
- Relevance of stakeholders' participation in the intervention.

Effectiveness Questions:

- Extent to which the Phase II the 3-outcomes were achieved or are expected to be achieved, taking into account their relative importance;
- Assess what has worked and what has not under the following key interventions of the project and specify the reasons of successful and not so successful strategies and interventions
 - women home based worker policies, laws and economic frameworks;
 - women's home based workers' rights;
 - HBW's access to economic security and livelihood opportunities;
 - Availability of WEE data and its usage at Federal and Provincial level
- Extent to which the phase II has advocated the agenda of women's economic empowerment at all levels (UN agencies, government, CSO, HBWs etc.);
 - Extent to which the project change agents (CSOs and HBWs) have been successful in advocating for a positive policy environment in target provinces;
 - Extent to which the HBWs unions, groups and committees have been useful in advocating for HBWs rights, gender equality and empowerment in both target provinces;
 - Have the recommendations of Phase I End term Review and Phase II mid-term review been followed? If not, why?
 - How well the stakeholders have been involved in the project?
 - Explore different model for replication and taking pilot projects to scale.
 - What challenges were confronted by UN Women and its partners and how where these addressed?

Efficiency Questions:

- Provision of adequate resources for integrating women HBWs' economic rights in the intervention as an investment in short-term, medium-term and long-term benefits.
- Have the resources of the project utilized efficiently to address needs of HBWs?
- Has UN Women administered the phase II in an effective and transparent manner?
- How efficiently monitoring mechanism were developed and used for achievement of project objectives?
- Assess the efficiency of operational aspect of the programme in terms of human resources, financial management, administration, and management for achieving objectives?

Sustainability Questions:

- To what extent has the Phase II supported:
 - Institutional change conducive to ownership of the phase II interventions.
 - Institutional change conducive to systematically addressing women HBWs' rights and concerns.
 - Capacity development of targeted rights holders (to demand) and duty bearers (to fulfill) rights and needs of HBWs
 - Considering the bottlenecks that might have affected project's implementation/interventions, how to ensure the owning parties/stakeholders stay committed to address them for long-term sustainability?
 - A comprehensive exit strategy to phase out and hand over the ownership as well as finances for sustaining the gender equality in public sector.
 - Institutional change conducive to the availability of economic opportunities for women.
- What mechanisms have been adopted by UN women and its partners to sustain the project results beyond the project duration?

Impact Questions:

- Have there been any good practices produced from the Phase II that could be up-scaled? Are there any steps taken by the Phase II towards producing good practices?
- Extent to which the interventions designed in the project have contributed in changing HBWs' lives positively? If yes, what are these changes?
- What has been the impact of project activities? Have there been any unforeseen/unintended impacts?
- What recommendations can be made on the future direction of UN Women and donor support?
- What are the key lessons learnt by UN women and partners from the phase II?

Existing Information Sources

Existing information sources of Phase II include: Phase II Pro Doc, baseline report, Donor Reports, Mid-term review report, meeting minutes, training reports, mission reports, monitoring visit reports, project IPs' progress reports, previous external review report, etc.

For the Phase II projects: project documents for each individual project under the Phase II, quarterly progress reports.

Methodology and Process

This is an end term evaluation of the phase II project. The evaluation will be a participatory process, promoting maximum input from all relevant stakeholders. The assessment will use both quantitative and qualitative methods to evaluate the impact and effectiveness of the

Phase II.

The consultant will work closely with UN Women in developing the evaluation methodology and design and finalizing the report.

The study design should compare the results for the targeted individuals before and after the group's involvement in the program. The evaluation design should also discuss cause and effect of the interventions. Detailed baseline and end term survey indicators will be finalized in consultation with UN Women. Some of the sample baseline benchmarks of the project are mentioned below:

- HBWs' access to social protection schemes is very limited (specific figures are available in project specific baselines)
- There are no policies or laws on HBWs in Sindh or Punjab.
- Only 17% of the interviewed HBWs in the 2011 study knew the market prices of their

products⁷.

- No company in Pakistan had signed the women's empowerment principles.
- HBWs' access to microfinance is very limited.

An initial meeting of the consultants with UN Women staff, when the consultants begin the evaluation, shall be organized to determine the methods and develop a feasible joint work plan.

The work plan should describe in great detail how the evaluation will be carried out, suggest further clarification on the applied methodology, roles and responsibilities of the participants, specify field visits, and outline the timeframe for the consultancy.

Based on consultations with UN Women, the consultants will visit selected project sites to validate the findings of the desk review and documentation analysis, and identify best practices and lessons learned.

SPECIFIC Tasks

Stage 1: Preparation and Initial Desk Review

Task	Responsible Party	Number of days	Remarks
Programme documents initial desk review	Consultants	3	Home-based
Inception meeting	Consultants in cooperation with UN Women	1	Islamabad
Development of evaluation methodology and design and preparation of an Inception Report	Consultants in cooperation with UN Women	3	Home-based
Consultations with UN Women to identify Phase II projects for in-depth analysis and reach an agreement on the proposed methods	Consultants in cooperation with UN Women	1	Islamabad

Stage 2: Data Collection and Analysis

Task	Responsible Party	Number of days	Remarks
Conduct field trips to project sites, including in-depth interviews and meetings	Consultants in coordination with UN	14	Punjab.
Conduct in-depth interviews and survey in Islamabad according to the agreed list	Consultants	2	Islamabad
Data classification, systematization, and analysis and elaboration of evaluation findings	Consultants	3	Home based
Preliminary finding sharing	Consultants	2	Home based
Draft the initial report, which summarizes key findings and Recommendations	Consultants	4	Home based

⁷Roots for Equity Report 2011. Project specific baselines are available for before and after comparison

Stage 3: Analysis and Dissemination of Evaluation Findings

Task	Responsible Party	Number of days	Remarks
Present initial findings and recommendations at a stakeholder's meeting	Consultants	1	UN Women will share the list of stakeholders
Incorporate comments and feedback from UN Women and stakeholders. Revise and finalize the detailed report.	Consultants	1	Home-based

A Broad Reference Group (BRG) will be created to ensure an efficient, participatory and accountable evaluation process and facilitate the participation of stakeholders enhancing the use of the evaluation findings.

A Broad Reference Group (BRG) with representatives from relevant Government Departments and other allied stakeholders will be created. The role of the BRG will include the following:

- Receive information throughout the entire evaluation process and participating in relevant meetings at strategic points during the evaluation.
- Receive key evaluation deliverables such as the Inception Report and Draft Final Report
- Provide input on these evaluation deliverables as needed
- Support dissemination of the findings and recommendations.

**Please note that BRG members are invited to actively participate throughout the entire evaluation process, however, remaining cognizant of their time will be consulted specifically for comments in relation to the Inception and Final report.

TIMEFRAME

Time frame for the consultancy is 41 working days for team leader and 31 working days for team member. The assignment is spread over approximately three months beginning 10th August to 10th November 2015 (tentative).

BUDGET

The proposed budget shall include all costs incurred during the assignment period (including travel and accommodation to the project sites).

DELIVERABLES

Expected key outputs will include:

- An agreed evaluation inception report: The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each review question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include a proposed schedule of tasks, activities and deliverables, Review tools to be developed) and shared with UN Women. Dates of all deliverables will be decided in the inception meeting with UN Women.
- Preliminary findings to UN Women after data collection
- An initial evaluation report, summarizing key findings and recommendations is to be shared with UN Women Office.
- A draft comprehensive report to be submitted to UN Women for review.
- An analytical and comprehensive draft final evaluation report (including UN Women feedback, if any) not exceeding 30 pages in hard and soft copy to be submitted to UN Women.
- Present initial findings and recommendations at a stakeholder's workshop to make necessary revision/adjustment and submit final report to UN Women.
- Mission reports to project sites to be submitted to UN Women within two weeks after each mission.

The final report should include cover page, executive summary, programme description, evaluation purpose and intended audience, Evaluation methodology (including constraints and limitations on the study conducted), Evaluation criteria and questions, findings and analysis, conclusions, recommendations (prioritized, structured and clear)

SUPERVISION

Who: Actors and Accountability	What: Roles and Responsibilities
UN Women Review Committee	<ul style="list-style-type: none"> ▪ Identify information needs, customize objectives and evaluation questions and delimit the scope of the evaluation (TOR), based on a review of the Inception Report ▪ Facilitate the participation of those involved in the evaluation design. ▪ Provide input on the evaluation planning documents. ▪ Facilitate the consultants’ access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods. ▪ Monitor the quality of the process and the documents and reports that are generated, so as to enrich these with their input and ensure that they address their interests and needs for information about the intervention. ▪ Develop and implementing a management response according to the evaluation’s recommendations. ▪ Disseminate the results of the evaluation, especially among the organizations and entities within their interest group.
UN Women Evaluation Task Manager (Programme Coordinator -WEE)	<ul style="list-style-type: none"> ▪ Ensure the quality of evaluation and management decisions to be made on time. Facilitate selection of the consulting firm ▪ Facilitate communication between the team lead consultant), project staff and senior management ▪ Monitor the process of evaluation and provide guidance to the consultant ▪ Report any significant deviation from the evaluation plan ▪ Facilitate the preparation, conduct and report finalization. ▪ Facilitate a management response to all evaluation recommendations and ensure the implementation of committed actions in the management response ▪ Facilitate dissemination of initial and final evaluation findings to relevant stakeholders
Broad Reference Group (BRG)	<ul style="list-style-type: none"> ▪ Provide input on inception report and final report as needed ▪ Support dissemination of the findings and recommendations.
Programme Officers –WEE Punjab and Sindh	<ul style="list-style-type: none"> ▪ Prepare TORs for the evaluation. ▪ Ensure close communication with the consultant during the whole process ▪ Clarify questions raised during the evaluation process ▪ Help identify the location to be visited for data collection ▪ Support in reviewing the draft reports shared by consultants
Programme Officer and Admin Assistant –WEE, Islamabad	<ul style="list-style-type: none"> ▪ Provide all the document information sources the consultants require ▪ Clarify questions raised during the evaluation process. ▪ Help arrange the travel to the project site and other logistics issues.
Consultants (Lead Evaluation Team)	<ul style="list-style-type: none"> ▪ Lead the whole evaluation process ▪ Work closely with the UN Women and its partners

leader)	<ul style="list-style-type: none"> ▪ Manage evaluation team and the whole process of evaluation and data collection ▪ Communicate with UN Women Evaluation task manager whenever it is needed ▪ Conduct field visits to the project sites identified and collect data. ▪ Report to UN Women Evaluation task manager when required ▪ Produce the inception report ▪ Produce the final report and all deliverables mentioned in the TORs ▪ Present the finding to the UN women in a workshop
Team member	<ul style="list-style-type: none"> ▪ Assist the evaluation process and closely work with Lead Evaluation Team leader ▪ Assist in data collection and review of documents ▪ Prepare initial draft of evaluation inception report and final report with the Team Leader ▪ Conduct interviews and surveys and share finding with Team Leader ▪ Provide administrative support to the Team leader and evaluation process as needed.

EVALUATION ETHICS

Evaluation in the UN will be conducted in accordance with the principles outlined in both UNEG Norms and Standards for evaluation in the UN System and by the UNEG ‘Ethical Guidelines for evaluation’. These documents will be shared with the selected firm. The consultant(s) are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

QUALIFICATION, EXPERIENCE AND COMPETENCIES:

Team Composition

Evaluation consultants will be selected and recruited based on the requirements outline dbelow.

The team leader (consultant) is expected to lead the process and work closely with the UN Women CO. S/he will function as the Team Leader, managing the review process in a timely manner, and is primarily responsible for writing and producing the final evaluation report.

UN Women, as the agency responsible for administering the Phase II, will provide support to facilitate the evaluation, particularly for field visits.

Required Expertise/Qualifications for Team leader

- A Masters or advanced degree in relevant discipline (e.g., evaluation, gender, development studies, sociology, political science, social sciences, M&E etc.);
- Strategic thinking and proven expertise in gender analysis, gender equality and women’s economic empowerment;
- At least 10 years’ experience in programme evaluations and proven accomplishment in undertaking evaluations, including evaluation of multi-stakeholder programmes for multilateral organizations
- Experience in conducting assessments in the women’s economic empowerment field and with international organizations.
- Knowledge in results-based programming in support of women’s empowerment especially on women’s economic empowerment;
- Excellent inter-personal and communication skills
- Excellent written and spoken English and presentational capacities
- Extensive knowledge of qualitative and quantitative review methods and evaluation design.
- Knowledge of the UN system a strong asset.

- Knowledge of the development context of Pakistan and preferably previous experience in development initiatives in Pakistan;
- Excellent drafting and writing skills to produce and present concise and analytical reports and communicate clearly with review stakeholders;
- Excellent interpersonal and teamwork skills.

Required Expertise/Qualifications for the team member

- A Masters in relevant disciplines (e.g., gender, development studies, sociology, political science, social sciences, M&E etc.);
- At least 5 years of experience in evaluation and assessment assignments with the multilateral and bilateral organizations;
- Work experience with international organizations and intergovernmental bodies in the above mentioned fields.
- Proven working experience in the area of gender equality, women's empowerment and women's rights;
- Native ability in Urdu and fluency in written and spoken English;
- Knowledge of review methods.
- Knowledge of Pakistan and the UN system.
- Ability to facilitate multi-stakeholder discussions;
- Excellent interpersonal and teamwork skills.

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- vii) Documentary film: 'The Silver Lining: Integrated Support for Socio-economic Rehabilitation of the Jobless Women Soccer Stitchers in Sialkot,' produced by Baidarie and UN Women
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II. HNP

- i) Adoption and Implementation of HBWs Policies and Laws in Punjab and Sindh by HomeNet Pakistan (HNP), Lahore
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Outcome 1: Results Achieved - Results Framework 2013-2015

OUTCOME 1 Provincial HBWs policies, HBW laws adopted and implemented and provincial economic frameworks drafted with HBWs concerns in Punjab and Sindh	
OUTPUT 1.1 Advocate to adopt and implement HBW policies, HBW laws and draft provincial economic frameworks by Sindh and Punjab Governments	
Activities under Output 1.1	Results Achieved as of January 2016
1.1.1 HBWWG and Provincial Working Groups advocate with key stakeholders for adoption and implementation of policies and legislations for HBWs	<ul style="list-style-type: none"> Groups formed and activated for adoption since no approval of policies as yet and no legislation or implementation. HBWs Bill passed by interim Punjab Cabinet in March 2013.
1.1.2 Launch focused media and advocacy campaign to raise awareness of key stakeholders on HBW policies and legislation	<ul style="list-style-type: none"> HNP/IP undertook active media campaign. Other IPs at district level used local media to advocate on women HBWs and showcase events. HNP DACs major role in using local press to advocate for women HBWs issues, rights, policies and legislation.
1.1.3 ILO, UN WOMEN, UNIDO, FAO and other related UN Agencies work together to push for the agenda of home based workers economic empowerment in the country	<ul style="list-style-type: none"> INGAD technical working group on WEE led by Canada with membership from JICA, UNW, ADB and others, will do joint advocacy for the approval of HBW Policy with Sindh Government, INGAD current chair is JICA and UNW is co-chair. ILO and UNW have Letter of Intent, close collaboration and share information; new project of UNW with ILO and UNIDO; 'Livelihood Restoration, Protection and Sustainable Empowerment of Vulnerable Peasant Communities in Sindh Province' funded by UN Trust Fund for Human Security, steered by Sindh government, this One-UN project is implemented by ILO, FAO and UN Women. WEE Unit used IPMG productively. The Karachi IPMG 2014 had a focus on WEE, HBWs policies and law.
1.1.4 Facilitate the development of HBW provincial work councils by the GoP to facilitate HBWs policy adoption, registration and access to SS benefits with the DoLs	<ul style="list-style-type: none"> Provincial HBW Councils notified in Sindh and Punjab in 2013, UNW garnered support from senior political representatives in both provinces through constant advocacy at all levels with multiple stakeholders.
1.1.5 Provincial HBW work council liaise with EVAW alliance to address VAW HBWs issues	<ul style="list-style-type: none"> Some IPs addressed this directly like NRSP; UNWomen working closely with NCSW on EVAW national survey, part of technical working group and included WEE component in it.
1.1.6 Support HNP to lead the advocacy process for home based workers' rights	<ul style="list-style-type: none"> HNP largest IP in terms of geographic coverage, budget and project duration; leading process on HBW Policy at federal level with MOLJHR.
1.1.7 Provide technical assistance to the Punjab and Sindh	<ul style="list-style-type: none"> Sindh HBWs policy and draft law revised after Chief Minister's directive that key

Government to develop HBWs law	<p>parliamentarians should review them; taskforce not notified to date.</p> <ul style="list-style-type: none"> • Passage of two HBW resolutions in Punjab and Sindh Assemblies requiring the adoption and implementation of policies and laws for HBWs in 2014.
1.1.8 Provide technical assistance to DoL Sindh to gender Labour Laws	<ul style="list-style-type: none"> • Sindh LHRD conducted some gender orientation sessions but now in discussions with UN Women on need for gender training for LHRD and other line departments; new draft labour laws pending approval from Sindh Provincial Assembly.
1.1.9 Provide technical assistance to the new government to draft provincial economic strategies (frameworks) in Punjab and Sindh	<ul style="list-style-type: none"> • Sindh P&DD developing Sindh Poverty Reduction Strategy that is expected to be completed in 2016. UN Women member of committee formed and participated in the only meeting held in 2015 to brainstorm on areas to be included in Strategy. • UN Women and Punjab P&DD signed MOU for working together on a report 'Gender Sensitive Socio-Economic Profiling of the Punjab's Economy', the research study is being conducted by LUMS who are contracted directly by UN Women, final report due March, 2016.
1.1.10 Support HBWWG advocacy meetings with MoHR and MoHRD for adoption of national HBW policy	<ul style="list-style-type: none"> • HNP leading process at federal level with MOLJHR; HBW Policy at national level; draft bill only for ICT;ILO; UN Women and NCSW working closely with HNP to forward this agenda with different federal ministries; relevant Ministry is MoLJHR.
OUTPUT 1.2 Enhance the capacity of key stakeholders to influence the adoption, and implementation of HBW policies, HBW laws and drafting of provincial economic growth frameworks in Punjab and Sindh	
Activities under Output 1.2	Results Achieved as of January 2016
1.2.1 Sign MoUs with the Line Departments (DoL, WDD, P&Ds)	<ul style="list-style-type: none"> • In Sindh Letter of Agreement with LHRD was signed for 'Support to Women Home Based Bangle Workers' in August 2013. • In Punjab Letter of Agreement was signed for 'Pilot Project: Empowerment of HBWs in target districts' in May 2014. • In Punjab an MOU was signed with P&DD for the 'Gender Sensitive Socio-Economic Profiling of the Punjab's Economy' report in 2015. • In Punjab providing technical support to WDD for strengthening monitoring mechanisms of day care centers and working women's hostels.
1.2.2 Conduct Capacity Assessment of DoLs Punjab and Sindh with ILO's support	<ul style="list-style-type: none"> • Capacity assessments conducted in 2014 of LHRD, WDD and Social Welfare in Punjab and Sindh.
1.2.3 Develop and administer gender capacity enhancement plans for Dols, WDDs, P&Ds, SWDs	<ul style="list-style-type: none"> • Some of this being done by other UN Women programme areas and ILO through GE4DE project so WEE Unit not duplicating.
1.2.4 HBW cells established at Departments of Labour in coordination with relevant provincial departments/institutions (WDD, PESSI,	<ul style="list-style-type: none"> • Since HBW Policy not approved these HBW cells were not set up but both LHRDs in Sindh and Punjab collected data on women HBWs through their respective

EOBI, WWF, P&D etc) and develop joint work plans to facilitate HBWs registration and social protection access	projects.
1.2.5 CEDAW Provincial Committee (CPC) follows up on the mechanisms to be developed in departments for HBW registration, social protection etc.	<ul style="list-style-type: none"> • Sindh CPC inactive since 2010. In Punjab meetings took place in 2013 when WDD revived CPC and UN Women PO attended these meetings, after that CPC became inactive, now Punjab PCSW wanting to revive CPC.
1.2.6 Develop two expert groups from CSOs as well as technical assistance from UN WOMEN to provide inputs to Provincial Economic Frameworks and facilitate its linkage with the line departments	<ul style="list-style-type: none"> • In Punjab TA is being provided and linkages developed with line departments for providing data for 'Gender Sensitive Socio-Economic Profiling of the Punjab's Economy', the steering committee has a wide membership including WDD and UN Women.

Outcome 2 Results Achieved - Results Framework 2013-2015

OUTCOME 2 Enhanced access of home based workers to economic security and livelihood opportunities	
OUTPUT 2.1 Enhance coordination between UN System, IFIs, CSOs and public and private sector on women's economic empowerment	
Activities under Output 2.1	Results Achieved as of January 2016
2.1.1 Develop national alliance of UN Agencies (UNDP, ILO, FAO, UNIDO, UNHABITAT, UN WOMEN), relevant government bodies, IFIs to channel funds for WEE	<ul style="list-style-type: none"> • No national alliance developed however ILO, FAO, UNIDO and UN Women all work in close collaboration on WEE; some are members of the recently formed INGAD technical working group. • HNP is planning a provincial alliance of MFIs based on lessons learnt.
2.1.2 Coordinate with private sector to improve HBWs' access to social security	<ul style="list-style-type: none"> • Women HBWs under NRSP have access to health insurance and social security cards; if they are able to make the contribution to SWD and register themselves, SWD will provide free education for their children with uniforms and books. • PCYO and Baidarie linked HBWs to training institutions and companies in the private sector. • As part of the WEE Resource Pack, UN Women produced a report on 'Corporate Sector Responsibility and Private Sector Engagement on WEE' in 2015.
2.1.3 Conduct consultations with private, public companies/industries in collaboration with UNIDO, ILO to improve women's access to income generating opportunities by signing the WEP and measure 6 monthly progress against them	<ul style="list-style-type: none"> • WEP signed by 17 private sector companies in Sialkot through IP Baidarie and the Employers Federation of Pakistan located in Karachi. • The UN Women WEP Global Compact has its office in Karachi⁸ for Pakistan but it has not achieved any signatures on WEP to date, this was UN Women's achievement in country.

⁸ WEPs around the world [http://weprinciples.org/files/attachments/WEPs Around the World 4March2014.pdf](http://weprinciples.org/files/attachments/WEPs%20Around%20the%20World%204March2014.pdf)

<p>2.1.4 Develop a joint programme on women entrepreneurship in collaboration with ILO, UNIDO and UNDP to improve informal women workers' access to entrepreneurial initiatives</p>	<ul style="list-style-type: none"> ILO, UNIDO and UN Women have collaborated on a new project with BoS in Punjab to conduct a province wide survey of women HBWs.
<p>2.1.5 Advocate with government/private stakeholders to organize exhibitions/fairs for HBWs products to improve their market access</p>	<ul style="list-style-type: none"> Punjab Government allocated Rs.75 million to enhance skills of women HBWs in three districts, as a result of sharing findings of a gender analysis of the Punjab budget with parliamentarians and government personnel. HNP built linkages with Multan Women's Chamber of Commerce which provided free training to women HBWs and HNP negotiated lower membership fee. Participating in ad-hoc events added experience and exposure for a limited number of women HBWs. Under used capacity of the HNP/WDD display center in Karachi, marketing was not effective, center not functioning as a full-fledged sales outlet.
<p>OUTPUT 2.2 HBWs are organized to improve their existing income and have increased access to microfinance and income generating opportunities</p>	
<p>Activities under Output 2.2</p>	<p>Results Achieved as of January 2016</p>
<p>2.2.1 Develop pilot projects in the select districts of 2 provinces to improve HBWs access</p>	<ul style="list-style-type: none"> There were six IP projects in Phase II. All IPs achieved their results and met their respective targets successfully. Women HBWs were provided access to skill training that improved the quality of their products so they could be sold at higher rates, thereby increasing their incomes.
<p>2.2.2 Develop HBWs unions/cooperatives to capacitate women to have better negotiating skills</p>	<ul style="list-style-type: none"> HBWWCA, Baidarie all engaged in this with significant results. NRSP formed and registered 10 cooperatives of women HBWs in Khushab district and HBWWCA 6 cooperatives in Sindh. These cooperatives helped in the recognition and visibility of women HBWs and ensured a fair value chain by eliminating the middleman in many cases.
<p>2.2.3 Trainings for HBWs on leadership skills, negotiating skills, awareness on relevant ILO conventions and HBW policy and legislations</p>	<ul style="list-style-type: none"> All IPs engaged in these trainings which raised awareness and increased knowledge of women HBWs on rights leading to their increased economic empowerment. As a result, women HBWs improved bargaining skills and were able to negotiate for an increase in the piece rate with the contractor.
<p>2.2.4 Capacitate HBWs groups on savings idea</p>	<ul style="list-style-type: none"> Almost all women HBWs save through the indigenous 'committee' system. Money saved is usually used to pay off loans, carry out weddings of daughters, on health related matters and other household expenses like high electricity bills.
<p>2.2.5 Develop linkages of HBWs with organizations that provide microfinance</p>	<ul style="list-style-type: none"> Some of the IPs developed linkages such as HNP signed MOU with Akhuwat, NRSP used its own savings/loan programme and Baidarie used MF portfolio from PPAF. UN Women not able to develop productive linkages with MFIs, had several

	meetings with First Women’s Bank but partnership did not materialise as too many institutional issues.
2.2.6 Develop business plans with select HBWs for improved income	<ul style="list-style-type: none"> • IPs such as Baidarie and NRSP developed these for their groups and cooperatives. Key institutional linkages were developed for women HBWs, such as those with skill training institutes and district government departments, which helped the women HBWs to gain knowledge and market exposure.
2.2.7 Partner with NPO, ISCOS, BSF and SABAH to improve selected HBWs access to markets and decent income	<ul style="list-style-type: none"> • UN Women had meetings with SABAH in 2013, however, there was no tangible, ground breaking or substantive change in the project design and concept note lacked clarity therefore a partnership did not materialize. • Preliminary meetings were held with others including BSF and NPO however these did not culminate into partnerships. • UN Women wanted an MOU with BISP, in 2013 several meetings held and advanced to format sharing but BISP not willing to share data with UN Women or anyone else; detailed BISP data is not online except for poverty index.
2.2.8 Facilitate linkages with TEVTA, vocational training institutes and private training institutes to improve HBWs skills	<ul style="list-style-type: none"> • IPs developed linkages and partnerships with TEVTAs in the districts, particularly HNP, LHRD Punjab, PCYO and Baidarie. • ILO and UNW had an informal agreement on TEVTAs, as in Punjab, ILO is working with TEVTA on women’s access to skill development. This is a good example of One UN (OP II) coordination. TEVTA is a heavily funded sector with investments from British Council, GIZ, JICA, international NGOs and others, so prudent of UNW not to enter an overcrowded sector.

Outcome 3 Results Achieved - Results Framework 2013-2015

OUTCOME 3 Improved availability of WEE data for development policies by the Federal government and Governments of Punjab and Sindh	
OUTPUT 3.1 Knowledge products related to WEE are created, shared and disseminated	
Activities under Output 3.1	Results Achieved as of January 2016
3.1.1 Production and dissemination of knowledge products	<ul style="list-style-type: none"> • Baidarie produced and disseminated a documentary in collaboration with UN Women ‘The Silver Lining: Integrated Support for Socio-economic Rehabilitation of the Jobless Women Soccer Stitchers in Sialkot’ – it has been well disseminated and distributed widely to stakeholders and media, and provides evidence of increased decision making powers of women HBWs and reveals that they have started to control their own income. • NRSP made a documentary to record project achievements with their own core

	<p>funds thus indicating the success of the project.</p> <ul style="list-style-type: none"> • UN Women WEE Resource Pack with five studies produced in 2015. • UN Women research study on WEE ‘Status of women’s economic participation and empowerment in humanitarian and development context’. • Report on Status of Women and Men 2012.
3.1.2 Conduct stakeholders consultations to address data gaps in the SAARC Gender Information Base (SGIB)	<ul style="list-style-type: none"> • As part of the WEE Resource Pack, UN Women produced a report on ‘The South Asian Association for Regional Cooperation (SAARC) GIB’ in 2015 that provides information on the missing quantitative data and concerns facing the SGIB desk.
3.1.3 Conduct consultations to advocate with data and planning organizations on gender and WEE statistics	
OUTPUT 3.2 Enhance capacities of national and provincial governments and related actors for use of WEE data for evidence based policies, planning and laws related to HBWs	
Activities under Output 3.2	Results Achieved as of January 2016
3.2.1 Strengthen data institutions (PBS) for enhanced availability & use of sex disaggregated data on WEE in strong collaboration with UN and GoP	<ul style="list-style-type: none"> • As part of WEE Resource Pack UNW produced a report on ‘Gender Disaggregated Data: Tools within the PBS’ in 2015 that provides information on the methodology, limitations and recommendations of three surveys – LFS, PSLM and HIES.
3.2.2 Advocate with donors to support researches on indicators related to Feminization of Poverty in SGIB	<ul style="list-style-type: none"> • The SGIB had, as one of its three prioritized themes, the feminization of poverty. Advocacy was undertaken with select donors; however, no research study was conducted.
3.2.3 Advocate with data organizations (PBS) to revise the indicators to include information on informal workers including HBWs	<ul style="list-style-type: none"> • UN Women was keen to partner with PBS and had several meetings with the head of the PBS for a scoping study but PBS was not clear on their Rules of Business, specifically for working with UN agencies and donors.
3.2.4 Develop and strengthen gender data coordination mechanism for increased availability and use of data on WEE (revision of LFS and PSLM)	<ul style="list-style-type: none"> • As part of WEE Resource Pack, UN Women produced a report on ‘Cross Sectoral Mapping of Gender Disaggregated Data in Pakistan, on Prioritized Themes’ in 2015 that provides an overview of data and recommendations on VAW, health including HIV/AIDS and feminization of poverty.
3.2.5 Training of relevant stakeholders (including Government partners and CSOs) to utilize various knowledge products, tool kits etc.	