

**UN WOMEN ETHIOPIA
COUNTRY OFFICE**
**Country Portfolio Evaluation
Report**

Evaluation Team:

Shubh K Kumar-Range, International Consultant
Alemneh Tadele, National Consultant
Messay Tassew, Evaluation Specialist, IEO, UN
Women

Evaluation Manager

Heran Ayele, Evaluation Focal Point, UN Women

September 2016

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ACRONYMS

AU	African Union
AUC	African Union Commission
AWP	Annual Work Plan
BPfA	Beijing Declaration and Platform for Action
CARMMA	Campaign on Accelerated Reduction of Maternal Mortality in Africa
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CO	Country Office
CPE	Country Portfolio Evaluation
CSA	Central Statistical Agency
CSOs	Civil Society Organizations
CSW	Commission on the Status of Women
DAC	Development Assistance Committee
DaO	Deliver as One
DGGE	Donor Group on Gender Equality
DRF	Development Results Framework
DRS	Developing Regional States
ECO	Ethiopia Country Office
EDHS	Ethiopia Demographic and Health Survey
EEB	Ethiopia Electoral Board
EOC -DICAC	Ethiopian Orthodox Church –Development and Intern Church Aid Commission
ESARO	Eastern and Southern Africa Regional Office
EVAW	Ending Violence against Women
FAO	Food and Agriculture Organization
FDRE	Federal Democratic Republic of Ethiopia
FGM	Female Genital Mutilation
FGoE	Federal Government of Ethiopia
FTA	Fixed Term Appointment (FTA)
GDI	Gender and Development Index
GDP	Gross Domestic Product
GE	Gender Equality
GEWE	Gender Equality and Women’s Empowerment
GIMAC	Gender is my Agenda Network (Coordinated by Femmes Africains Solidarite)
GoE	Government of Ethiopia
GRB	Gender Responsive Budgeting
GTP	Growth and Transformation Plan
HDR	Human Development Results
HIV	Human Immunodeficiency Virus
HQ	Head Quarter
HR	Human Resources

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HTP	Harmful Traditional Practice
ILO	International Labor Organization
IP	Implementing Partner
JP	Joint Programme
JP-GEWE	Joint Programme on Gender Equality and Women's Empowerment
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MERP	Monitoring, Evaluation and Research Plan
MoA	Ministry of Agriculture
MoFEC	Ministry of Finance & Economic Cooperation
MoH	Ministry of Health
MoJ	Ministry of Justice
MoLSA	Ministry of Labor and Social Affairs
MOSS	Minimum Operating Security Standards
MoT	Ministry of Trade
MoU	Memorandum of Understanding
MoWCA	Ministry of Women and Children Affairs
NGO	Non-Governmental Organizations
OAU	Organization for African Unity
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OEEF	Organizational Effectiveness and Efficiency Framework
OMT	Operations Management Team
PMT	Program Management Team
RBM	Results Based Management
RCM	Regional Coordination Mechanism
RWEE	Rural Women Economic Empowerment
RO	Regional Office
SME	Small and Medium Enterprise
SN	Strategic Note
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Accurate, Reliable and Time-bounded
SSA	Special Service Agreement
TB	Tuberculosis
TBD	To Be Developed
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
UNV	United Nations Volunteer
UN Women ECO	United Nations Entity for Gender Equality and the Empowerment of Women Ethiopia Country Office
UNCG	UN Communications Group

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UNCT	United National Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNICEF	United Nations Children's Fund
UNGTG	UN Gender Theme Group
UNIDO	UN Industrial Development Organization
UNLT	UN Liaison Team
VAWG	Violence Against Women and Girls
WCARO	Western and Central Africa Regional Office
WEE	Women Economic Empowerment
WHO	World Health Organization
WMS	Welfare Monitoring Survey

Acknowledgement

The evaluation team is grateful to all the stakeholders who participated in developing the evaluation methodology, and in providing their feedback on evaluation issues that have been addressed in this report. Their active participation was invaluable for ensuring the thoroughness and accuracy with which we were able to cover the wide ranging material. In particular we are grateful to the rights holders and their representatives – their feedback was indeed the most valuable in shaping our assessments. We want to also take special note of contribution made by ERG members. They were actively engaged throughout the process, and provided key insights to help focus the questions and analysis to make it contextually grounded and useful. Finally, the ECO management and staff gave us their full support in helping with logistics, documents and access to all the information we needed.

EXECUTIVE SUMMARY

1. This report presents the main findings of UN Women's Ethiopia Country Portfolio Evaluation (CPE) on the normative, coordination, and programmatic work of UN Women in Ethiopia. The evaluation explored both summative and formative dimensions. The summative dimension looked at the work carried out by the Country Office (CO) between 2014 and 2016, as guided by Strategic Notes 2014-2015 and 2015-2016 and assessed the relevance, effectiveness, efficiency, and sustainability of the country portfolio. The formative approach utilized the strategic learnings identified through the summative assessment and provided a sound basis for suggesting future programme directions. The evaluation was premised on a human rights-based and gender responsive approach founded on the principles of inclusion, participation, and fair power relation.

Context

2. Ethiopia has a population of 96 million and is the second most populous nation in Africa. In the last decade, Ethiopia has made a steady progress in the realization of development goals and achieved significant successes in bridging gender gaps and reducing poverty, driven by its vision to become a middle-income country in 2025. However, gaps in reducing poverty have not yet translated fully to a significant reduction in gender inequalities and the country remains a low-income country with significant challenges. Despite the conducive legal and policy environment, gaps in legal frameworks and implementation of the existing policies and strategies on gender equality remain weak. In addition, the operationalization of the Charities and Societies Proclamation No. 621/2009 of Ethiopia (CSO Law) limited Civil Society Organizations (CSOs) engagement in rights-based advocacy.

3. At regional level, Ethiopia is a host to two important African regional bodies that are critical for UN Women's engagement in Africa: the African Union Commission (AUC) and the UN Economic Commission for Africa (UNECA). Hence, the role of the Ethiopia Country Office in facilitating the partnership and engagement between UN Women and these bodies is very important for Africa-wide attainment of Gender Equality and Women's Empowerment (GEWE) goals.

SN Portfolio

4. The two strategic notes implemented by UN Women Ethiopia Country Office (ECO) during the years 2014-2016 listed out the following focus areas for achieving results: women participation and leadership in politics and decision making; economic empowerment of women; ending violence against women and girls; national governance and accountability for gender equality; and implementation of the international normative frameworks. These efforts have been implemented through coordinated work with the national and local governments and CSOs, as well as through Joint Programmes (JPs) with other UN agencies.

5. At Regional level, UN Women took advantage of existing regional institutions and coordination mechanisms to ensure that gender equality remains a priority within inter-governmental processes and initiatives in Africa. At the same time, it leveraged on the existence of the UN Liaison Team (UNLT) to influence UN Regional programmes from a GEWE perspective.

6. The SN (2014-2015) was approved in the sum of \$6.31 million for 2014 and \$6.96 million for 2015 – composed of 14% core resources, 77% non-core and 9% institutional and extra budgetary sources. By mid-2016, the CO had secured \$5.5 million from both core and non-core sources. Impact area 3 received a relatively higher share of resources in both Strategic Notes covering the 2014-2016, which accounted 47% followed by Women Economic Empowerment (26%). The internal decision by ECO in 2015 to revise the SN which was originally to run until the end of 2015, has shifted planned activities and resource allocations into the new SN 2015-16. The revision of the SN 2014-15 also brought the inclusion of two more impact areas (impact areas 5&6) –that marginally increased the resource requirement by 11%.

Methodology

7. The evaluation methodology involved a theory-based cluster design to conduct a Contribution Analysis of the CO support. The approach evaluates the performance of the country portfolio according to the theory of change embedded in Strategic Notes 2014-2015 and 2015-2016, and its components. It used a participatory approach by actively engaging a diverse segment of stakeholders in the evaluation. In addition, the evaluation assessed the Liaison function of the ECO with important Africa regional organizations based in Addis Ababa – the AUC and ECA.

8. The evaluation used both the Development Results Framework (DRF) and Organizational Effectiveness and Efficiency Framework (OEEF) to assess the overall portfolio performance. The information collected through primary and secondary sources was analyzed to derive findings that were also triangulated for accuracy and quality. The evaluation combined quantitative data available from program results, DRF and OEEF reports with qualitative information gathered from key informant interviews and focus groups. Qualitative analysis focused on identifying patterns from feedback received from different perspectives and contexts of the stakeholders. Site visits were selected based on a purposive sampling, with greater emphasis on thematic areas where significant financial investment was made by the country office. Aside from Addis Ababa, the evaluation team visited interventions implemented through government and CSO partners in Oromia region.

9. Due to limitation of time for the inception and field mission, the number of places visited in relation to the geographic spread and broad scope of the country portfolio was limited. While the CPE identified the most significant contributions of the portfolio by thematic area, it was not able to identify the precise contribution of UN Women to the outcomes achieved due to both the complexity of factors that shape gender-related outcomes and the plethora of partners active in the same area. However, the CPE attempted to largely mitigate the limitations through consulting a wide range of documents availed by the country office and through extensive interviews and Focus Group Discussions (FGDs) with rights holders, duty bearers, and other relevant stakeholders. Altogether, the CPE managed to interview 63 stakeholders and beneficiaries.

MAIN FINDINGS

RELEVANCE

FINDING 1

The Country Portfolio is strongly aligned to priorities and policies of the Government of Ethiopia (GoE), to needs of vulnerable and disadvantaged groups, and in assisting the alignment to international commitments. However, demands have led to fragmentation of activities.

10. Ethiopian national policies show strong commitment to gender equality, and ECO aligned its work during this period to key policy opportunities for strengthening the enabling environment for GE. ECO has created strategic alignment with key partners in GoE and UNCT to facilitate positive engagement for mainstreaming gender in the national policy and development agendas. Ethiopia has been finalizing its 2nd Growth and Transformation Plan II (GTP 2016 - 2020); and the UN its UNDAF for 2016-2020. UN Women has effectively utilized these opportunities to ensure gender mainstreaming and empowerment of women are integrated. As a result, both have prioritised GEWE as a standalone goal as in the past GTP and UNDAF, and in addition it is now also mainstreamed across the rest of the pillars.

11. In addition to these strategic partnerships, ECO adopts a stakeholder consultative approach that is supported by comprehensive situation analyses to support the identification of key implementing partners and programme strategies for its work in each of its Impact Areas.. As a result, the choice of interventions are fairly well aligned to the

situation in Ethiopia, and addressing the key gaps observed at local and national levels in relation to gender inequality.¹

FINDING 2

Strategic engagement with Government and CSO partners with proven track record has positively contributed in influencing change at policy and programmatic levels. However, geographically concentrated activities and engagement with fewer partners would have allowed for a higher degree of effectiveness of interventions.

12. National execution is the most preferred modality for UN operations in Ethiopia. As a result, large majority of ECO partners remained government institutions. The exceptions are those CSOs that are strictly providing services – for example ending violence against women. While program implementation has been mainly with the national gender machinery and its regional parastatals, there were a wide range of boundary partners along the results chain that were engaged to promote the implementation of the Strategic Note within the context of the national policies and strategies and international normative frameworks. Available evidence showed collective social response through multi-stakeholder networks and partnership comprised of community leaders, law enforcement agencies, women’s association and other key actors playing a central role in community effort to prevent and respond to violence against women. However, geographically concentrated activities and engagement with fewer partners would have allowed for a higher degree of effectiveness of interventions.

FINDING 3

There is a consistently high level of recognition from United Nations Country Team (UNCT) regarding the leadership role of ECO in increasing the visibility and positioning of gender issues for UN agencies and the country as a whole. ECO has also contributed effectively to good coordination and complementarity among UNCT on GEWE. It has performed this task while operating in a complex environment with a country presence as well as a liaison function to the African Union Commission (AUC) and the United Nations Economic Commission for Africa (UNECA).

13. ECO has contributed effectively to good coordination and complementarity among UNCT on GEWE. Despite its limited human resources, ECO led various interagency platforms and taskforces. At strategic level, available evidence shows that the CO effectively leveraged its coordination role of GEWE and made meaningful contributions in the negotiations and finalization of a new UNDAF (2016-2020) with a standalone pillar on ‘Equality and Empowerment’. In addition, ECO facilitated strong gender analysis and inclusion of gender indicators in the remaining pillars of the new UNDAF. Apart from chairing the IAPT and UN Operation Management Team, ECO is also represented at the various Operations Management Team (OMT) Working Groups (Human Resources, Finance, Harmonized Approach to Cash Transfers (HACT) and Legal and Business Continuity, which resulted in some efficiency gains.

FINDING 4

The experience of ECO involvement in Joint Programmes is mixed. While investments over the review period have contributed to influencing some positive changes and increased coherence among different partners, fragmentation of activities and severe resource gaps have limited achievement of results and hindered strong complementarity of the different outcomes.

14. This is particularly apparent in ECO’s engagement and leadership role in JP GEWE. On a positive note, judged by the size and inherent challenges in relation to the management and implementation of JP GEWE, ECO’s strategic leadership role in coordination, technical and operational support was positively acknowledged by participating UN Agencies and some partners. Although programmes supported through the JP are small, underfunded and fragmented, poor women have been able to access entrepreneurship skills and financial support that enabled them to initiate and run businesses through these interventions. There is also evidence that showed positive outcomes in terms of increased savings. The comprehensive and multi-sectorial approach enhanced the ownership and leadership of government

¹ SN 2014-15, SN 2015-16, Annual Reports 2014 and 2015, 2014 Ethiopia CO AWP TOC, Progress Report on Strengthening National Mechanism for gender Equality, Progress Report on Psychosocial Support and Economic Strengthening, Progress Report on Preventing and Responding to Violence Against Women and Girls, Evaluation Report for Promoting Women’s Economic Leadership in Market-Oriented Agriculture, Project Document JP GEWE, Project Document JP RWEE

counterparts, which resulted in the mainstreaming of gender across different sectors' and bureaus' planning and budgeting processes. This helped to garner the political will of decision makers. However, fragmentation of activities and severe resource gaps have limited achievement of results and hindered strong complementarity of the different outcomes. A large number of activities, spread over a large geographic area and with little resources, will likely be lost in the stream of UN-wide joint programmes, with virtually limited noticeable impact.

EFFECTIVENESS

FINDING 5

Despite its limited capacity, the ECO has had considerable influence in strengthening the policy dialogue for gender equality in Ethiopia. The most successful cases can be seen where increased visibility for gender was emphasized in the national policy and UNDAF agendas, and in national data systems.

15. Normative and coordination results were the most visible and significant achievements for the ECO during the 2014-2016 SN periods. Despite its limited capacity, available evidence indicate that ECO has been very effective in strengthening the policy dialogue for gender equality in Ethiopia. This has helped to strengthen the technical and financial capacity of MoWCA in its engagement for gender integration in a variety of policy dialogues and its implementation. This includes substantive technical support and advocacy to MoWCA to influence the second national Growth and Transformation Plan (GTP II). In addition, Gender Responsive Budgeting and gender audits have been introduced in four line ministries and government organizations. The Ministry has also for the first time included indicators on the reduction of the different forms of violence in its five-year sectoral plan (2016-2020). Ethiopian Human Rights Commission has been enabled to expand free legal aid to vulnerable groups. There are also a large number of programmatic results that appear to be fragmented, especially in WEE (JP) impact area. However, this evaluation has noted evidence of scaling up and influence on institutional policies in several interventions, e.g., with ATA's pilot on women's leadership in agricultural cooperatives, and AWSAD's work connecting learning from community level relief and prevention to capacity building for regional governments in Oromia and Amhara.

FINDING 6

A generally good policy and legal environment in Ethiopia coupled with good strategic partnerships forged by ECO with government ministries of MoWCA and MoFEC as well as with UNCT were found to be key enabling factors for achievement of results. On the downside were ECO's constraints on establishing working relationships with non-governmental partners such as CSOs and private sector, under government regulations, as well as its financial limitations and human resource constraints. Another limiting factor was the short time periods for projects which constrained partnerships and resource mobilization.

16. The main enabling factor was a generally good policy and legal environment in Ethiopia, with clearly stated women's empowerment objectives in both the GTP I and II, and generally its acceptance in sectors related to poverty reduction such as agriculture, health and education. A second key factor was the strong technical capacity at ECO for gender mainstreaming and effective leadership that was able to advocate and provide leadership in all national, and regional Africa forums that were available. Finally, a good strategic partnership with MoWCA as well as UNCT has also been instrumental in establishing a good working relationship with MoFEC – underpinning all development assistance that is channeled to the government.

17. A key hindering factor was found to be limited financial and human resource capacity for producing learning products to enhance dissemination, and influence their integration in government systems. In addition, financial resource and capacity constraints at MoWCA, as well as limits to their constitutional mandate impedes their ability to influence effective gender mainstreaming across all sectors. Another constraint was the limited capacity of CSOs to engage with the government and limited private sector partnerships possible within the present policies.

FINDING 7

ECO's leadership has been very effective in creating a wide range of partnerships to expand visibility and mainstreaming of GEWE with stakeholders. The organization has shown great flexibility in responding to a variety of challenges, and is currently viewed as an undisputed leader in promoting gender equality in Ethiopia.

18. UN Women has been leading and coordinating different management structures of UNCT at different levels. UN Women has been instrumental in the development and engendering of UNDAF 2016-2020, and is leading and coordinating a Joint Program on Gender Equality and Women's Empowerment run by 6 UN agencies and implemented by diverse government and CSOs across the country. As part of fostering strategic partnership, UN Women has served as the secretariat of a donor group working on gender (DGGE) which has served as a platform for sharing and learning on gender issues and also allowed possible areas of collaboration. UN Women has also set up a civil society advisory group (UN Women Advisory Group in Ethiopia) which has created a strategic avenue to CSOs to come together and share best practices. The group has also been instrumental in advising UN Women on its Strategic Plan and on what UN Women should be doing given its mandate of coordinating, leading and advancing GEWE. This is a significant development given the restrictions on advocacy imposed by government of Ethiopia on rights-based advocacy in the country.

19. **Liaison Results.** Even though this activity is not included explicitly in ECO's DRF, it is a significant part of ECO's responsibility. The number of Liaison activities and results achieved are a testament to the leadership and flexibility of its organizational structure and resources. ECO's facilitation of UNW's participation at the highest level at several of the AU Summits resulted in UN Women's enhanced visibility and leadership for coordinating GEWE initiatives in the Africa region.

EFFICIENCY

FINDING 8

There is considerable evidence that ECO's work has improved gender results by increasing visibility for gender issues on the national agenda, and designing a multi-dimensional approach to addressing gender inequality (EVAW and WEE). Also through a combined multi-stakeholder approach, upstream results have been made possible.

20. There has been individually considerable evidence of the added value of ECO's work in improving gender results by increasing visibility for gender issues on the national agenda; permitting a more multi-dimensional approach to addressing gender inequality (EVAW and WEE); and, improving upstream results through a combined multi-stakeholder approach. However, efficiency of programmes were considerably challenged by insufficient funding, short time frame, limited scale of projects, capacity gaps of IPs, and delays in fund release and reporting. This situation has had a negative effect on programme management leading in some cases to high transaction costs. The problem is to a larger extent attributed to the federal allocation criteria adopted by the government which favored equity through nationwide resource allocation. Examples however do exist in which a focused and multidimensional approach has been used, and where upstream results are being achieved.

FINDING 9

There has been considerable evidence of the added value of ECO's work in improving gender results. However, efficiency of programmes has been challenged due to budgetary shortfalls in relation to planned activities.

21. Delivery rates of the SN for the period 2014-2015 were generally high at (88%). Evidence shows that the investments over the review period have contributed to delivery of outputs. Among others, these interventions helped to promote gender equality and empowerment of women standards and created enabling environment for their implementation. Although in a small scale, there were cases whereby UN Women programmes helped to enhance the transformational leadership of women. The women economic empowerment and VAW programmes permitted a more multi-dimensional approach to addressing gender inequality and improved livelihoods of women and girls survivors of violence. However, resource mobilization has been challenging during the period under review. This was particularly apparent in ECO's engagement and leadership role in JP GEWE, which was the main program for Women's Economic Empowerment during the CPE time frame. In addition, implementers experienced a shortfall between allocated funds for specific activities and the actual funds disbursed which often negated effective plan implementation. While this could be due to resource mobilization difficulties, ECO should inform implementing partners in advance of any such shortfalls if they are significant.

FINDING 10

Even with limited resources, ECO managed to achieve a lot. However, the staffing situation of the ECO does not commensurate with high expectations of partners and the great demand in the country. This is particularly given the dual role the office is playing which includes the Liaison function for African regional organizations.

22. The capacity of the ECO has improved notably since the SN was initiated in 2014, which represents a 57% increase since 2013. On a positive note, the expanded human resources capacities were mainly funded by donors thereby releasing the limited core resources for service delivery to women and girls. Stakeholders consulted universally acknowledged the leadership quality and technical competence, and personal dedication of the UN Women teams. Results achieved and visible growth in demand for ECO contributions are now being reflected in improved staffing and resource availability. Support for liaison work has also shown an improvement with core allocation increasing from USD 10,000 in 2015 to USD 45,100 in 2016 and further to 125,000 for 2017.

FINDING 11

Progressive attempts have been made towards establishing a monitoring and evaluation mechanism. However, ECO is yet to fully develop a functional RBM and knowledge management system to regularly and systematically capture and document results, lessons and impacts of interventions.

23. ECO's performance in managing for results is generally good. Progressive attempts have been made to assess performance at different levels through periodic monitoring visits, consultative review mechanisms, improved reporting and tracking of performance. Evidence is also available in terms of using lessons and knowledge from evaluations to inform new programming and sharpen thematic focus and improve delivery of results. However, ECO is yet to fully develop a functional RBM system that would allow managing for results that go beyond immediate outputs, to ascertaining performance and outcomes along the results chain, as well as capitalizing on learning and make evidence-based programming choices to accelerate achievement of the impact areas encapsulated in its SNs.

SUSTAINABILITY

FINDING 12

There is a fairly high level of ownership for GEWE in the GoE at senior policy levels. This is supported with a good foundation of a variety of constitutional, legal and policy measures that are in place. Integration of GEWE and related indicators in the country's new GTP II shows national commitment, and integration of a module on VAW in national DHS is another example. Momentum has also been gained on reporting on international commitments such as Beijing +20 and CEDAW implementation with support of ECO.

24. The Ministry of Women, Children Affairs (MoWCA) is taking the lead in ensuring that gender equality and women's empowerment (GEWE) remain a priority in the ongoing development programming taking place in the country. Integration of GEWE indicators in the country's new GTP II and VAW indicators in the currently ongoing Demographic and Health Survey are stand out results that demonstrate the high level of government ownership. Inclusion of VAW indicators in the EDHS implies that there will be automatic generation of data on these indicators every five years, which are credible and internationally comparable, thereby providing the necessary information and evidence for programming, policy interventions and to monitor progress in the area. Normative results documented earlier in this report show the extent to which gender mainstreaming has progressed. In addition, there is also momentum for timely reporting on its international commitments on GEWE through the production of the national Beijing +20 report on the implementation of the Beijing Declaration and Platform for Action (BPfA) under the leadership of MoWCA supported by UN Women ECO.

FINDING 13

Capacity development has been a cornerstone of SN programs and their implementation during the period under review. Building capacity of partners, and enabling them to implement the programs has been supported with developing TOT programs and materials such as manuals and tools etc., to implement and monitor their activities across all impact areas.

25. Capacity enhancement of partners has been an integral part of ECO strategy in each of its Impact areas to enable results to be achieved for GEWE. This focus has helped its advocacy work to take practical shape for improving situation at all levels of the results chain – from policy and normative work, to institutions for service provision, to community level awareness and capacitating and finally to women’s own skills, leadership and networking abilities. A great deal of effort has gone into training manuals, TOTs and integration of GEWE in existing training manuals of organizations, e.g., FCA, and in building cadres of trainers who are equipped with expanding the work on GRB and gender mainstreaming on an ongoing basis. Also building capacity of partners to monitor program implementation has been undertaken based on an assessment regarding the low capacity of its national Implementing Partners who are primarily government agencies.

HUMAN RIGHTS AND GENDER EQUALITY

FINDING 14

The portfolio has contributed to addressing the root causes of gender inequality and changing the dynamics of power relations. However, because root causes are intrinsically related to social norms and these take long to be changed, contributions in this area are limited due to the length of related interventions. It is noted that despite a favorable policy and legal environment in Ethiopia for GEWE, the implementation challenges derive from the complexities of changing the status quo.

26. Community based interventions are most closely connected with influencing root causes, as these are embedded in ‘informal institutions’ of inequality like social norms. These have been tackled in many ways by ECO. Power imbalances are sustained by women’s low self-esteem, as well as low economic status. These are being addressed with leadership training along with skills and resources for economic empowerment, particularly BDS. Social norms that perpetuate gender inequality are being addressed, for example, by building capacity of traditional leaders and religious leaders to gain community support in protecting and advancing women’s rights. Documentation and integration of these experiences into systems and formal institutions can help in producing multiplier effects. ‘Organizational root causes’ have also been addressed with GRB, gender audits and leveling tools to help setting gender targets for organizations.

FINDING 15

Root causes have been identified in ECO’s overall or thematic Theories of Change (TOC) as standards, norms and practices that promote discriminatory attitudes and behaviors associated with women’s low self-esteem, lack of power and control over resources. In each thematic area, programmatic activities have been aimed at some of the aspects of root causes identified in these TOCs. A clear overall strategy for addressing root causes that cuts across thematic areas would be helpful in establishing overall coherence and effectiveness.

27. Root causes of gender inequality arise from historical and long-standing ‘informal institutions’ that also include HTPs. These are seldom addressed only by normative, legal or programmatic means, and require changes to take place within living communities that can perceive, accommodate and welcome greater gender equality. Such changes are required in communities at the local level, as well as in organizations and their functioning. In the framing of ECO’s overall strategy and work in three main thematic areas (Women’s leadership, women’s economic empowerment, and eliminating violence against women and girls) the underlying root causes are addressed in various degrees of specificity.

CONCLUSIONS

28. Work over the past 2-3 years has established UN Women in Ethiopia as a valuable contributor to gender mainstreaming in policies, at both national and regional levels with its Liaison work with AUC. Work in the 3 main impact areas has covered a wide variety of activities in normative, coordination and program mandate areas. The priority going forward will be to consolidate and document outcome level learnings to help mobilize resources and prioritize the focus

going forward.

Relevance

29. Ethiopian national policies show strong commitment to gender equality, and ECO aligned its work during this period to key policy opportunities for strengthening the enabling environment for GE. A favorable policy environment has created a high relevance for work of UN Women in Ethiopia, and ECO's leadership created strategic alignment with key partners in GoE and UNCT to facilitate positive engagement for mainstreaming gender in the national policy and development agendas. Its programmatic work, though providing valuable contributions has suffered from limited resources being stretched out too widely. There is high relevance for selected programmatic activities in each impact area in which partners are positioned to be able to take UNW contributions and scale them up to achieve results at the societal level.

Effectiveness

30. Normative and coordination results were the most visible and significant achievements for the ECO during the 2014-2016 SN periods. UN Women has been very effective in strengthening the policy dialogue for gender equality in Ethiopia. It has helped to strengthen the technical capacity of MoWCA in its engagement for gender integration in policy and its implementation. On the downside were ECO's constraints on establishing working relationships with non-governmental partners such as CSOs, under government regulations, as well as its financial limitations and human resource constraints. Another limiting factor was the short time periods of PCAs which constrained partnerships and resource mobilization.

31. **Liaison Results.** Even though this function has limited resource allocation in the two SNs considered in this CPE, it is a significant part of ECO's responsibility. The number of Liaison activities and results achieved are a testament to the leadership and flexibility of its organizational structure and resources. ECO has facilitated UNW's participation at the highest level at several of the AU Summits and this has resulted in UN Women's enhanced role within the Africa region. Nevertheless, the ECO staff situation for the Liaison function is found to be weak given the high demand and request for substantive technical support, process related requests and the analytical work required to influence the policies drafted and enforced by different divisions of the AUC and ECA.

Efficiency

32. There has been individually considerable evidence of the added value of ECO's work in improving gender results by increasing visibility for gender issues on the national agenda; permitting a more multi-dimensional approach to addressing gender inequality (EVAW and WEE); and, improving upstream results through a combined multi-stakeholder approach. However, efficiency of programmes were considerably challenged by insufficient funding, short time frame, limited scale of projects, capacity gaps of IPs, and delays in fund release and reporting. This was particularly notable in the JP's administration. Examples however do exist in which a focused and multidimensional approach has been used e.g., in EVAW, and where upstream results are being achieved in partnership with key GoE ministries such as MoWCA and MoFEC. There is a need to capitalize on learning and make analytical, evidence-based programming choices to accelerate resource mobilization for achievement of the impact areas encapsulated in its SNs.

Sustainability

33. There is a fairly high level of ownership for GEWE in the GoE at senior policy levels. This is given by a combination of good constitutional, legal and policy measures that are in place, and effective advocacy and visibility created for these issues by ECO. Good strategic partnerships with government ministries and agencies such as The Ministry of Finance and Economic Cooperation, the Ministry of Women, Children Affairs (MoWCA), and with UNCT as well as with ECA, will continue to ensure that gender equality and women's empowerment (GEWE) remain a priority in the ongoing development programming taking place in the country. Normative results documented earlier in this report show the extent to which gender mainstreaming has progressed. Sustainability has also been created with a strong emphasis on capacity building at all levels of the results chain for the programmatic and normative outcomes. Capacity development needs to continue as a cornerstone of ECO's programs.

Human Rights and Gender Equality

34. The portfolio has contributed to addressing the root causes of gender inequality and changing the dynamics of power relations. These have been addressed in a variety of ways – with leadership training and building networks for women, economic empowerment, with outreach and social mobilization of community and religious leaders, and with institutional reforms to enable resources and services to be provided to women. However, because root causes are intrinsically related to social norms and these take long to be changed, contributions in this area are limited due to the length of related interventions. It is noted that despite a favorable policy and legal environment in Ethiopia for GEWE, the implementation challenges derive from the complexities of changing the status quo.

RECOMMENDATIONS

35. The evaluation has identified seven recommendations that are critical for UN Women’s contribution to GEWE vis-à-vis the upcoming Strategic Note. These recommendations are based on the evidence collected throughout the implementation of the CPE and have been validated with key stakeholders in an Exit Workshop carried out at the end of the field mission.

<p><i>Recommendation 1: Portfolio Design and Alignment</i> UN Women can best serve its mission by focusing its resources across a narrower set of thematic areas and ensuring geographic focus</p>	<p>Urgency: High Impact: High Difficulty: Low</p>
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36. ECO should re-think the best way to maximize the utilization of its rather limited resources, so as to generate tangible and demonstrable impact. Emphasis should be on selecting activities in which implementing partners have the capacity for providing a multi-dimensional approach that has integrated mechanisms for upscaling by linking government agencies and service providers such as CSOs. The examples of innovations can be documented for assisting future programming, choice of partners, and its design of implementation.

37. All stakeholders recommended that ECO should implement more comprehensive interventions across a narrower set of thematic areas to produce greater results. The EVAW holistic approach and the strategy used to build a strong linkage and referral system with government, community, law enforcement, and medical facilities and women affairs appeared to be a good example for replication in other impact areas. Given its limited human and financial resources, the ECO may wish to explore focusing most of its programmatic interventions to fewer regions and districts where problems of gender inequality are most persistent.

<p><i>Recommendation 2: Portfolio Design and Alignment</i> UN Women should capitalize on favorable policy environment for normative support.</p>	<p>Urgency: High Impact: High Difficulty: Medium</p>
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38. Support for strategic focus at MoWCA to enlarge its impact and visibility as well as capacity to ensure accountability will help in accelerating progress and garner support from the favorable policy environment that exists in Ethiopia. Given the capacity situation in Gender machinery both at federal and regional level and the high prominence given to Gender in GTP II and UNDAF (2016 -2020), the ECO should increase the level of technical support to the overall strengthening of the national gender machinery, including the Ministry of Women and Children Affairs at national and regional levels. Providing technical support should be based on evidence-based advocacy and documentation of results from past programming and normative support.

39. A positive move will be the creation of UNCT-Government Gender Specific Sector Working Group, which was pending approval by MoFEC at the time of this evaluation. It has been reported that a similar platform has been established for other key priority areas of the UNDAF. The ECO should leverage its partnership with MoWCA and make a strong case for establishment of a sector working group on Gender. Given its strategic nature and the pertinence given to such mechanism by the Government, the creation of this platform would further elevate the strategic importance of

GEWE in the implementation of GTP II. This is also key to address the structural underfunding of the gender space within the framework of the new UNDAF and SDGs implementation in Ethiopia.

Recommendation 3: Effectiveness & Efficiency.

UN Women should strengthen its human resource base for becoming a knowledge hub for GEWE evidence based advocacy and resource mobilization.

Urgency: High **Impact:** High
Difficulty: High
Medium/High

40. Greater emphasis on analytical work is required. This should be designed to make a convincing case for approaches and activities and raise donor resources for ECO's work. This could include a combination of strategic assessments and situation analyses as well as knowledge products to document and disseminate success stories from Impact Areas 1, 2 and 3 and support their integration in government systems. Innovations need to be connected to decision making at all levels to enable scaling up of successful experiences through documentation of learnings and dissemination via advocacy. Expanding resource mobilization for key priorities should include knowledge products for learning and advocacy. Other requirements for effective resource mobilization are production of vision documents that incorporate multi-year strategic planning.

Recommendation 4: Effectiveness & Efficiency.

UN Women is advised to strengthen its Results Based Management Systems.

Urgency: High **Impact:** High
Difficulty: Medium

41. Improvement of ECO's RBM system will benefit from a more detailed conceptualization of underlying theories of change for its projects that would include the different outcomes that are expected along the results chain, and associated assumptions and risks through the process. In this way it will be possible to monitor not just immediate outputs and outcomes, but also include measures and analysis of changes in boundary partner behaviours that are conducive to ongoing change. Related to this, a dialogue on root causes can be fostered to enlarge and internalize this concept in Ethiopia to go beyond a common perception of poverty alone as the main contributor to inequality.

42. While current mechanisms serve the purpose of periodic programme performance assessment, a comprehensive M&E approach may help the ECO to provide an objective basis for sharing information on progress made and impediments encountered in the process of the entire implementation of the SN portfolio. Furthermore, continuous effort needs to be made jointly with other UN agencies to enhance implementing partner's capacities in results based management and substantive reporting. Appointment of fully dedicated staff on M&E would partially address some of the challenges mentioned above.

Recommendation 5: Effectiveness, Efficiency, and Sustainability.

UN Women needs to develop an explicit strategy note for its liaison function in Ethiopia with AUC and ECA.

Urgency: High **Impact:** High
Difficulty: High

43. The Liaison function of ECO needs to be strategized at UN Women Corporate level to enable a clear set of operational and resource allocation guidelines for the Africa Liaison role being played by the ECO. The momentum that has been achieved needs greater ongoing technical support as well as outreach and advocacy at upcoming summits and forums. Limited resources currently available for the Liaison function at ECO has often led to inefficiencies with technical resources from country programs needing to be diverted. Though this may be viewed as synergistic, it has sometimes led to sacrificing on country level priorities.

Recommendation 6: Strategic Partnerships expansion.

UN Women should approach the choice of partnerships from a strategic impact perspective

Urgency: High **Impact:** High
Difficulty: Medium

44. Choice of partnerships needs to be based on their ability and effectiveness to scale up and derive multipliers from innovative strategies and programs that are being designed and implemented by ECO. In particular, long term relationships are likely to pay greater dividends. Partners need to be identified across the spectrum of federal and regional government agencies, CSOs, private sector and UN agencies that have demonstrated strengths along the results chain for GEWE outcomes. Where capacities are weak, a sustained support program needs to be designed.

Recommendation 7: Partners Capacity and Sustainability.

UN Women needs to strengthen capacity building for sustainability of its GEWE efforts in Ethiopia

Urgency: High
Impact: High
Difficulty: High

45. It will be important to utilize the favorable legal and policy environment for GEWE in Ethiopia to expand institutional alignment for mainstreaming. Two key pre-requisites for this will be greater capacity at MoWCA to continuously document and analyse the situation as well as highlight the weaknesses and opportunities to be gained with gender mainstreaming. As with any structural reforms, resistance or opposition areas that pose challenges have to be well understood, to develop effective strategies. ECO has enlisted many high profile champions, but overall results can be significantly enhanced with more attention through ongoing analysis and documentation for realistic target setting and its evaluation.

46. Capacity development has been a cornerstone of SN programs and their implementation during the period under review. Building capacity of partners, and enabling them to implement the programs has been supported with developing TOT programs and materials such as manuals and tools etc., to implement and monitor their activities on an ongoing basis. Evaluation of capacity building also needs to be integrated into programming, as part of follow up for re-enforcement.

INTRODUCTION

47. Ethiopia is a rapidly growing economy that is poised to reach middle income status by 2025. For over ten years, the country's economy has had a consistent double-digit growth rate, averaging 7-10 percent (MoFED, 2012). To maintain this economic growth and facilitate rapid transformation, the country implemented the 2010-2015 Growth and Transformation Plan (GTP), and has just launched its GTP II. In this, Ethiopia has prioritized GEWE by making it a stand-alone Goal.

TABLE 1: ETHIOPIA AT A GLANCE

Population	99.4 million	2015
Population growth rate	2.5 % per annum	2015
Population density	99.4 persons/sq. Km	2015
GNI per capita	590.0	2015
GDP growth rate	9.6% per annum	2015
Poverty incidence	26%	2012/13
Life expectancy at birth	62.2	2012/13
Mortality rate <5 years	59.2/1000 live births	2015
Births attended by skilled health professional	23%	2012/13
Primary school enrollment	95.3%	2012/13
HDI Rank	173/187	2014

Sources: (i) World Bank data:

www.databank.worldbank.org/data/reports.aspx?source=2&country=ETH

(ii) UNDP Human Development Report for Ethiopia 2014

CONTEXT FOR GENDER EQUALITY AND WOMEN'S HUMAN RIGHTS IN ETHIOPIA

48. Ethiopia has prioritized the advancement of gender equality through the development and implementation of several national plans and frameworks which include the first National Policy on Women in 1993 followed by the promulgation of Constitution in 1995. In line with this, Ethiopia has revised discriminatory legal provisions in the Family Law and Criminal Code, showing a firm political commitment to gender equality and the advancement of women.

49. Despite the conducive legal and policy environment, gaps in the existent legal frameworks remain and implementation of the existing policies and strategies is weak. Further, upon the operationalization of the Charities and Societies Proclamation No. 621/2009 of Ethiopia (Civil Society Law or bill) in 2010, CSOs that receive most of their funding from external sources were prohibited from engaging in rights-based advocacy. This has led to a significant reduction in the number of CSOs most of which have consciously restricted their activities to service delivery to avoid the difficulties of the advocacy and rights awareness role which are critical to hold government accountable to upholding to its progressive legal and policy frameworks.

50. According to the National Beijing +20 Progress Report², Ethiopia has achieved significant

² Federal Democratic Republic of Ethiopia (2014), 'National Report on the Implementation of the Beijing Declaration and Platform For Action (1995) and the Outcome of the 23rd Special Session of the United Nations General Assembly (2000).

successes in bridging gender gaps and reducing inequalities but a lot still needs to be done considering that the baseline for this assessment was very low. Gender-related disparities remain prominent indicators of societal inequality in Ethiopia. According to the 2013 Global Gender Gap Report, Ethiopia ranks 118th out of 133 assessed countries. The rankings and analyses expose prevailing social attitudes that favor men/boys over women/girls with regards to food, health care and education while leaving women/girls with limited opportunities for participation in formal sector employment sector employment.³

51. Women's representation in politics and decision-making has been increasing steadily, at various levels. The level of women's representation in the House of People's Representatives grew from 21.4 percent to 27.9 percent in 2005 and 2010 legislative election, respectively. This is a remarkable increase compared to the 1995 and 2000 elections in which women held only 2.83 percent, (13 of out of 547 seats) and 7.7 percent, (42 out of 547 seats), respectively. However, women's numbers in the civil service, including the judiciary, national legislative assembly, or at senior/management levels have not reached the critical mass of 30% necessary to engender processes and decision-making and bring about change for women.

52. In strengthening women's economic empowerment, Ethiopia has focused on access to and control over productive resources especially on land, through land certification and property ownership policy. The Federal Democratic Republic of Ethiopia (FDRE) Rural Land Administration and Use Proclamation (2005) provides women the right to use rural land through the issuance of holding certificates. All 9 Regional States have followed suit and have issued their own land use and administration laws in conformity with the federal law.

53. Violence against women and girls (VAWG) continues to be a major challenge. Studies from 2005 and 2011 found a high level of acceptance of gender based violence (i.e. wife beating) in Ethiopia. VAW incidence and prevalence is accompanied by attendant challenges of gaps in the justice system – poor documentation and inadequate investigation, negative behavior and attitudes by communities, and service providers in institutional structures responsible for addressing the issues, and poor systems to provide immediate, and often lifesaving services to victims of violence, especially sexual violence. Data for HTP also revealed that despite the significant decrease in the incidence of HTPs inflicted on women, the prevalence is still high with varying degrees across the regions.

54. Further, there is still unavailability of data on gender indicators, especially to inform macroeconomic planning, resource allocation and policies. While there have been several household surveys conducted in recent years, often useful in understanding the overall gender disparity in Ethiopia, the data have often not been systematically utilized to inform public policy. There is also a dire need for systems of sex disaggregated data collection at lower administrative levels.

UN Women Ethiopia

55. Since the establishment of UN Women in Ethiopia five years ago, there have been expectations from all partners on the support UN Women should be providing – technical and financial. The high demand for the support places a lot of pressure on the country office, to participate in different joint programmes and programming with resources, to provide technical support, to support government initiatives etc. This is in addition to addressing the need for Africa regional liaison functions with Addis Ababa-based regional organizations that include gender mainstreaming as part of the UN operations in the country.

56. The ECO conducts its normative, coordination, and operational work following the CO Strategic Note (SN), its principal planning instrument. The work of UN Women in Ethiopia toward the achievement of

³ Ethiopia United Nations Development Assistance Framework (UNDAF) 2012-2015, p. 14.

gender equality between 2014 and 2016 has been covered in two SNs – 2014-15 and 2015-16, and are primarily focused on three main ‘Thematic/Result Areas’: *i) expanding women’s leadership in economic and political spheres; ii) economic empowerment of women, especially the poorest of the poor; and iii) ending violence against women and girls.* Work on two other thematic areas related to national governance and alignment of policies to international norms was also included – in SN 2014-15 as part of the three main thematic areas, and separately in the SN 2015-16. These efforts have been implemented nationwide through coordinated work with the national and local governments, implementing partners, and CSOs, as well as through Joint Programs with other UN agencies. Please see Annex 1 for distribution of activities nationwide. In addition, the CO has utilized its leading role in key partnership groups, such as the Gender Theme Group (GTG) and the UNiTE Campaign, to further consolidate efforts around gender equality and women’s empowerment.

57. Financial resources available have improved during the 2014-16 period, especially in mobilizing non-core funding (Table 2). However, resource requirement for activities planned in the two SNs is significantly greater than funds available, with a high degree of reliance on non-core for carrying out planned activities – which has shown a rapid increase, especially for work being done in the Impact Area Three on eliminating violence against women and girls.

TABLE 2: BUDGET FOR ECO WORK IN ETHIOPIA

	2014 USD (000)	2015 USD (000)	2016 USD (000)
Core Funds available	840	877	800
Non-core available	590	949	1584
TOTAL AVAILABLE	1,430	1,826	2,384
Resource Requirement for Planned Activities in SNs	6,225	3,760	6,039

TECHNICAL DESIGN OF THE STRATEGIC NOTES

DRF Outcomes

58. The two most recent CO Strategic Notes are the 2014-2015 and 2015-2016 Strategic Notes. To implement its strategic plans, UN Women developed a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF) with performance indicators for both Strategic Notes. These two SNs along with their respective DRFs and OEEFs are the focus of the country portfolio evaluation.

The table below summarizes the priorities for the three mandate areas that the two SNs sought to achieve.

TABLE 3: DRF Priorities by Mandate Areas

Normative	Coordination	Programmatic
Support to GoE in preparation and submission of CEDAW report	Lead in Thematic groups (Gender Theme Group, JP GEWE Task force)	Women’s Political Empowerment and Leadership (Impact 1)
Support the GoE in finalization of Beijing +20 report	Support UNDAF development with standalone Pillar 5 on GEWE	Women’s Economic Empowerment (Impact 2)

Assess the implementation of UNSCR 1325 in humanitarian contexts	Coordinate Joint Programmes RWEE, JP GEWE	Women and girls living a life free of violence (Impact 3)
Contribute to ongoing localization of SDGs	Chair Operations Management Team (OMT) and Program Management Team (PMT)	Governance and national planning reflect GEWE commitments (Impact 5)
	Strengthening UN Women ECO Liaison with AU Commission and UN Economic Commission for Africa (ECA)	
	Coordinate and facilitate platform for CSOs through its CSO Advisory group Co-chair the Donor Group on Gender Equality (DGGE) Co-chair the regular gender research seminar with MoWCA	

ECO Boundary Partners for Change in GEWE

59. UN Women ECO works in close partnership with the FGoE for the delivery of its country programme in the broader context of DaO to support and enhance national ownership in the definition, implementation and monitoring of strategic priorities and programmatic actions. Main partners are the Ministry of Women and Children Affairs (MOWCA) and sectoral women machineries/bureaus at Regional levels, Ministry of Finance and Economic Cooperation (MoFEC), Central Statistical Agency (CSA), Ministry of Justice (MoJ), Ministry of Labour and Social Affairs (MoLSA), Ministry of Agriculture (MoA), Ministry of Trade (MoT), Agricultural Transformation Agency, Federal Cooperation Promotion Agency, Leadership Institute in the Civil Service University, Federal Police Commission, Ethiopia Police University College and women's associations. Please see Annex 2 for details of ECO partners by Impact Area and Geographic areas in Ethiopia.

60. With the purpose of enhancing societal awareness and changing Harmful Traditional Practices (HTP), UN Women ECO partnered with the Ethiopian Orthodox Church (Development Wing), Ethiopian Human Rights Commission, other academic, research and media institutions. UN Women has also established relationships with CSOs and representatives and umbrellas/networks of community-based traditional structures (Idirs, Mahber), religious and other opinion leaders. This engagement is connected with an ongoing collaboration with existing CSO partners, especially in the area of service delivery for VAWG survivors and enhancing community awareness on VAWG and HTPs.

61. **At the regional level**, ECO has partnerships with various departments of the AUC, more specifically with the Chairperson's Office, Women, Gender and Development Directorate of the African Union Commission, Political Affairs, Social Affairs, and Peace and Security Council, Rural Economy and Agriculture as well as the AU ECOSOC. The partnership with the UNECA is also in the area of generation of evidence based data and knowledge products to inform policy and programming.

62. At Regional level UN Women took advantage of existing UN coordination mechanisms including the Regional Coordination Mechanism (RCM) and ensures that gender equality remains a priority in select Cluster Action Plans, while at the same time it leverages on the existence of the UN Liaison Team (UNLT)

to influence UN Regional programmes from a GEWE perspective. The Liaison office focused on partnering with the Gender Directorate strategically, and with available resources, to support the mainstreaming of GEWE within select AUC Directorates as well as documenting best practices and creating a knowledge management hub for monitoring implementation of key regional policies and commitments including SCR1325, Africa Women's Decade, etc. The 'Gender is my Agenda' (GIMAC) Network of women's movement continued to be leveraged for greater impact.

OEEF Goals

Organizational effectiveness goals and plans stated in the ECO's OEEF plan are framed in terms of four Output Clusters:

OEE Output Cluster 1: To drive more effective and efficient United Nations system coordination and strategic partnerships on GEWE in Ethiopia – includes leadership for promoting accountability of GEWE commitments across the UN system, national and at sub-Saharan Africa levels.

OEE Output Cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation – includes promoting context specific learning and results based management of all ECO programming. Also included are promoting capacity of government and other implementing partners to conduct assessments and reviews, focusing on the JP-GEWE. In promoting evidence based programming, ECO aims to be recognized as a knowledge hub on GEWE in Ethiopia and in the Region.

OEE Output Cluster 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels – includes building staff capacity for performance on results in GEWE. Ensuring that operations conform to risk management, oversight and accountability, harmonization of business practices and transparency of operations.

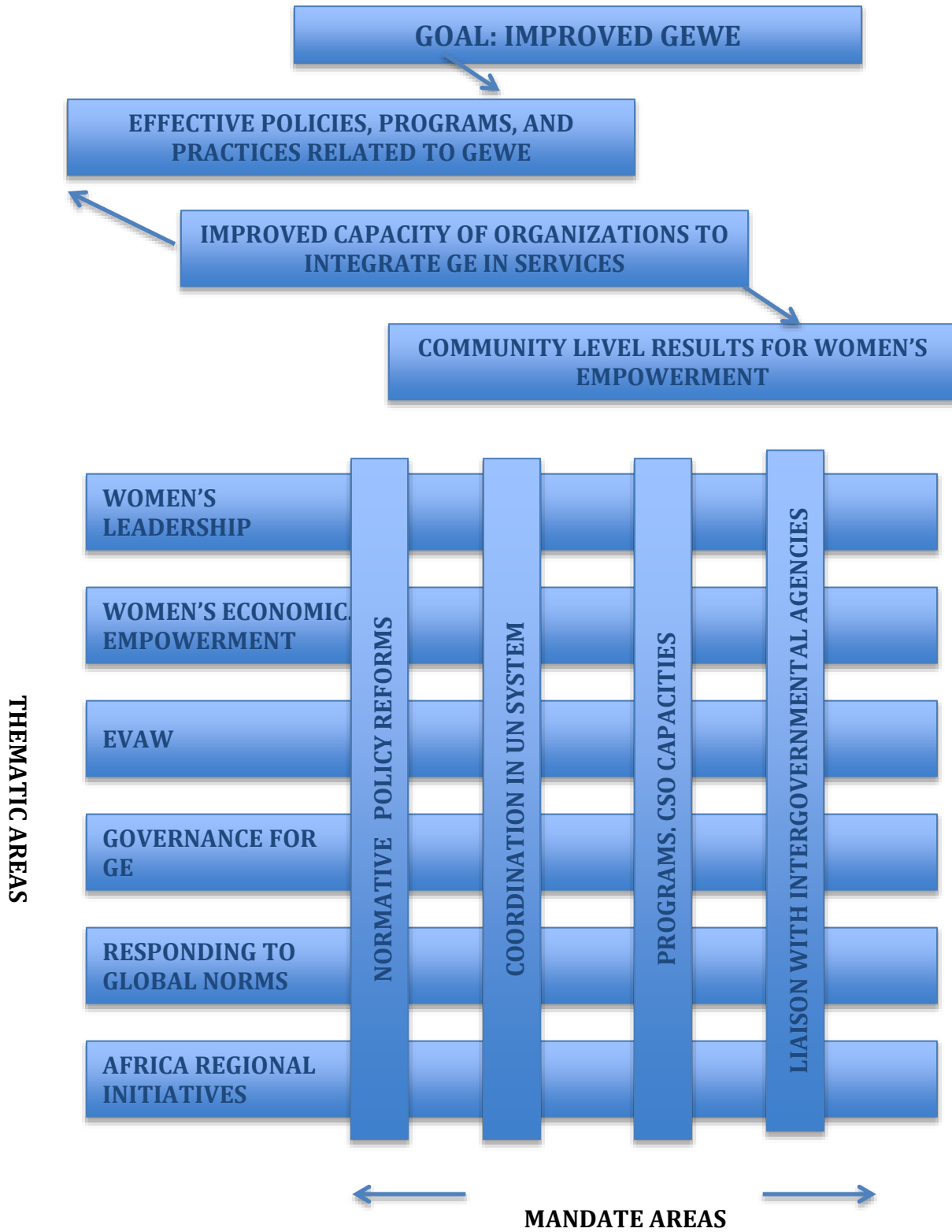
OEE Output Cluster 4: To leverage and manage resources – includes improved budgetary, HR and IT management, and better staff capacity for delivering results on GEWE and to expand its resource base.

Results Chain and Operations Model

63. In order to achieve GEWE in Ethiopia and an analysis of underlying root causes, the overall theory of change for ECO as cited in the SN 2015-16 is: "to address the key bottlenecks and unleash the potential of women at community level by building their capacities and enhancing their knowledge; while at the same time ensuring that institutions that are mandated to deliver services for women have the tools, systems and data to implement gender responsive programme and eventually to influence broader policies at national and regional levels". The comprehensive approach involves a combination of policy, institutional capacity for service delivery, community level and individual level capacities. Activities of the SN are accordingly, designed to combine efforts for capacity building at macro, meso and micro levels to connect outcomes at macro policy and institutional levels, with meso institutional capacity for services, community level change for gender equality and women's empowerment, and women's capacity building for GE.

64. Implementation of this Results Chain includes the combination of Impact areas of work along the key mandate areas of Normative, UN System Coordination, Programmatic and Liaison. The operational areas for delivery of the results chain is shown in Figure 1.

FIGURE 1: UNW OPERATIONS MODEL: ETHIOPIA CP



Underlying Theories of Change

65. Its overall TOC has been stated by ECO as follows:

“If UN Women, working with government institutions and other stakeholders prioritize and address the key bottlenecks that limit women, especially poor/rural women in accessing opportunities and benefits from development; build women’s capacities and enhance their knowledge/rights; ensure that institutions that are mandated to deliver services for women have tools, systems and data to implement gender responsive programmes; influence broader policies at national and regional levels; then women in Ethiopia, especially the most vulnerable, will have increased incomes, livelihoods, able to build resilience, free from violence and enjoy all socio-economic rights”⁴

66. Within the overall TOC stated above, the ECO has formulated several individual theories of change for Impact Areas for Women’s Leadership (Impact area 1), Women’s economic empowerment (Impact area 2), and Eliminating violence against women and girls (Impact area 3). These TOCs are shown in Annex 3. The evaluation team noted that there is no explicit results chain identified in the overall and thematic program areas that links activities in each priority area to with different desirable outcomes and impacts in which risks and challenges along the chain are specified. A series of more robust theories of change will be useful tool for ECO to identify and record – different levels of outcomes and the risks and challenges associated at each level of the results chain. This will facilitate ongoing efforts to develop a useful RBM and learning system for evidence based decisions.

STAKEHOLDER MAPPING

67. A large number of stakeholders were involved in programs for the two strategic periods covered in this evaluation. The table below outlines the key stakeholder groups and their role and contributions in the work of UN Women in Ethiopia.

TABLE 4
SYNOPSIS OF STAKEHOLDERS: THEIR ROLES AND CONTRIBUTIONS

Stakeholder role	Specific groups	Main contributions
Representatives of Target Groups and rights holders; CSOs and INGOs	Association for Women’s Sanctuary and Development (AWSAD) WISE/Chair of CSO Advisory Group Ethiopian Orthodox Church – Development and Intern Church Aid Commission (EOC - DICAC) Plan International Sasakawa Global Union of Ethiopian Women Charitable Association (UWECA) PANE (Poverty Action Network) Ethiopian Human Rights Commission	Implementing partners for EVAWG, WEE, Health programs; Improve focus and approaches of CO Office in all areas and alignment with national priorities Promotion of budget literacy through series of capacity development initiative on GRB.

⁴ Presentation of June 6, 2016 by Deputy Representative, UN Women ECO to ERG and Evaluation Team.

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<p>Principle and primary duty bearers who control the SN</p>	<p>Ministry of Women and Children Affairs Ministry of Finance and Economic Cooperation (MoFEC)</p>	<p>Key Partners for SN implementation. Support in aligning priorities with National Gender Policies and Action</p>
<p>Policy implementation and service delivery for women in communities</p>	<p>Ministry of Women and Children Affairs Ministry of Finance and Economic Cooperation (MoFEC) Ministry of Justice Oromia Bureau of Women and Children Affairs (BoWCA) Amhara Bureau of Women and Children Affairs Afar Bureau of Women and Children Affairs Tigray Bureau of Women and Children Affairs Dire Dawa Bureau of Women and Children Affairs Addis Ababa Bureau of Women and Children Affairs (AA BoWCA) SNNPR Bureau of Women and Children Affairs Addis Ababa Bureau of Labour and Social Affairs (BoLSA) Amhara Bureau of Labor and Social Affairs Tigray Bureau of Labour and Social Affairs</p>	<p>Implementing partners for Joint Programme, and Financing for Gender Responsive budgeting, Migration programme</p>
<p>UN Joint Programmes and UNDAF gender priorities</p>	<p>UN Resident Coordinator ILO, UNICEF, UNDP, UNFPA, UNESCO, WFP, FAO, IFAD JP-GEWE and JP-RWEE TWG</p>	<p>Coordination of and implementation of UN Joint programmes of GEWE</p>
<p>Resource Mobilization</p>	<p>Norway Embassy Sweden Embassy Irish Aid Royal Danish Embassy Israel Embassy Technical collaboration/MASHAV/ACTIL Australian Development Cooperation European Commission SDGs (Spain)</p>	<p>Strategic partnership for resource mobilization and programme coordination</p>
<p>Africa Regional Liaison for Women</p>	<p>African Union Commission, Gender Directorate and Social Affairs Directorate UNECA UN Liaison Team for African Union</p>	<p>Advocacy and information sharing on key issues relevant to GEWE for Africa regional policy development and global events</p>

BACKGROUND TO THE EVALUATION

Purpose and Use of the Evaluation

68. The country portfolio evaluation (CPE) aimed to systematically assess the support and contributions of the CO around the improvement of gender equality and women's empowerment at the country level to inform the development of future strategic work.

69. The UN Women portfolio responds to its three core mandates, which include normative, programme and coordination work. This CPE is primarily commissioned as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making. The evaluation is also expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPE should be gender-responsive, and will actively support the achievement of gender equality and women's empowerment. TOR for the evaluation is shown in Annex 4.

Objectives of the CPE

70. The CPE had the following objectives:
1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
 2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Notes.
 3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
 4. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
 5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
 6. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and programme).
 7. Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

71. The CPE applied four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion.

Scope of the Evaluation

72. The CPE assessed the effectiveness of activities conducted between 2014 and 2016 under Strategic Notes 2014-2015 and 2015-2016. The evaluation addressed the three mandate areas of UN Women operations in Ethiopia: Normative, Coordination, and Programmatic support. In addition, it also addressed the liaison role of UNW's Ethiopia CO with Africa Regional Organizations that are based in Addis Ababa. The evaluation did not consider impact (as defined by UNEG) as it was considered too premature to assess this. Joint programmes and programming have been considered within the scope of this evaluation. The evaluation considered both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

Evaluability assessment of the Country Portfolio

73. As part of the inception phase of this evaluation, a light touch evaluability assessment was undertaken in consultation with ECO's Evaluation Manager for this CPE. The rapid assessment examined the extent to which UN-Women's Programme Portfolio/Strategic Note can be evaluated in a reliable and credible fashion. The evaluability assessment touched up two key aspects. The first one looked into the nature of the design of the object under evaluation, including its Theory of Change (ToC) and asked if it is possible to evaluate it as it is described. The second is "in practice" evaluability and looks at the availability of relevant data, as well as systems and capacities which make that data.

74. On the positive side, UN-Women Strategic Notes have outlined the impact areas, outcomes and outputs the country office is contributing to (as articulated in development results framework for both SNs period including the annual work plans for yearly targets). The SN 2015-2016 has included a ToC for both the regional and country level interventions. Assumptions and risks that have been identified for the period have also been articulated in the SN. Development Result Frameworks (DRF) and Annual Work Plans for these period have put in place Specific, Measurable, Accurate, Reliable and Time-bounded (SMART) indicators, baseline and targets, although in some cases, some indicators had baseline as TBDs.

75. The evaluability assessment also looked into the existence of a monitoring system to gather and systematize the information that defined responsibilities, sources and periodicity. From the quick assessment done as part of the inception phase, ECO has put in place a Monitoring, Evaluation and Research Plan (MERP) for the SN period which helped to gather relevant information on SN implementation. Quarterly reports are also submitted every quarter. The Global Result Management System is also in place, and the Country Office for the year 2015 and 2016 has so far been able to report against each indicators including activities. Country Office has also submitted annual reports reporting against each output, outcome and impact, by providing the relevant evidences. For the year 2015 and 2016, ECO has also put in place a Programme and Operation tracking tool in order to monitor the implementation of activities for the year with clear deliverables and focal persons assigned. Based on the above assessment by the ECO, the evaluation team felt that the necessary conditions are in place to assess the key objectives articulated in the ToR developed for this CPE.

Evaluation Criteria and Priority Questions

76. In accordance with OECD/DAC's four evaluation criteria and 11 sub-criteria, the CPE sought to answer a set of overarching evaluation questions and sub-questions, as shown below. These criteria allowed the evaluation team to assess the relevance, efficiency, effectiveness, and sustainability of the UN Women's portfolio in Ethiopia. Given timeline and resource constraints, these evaluation questions were thematically clustered. In consultation with members of the ERG, the evaluation team selected two questions per cluster (first and second priority) for the evaluation to answer (Annex 5). When possible and once the two priority questions had been answered, the evaluation also attempted to answer other questions of interest under a given cluster. The clusters are the following:

- **Cluster 1: Alignment of the CO portfolio.** This cluster included evaluation questions on the extent to which the portfolio is aligned with national/international policies; whether selected interventions and partners were relevant to address gender inequality; and whether the portfolio was designed and implemented according to human rights and development effectiveness principles.
- **Cluster 2: Management of the Strategic Notes.** This cluster included questions on whether the CO management structure supports efficiency for implementation; the organization has

- access to the skills, knowledge, and capacities needed to deliver the portfolio; and whether a Results Based Management system was implemented.
- **Cluster 3: Achievement of the Strategic Notes.** This cluster included questions around the extent to which planned outputs were achieved on time; whether interventions contributed to the expected outcomes; whether there were unexpected outcomes (positive and negative); and the main contributing and hindering factors to achieving planned outcomes.
 - **Cluster 4: Coordination and comparative advantages.** This cluster included questions related to whether there is coordination and coherence between the UN Women portfolio and the work of the UNCT and whether the programming, coordination, and normative work was balanced and optimal.
 - **Cluster 5: Sustainability.** This cluster included evaluation questions around national ownership over activities and projects under the portfolio; the capacity of partners to ensure the sustainability of efforts and benefits achieved; and the establishment of local accountability and oversight systems to support the continuations of activities.
 - **Cluster 6: Design of the Portfolio.** This cluster included evaluation questions on whether the thematic focus across the portfolio was appropriate; how the workload across mandates could be prioritized more effectively; whether the CO programming was the most appropriate approach to future designs; and whether the technical design of the SNs was relevant.

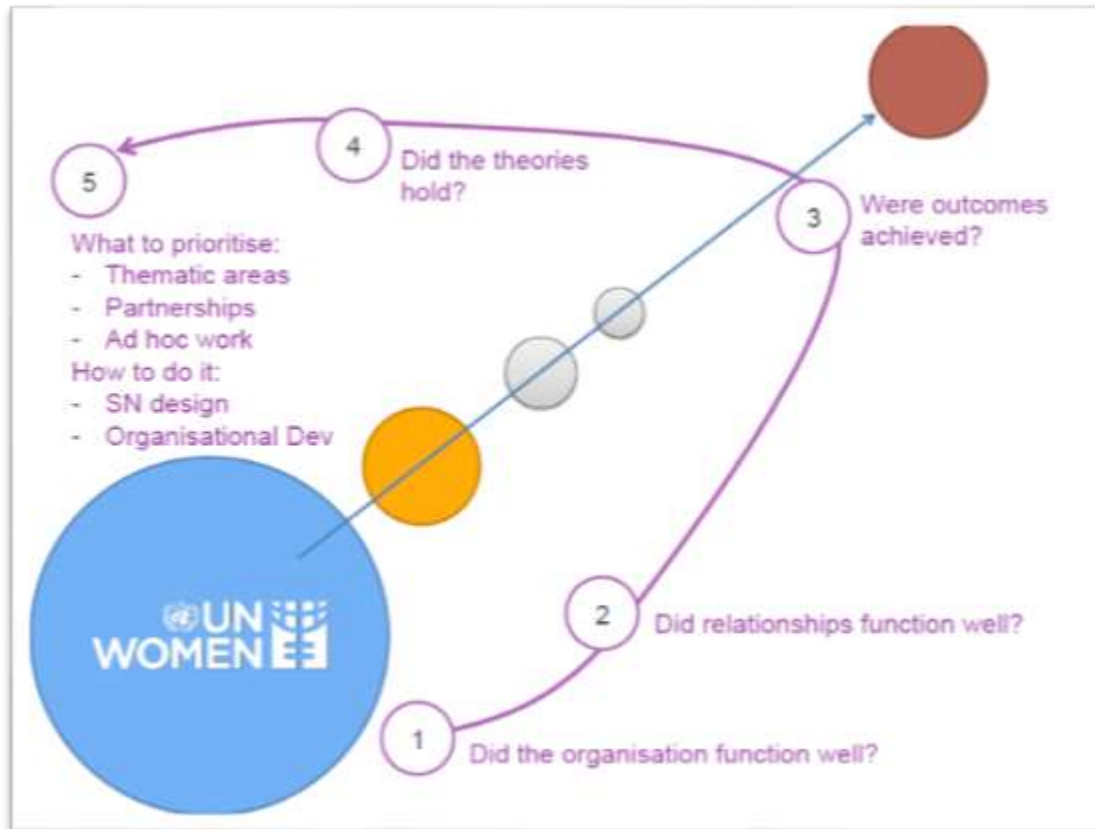
Details of the Evaluation Questions and sub-questions are shown in Annex 6. These were finalized at the Inception Workshop.

EVALUATION METHODOLOGY

Evaluation design

77. The evaluation design was tailored to the complexities of the two SNs (2014-2015 and 2015-2016) that are included in the scope of this evaluation. There is clear shift in intervention strategy between the two SNs that was shaped by internal assessments, leading to a shift in share of resources to different Impact Areas, and also in the strategy for delivering the results. As a result, the CPE placed more accentuation on strategic aspects of producing the desired outcomes, and analysis of contributing factors that can improve impacts for rights holders. Figure 2 outlines how the Evaluation design relates to the relationships along the results chain and their associated programmatic attributes that form the complex of UNW's country office portfolio for Ethiopia.

78. The evaluation was designed to address all aspects of the results chain with a lens of Contribution Analysis to give an optimum of summative and formative insights. In particular, more emphasis was given to the learning aspect largely informed by insights of partner organizations, donors and rights holders.

FIGURE 2: Evaluation Design

Methods of Data Collection and Analysis

79. Data collection was designed to allow cluster analysis of all key elements of UN Women's Logic Model that included its six Thematic Impact Areas for GEWE along its three core mandates of Normative, Coordination and Programme work. In addition, Ethiopia CO's responsibilities for Liaison with Africa regional organizations based in Addis Ababa was part of the scope of this CPE.

80. Two sets of priority questions have been formulated. The first is a common set of priority evaluation posed to all stakeholders to elicit the range of perspectives from the contexts in which each is operating. This allowed a strategic analysis of the results achieved using a Critical System Heuristics (CSH) approach in which boundary questions are framed on results and challenges encountered -- to allow the summative and formative analysis to be made by integrating from the different perspectives. The second set of priority questions were tailored to getting a deeper understanding from the perspective of different key partners and stakeholders in relation to the specific aspects that pertain to their engagement with UNW.

81. The evaluation used the following data collection tools:

- Desk Review of portfolio documents
- Secondary document analysis
- Key informant interviews
- Focus Group Discussion with Rights Holders
- Site visits

- a) **Desk Review:** A thorough review of key project documents was undertaken to have a comprehensive understanding of the CO's background and strategies, planned activities vs. activities implemented to date, and documented outputs and outcomes. Project documents included Strategic Notes of 2014-2015, and 2015-2016, monthly/quarterly reports, annual reports, relevant correspondence, and any other documents that are directly related to the performance aspects of CO portfolio. The desk review also included a secondary document analysis and general research around the political and socio-economic context of Ethiopia between 2014 and 2016 to identify events (e.g. policy changes) that may have either contributed to or limited the reach and effectiveness of the CO portfolio.
- b) **Key informant interviews:** A number of interviews with key informants were carried out to validate the theories of change that gave basis to the Strategic Notes as well as to collect primary data on the programming, implementation, and results of the CO portfolio. These interviews also served to identify other relevant stakeholders and validate findings. Stakeholders included key representatives of the CO, UNCT, government and CSO partners, AUC, ECA and other relevant organizations and rights holders/beneficiaries. The evaluation team has made every effort to ensure that interviewed key informants represent a diverse segment of project stakeholders, including partner organizations or government agencies that directly serve women and marginalized groups.
- c) **Focus group discussions:** Two focus group discussions with program beneficiaries were conducted to collect primary data on the effectiveness of the CO portfolio, and for drawing lessons relevant to focusing future priorities. Information collected through these focus groups also served to cross-reference data and validate findings.

Sampling Frame

82. The CPE attempted to obtain a representative sample of Normative, Coordination and Programming activities that would best meet the summative, formative and learning objectives of the evaluation. Annex 7 gives the list of Stakeholders the activities/areas of work that formed the sample for the evaluation. This sample was selected by the CO to allow a coverage of all the Impact Areas and Mandates that form the CO portfolio in Ethiopia. In addition, these are considered strategically important for the Ethiopia context of GEWE. The location of these activities in and around Addis Ababa (including Oromia Region) was also a consideration given the limited time available for the field mission and data collection.

83. Stakeholders were interviewed to cover the spectrum of rights holders and their representative, boundary partners, implementing partners and key strategic partners, as well as ECO representatives. Figure 3 shows the sample frame of stakeholders interviewed. A detailed list is given in Annex 8. A total of 64 persons were part of KIs and FGDs which included 47 women and 17 men.

Ethics, Gender and Human Rights

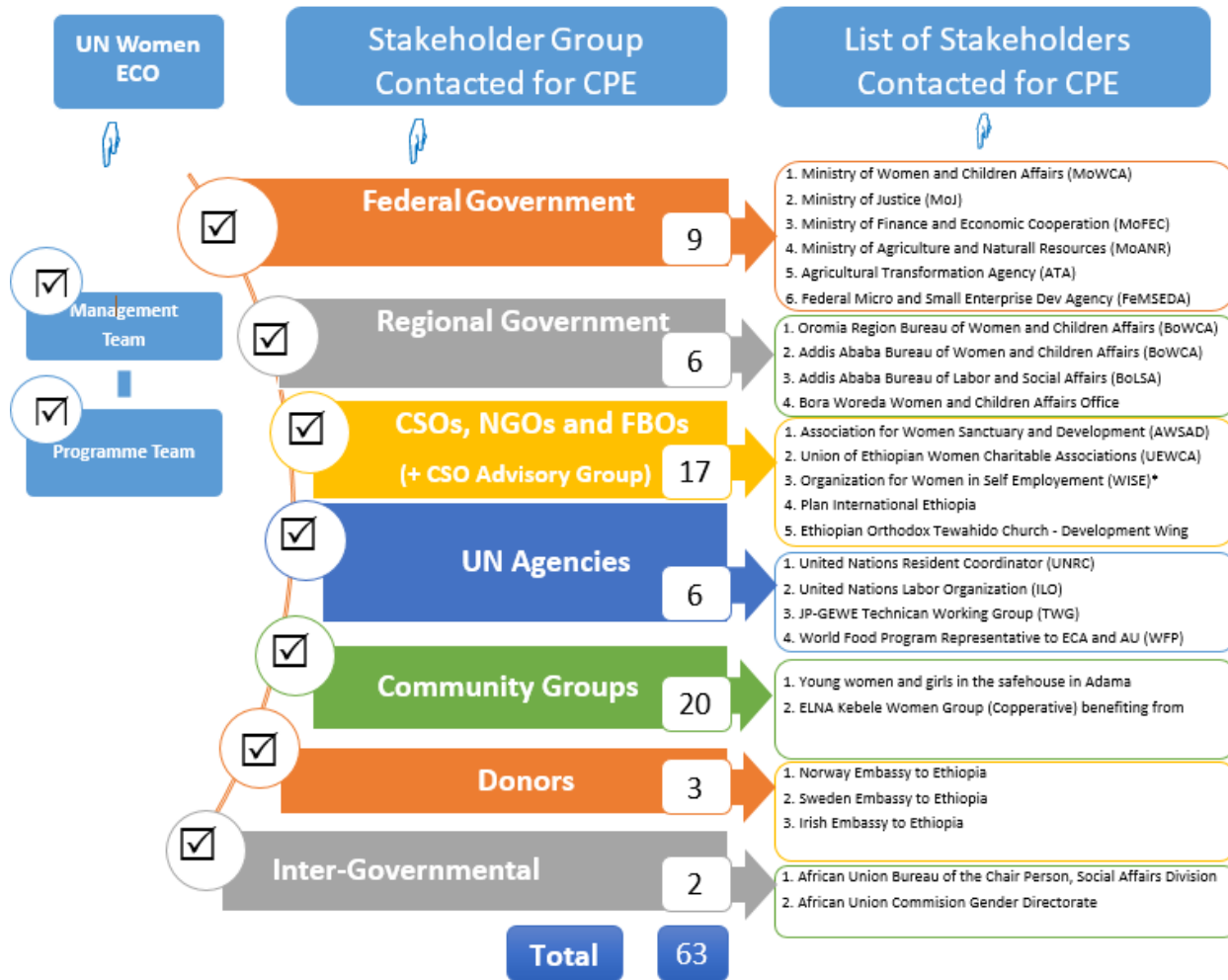
84. The evaluation applied UN Women standards for ensuring protection of participants and respect for confidentiality. At the beginning of each interview or discussion, participants were given a brief on the purpose of the evaluation and proposed use of information they share. The independence of the evaluators and representative from UNW's IEO was clarified, and participants assured of confidentiality and consent explicitly requested prior to starting the interview.

85. Group discussion was arranged to include participants with equal power relations to allow free flow of ideas. The evaluation applied a gender-responsive approach by integrating analysis of context, and structures of political and social control that create gender inequality.

Quality Assurance

86. The information gathered was systematically recorded and categorized. To ensure the accuracy and quality of the data collected, primary and secondary source data were cross-referenced to assess the effectiveness of the portfolio. Since similar questions on activities, benefits, and limitations were asked across stakeholders, a comparison was made to verify information, and record different perspectives as well. Fact checking and triangulation was carried out to conduct the analysis on the contribution made by UNW CO activities and outputs to the outcomes in each of the thematic areas. An analysis was also made by the Core Mandates that related to these outcomes.

FIGURE 3: STAKEHOLDERS INTERVIEWED FOR CPE



Methodological limitations and process constraints

87. The evaluation was conducted with certain constraints that have shaped the process and information available. The methods used were also related to the resource availability. Some of the main limitations are:

- Limited ability to precisely identify the specific contribution of UN Women in producing outcomes and impacts from the activities and results from those. The evaluation was limited to information available from ECO reports, especially annual and donor reports, supplemented by Key Informant Interviews.
- Inception planning was done remotely and CO involvement could have been greater if done in Addis
- Inception workshop with stakeholders was curtailed to only half a day due to only one-week total time available for the field mission. As a result, it was not possible to elaborate on program theories of change, to ascertain extent to which activities under different Impact Areas were contributing to achievement of results beyond those generated by the activities themselves, i.e., the immediate outcomes. The evaluators undertook an elaboration of the general overall theory of change to draw conclusions on different aspects of the portfolio.
- Opportunities for observation of results from all Impact Areas was limited due to focus on stakeholders present in Addis and its surrounding

Stakeholder Participatory Approach

88. The evaluation was participatory and actively engaged a diverse segment of stakeholders including CO staff, UNCT, partners, government officials, and community members. The participatory approach was inherent to all aspects of the CPE, including design and planning, data collection and analysis, reporting, and results dissemination. Engaging stakeholders as active participants allowed them to reflect, analyze issues from their own experience, identify what works and does not work, and to take responsibility for needed changes.

89. The participatory approach was initiated with an Inception Workshop where relevant stakeholders discussed key aspects of the assessment process, including the design of the evaluation, selection, and framing of priority evaluation questions, and the mapping of stakeholders. Due to a tight time frame for the country visit and half-day allocation for the Inception Workshop, it was not possible to reconstruct the underlying theories of change, and the ECO's framing of the TOCs have been used in this evaluation.

Interviewee Consent and Confidentiality Protection

90. Participation in the evaluation, at any stage, was voluntary and verbal consent to participate in it was requested from all stakeholders, particularly rights holders and duty bearers. All information provided by stakeholders, whether individually or in groups, is kept strictly confidential and only aggregate data used for the evaluation report. The evaluation team diligently communicated to stakeholders the purpose of the evaluation, the voluntary nature of their participation, how the information will be used, and obtain verbal consent prior to commencing each evaluation activity.

(PLEASE SEE Annex 9 FOR A SUMMARY OF METHODOLOGICAL PROCESSES AND TASKS UNDERTAKEN FOR THIS CPE)

EVALUATION FINDINGS

91. This section presents the main findings on the contributions of UN Women to the improvement of gender equality and women's empowerment in Ethiopia between 2014 and 2016. To facilitate the use of the findings, this section has been structured according to the OECD/DAC's evaluation criteria, with a focus on key priority questions identified for this evaluation.

RELEVANCE

Strategic alignment of the Portfolio

FINDING 1.

The Country Portfolio is strongly aligned to priorities and policies of the Government of Ethiopia, to the needs of vulnerable and disadvantaged groups, and in assisting the alignment to international commitments. However, demands have led to fragmentation of activities.

92. Ethiopian national policies show strong commitment to gender equality, and ECO aligned its work during this period to key policy opportunities for strengthening the enabling environment for GE. ECO has created strategic alignment with key partners in GoE and UNCT to facilitate positive engagement for mainstreaming gender in the national policy and development agendas. Ethiopia has been finalizing its 2nd Growth and Transformation Plan II (2016 - 2020); and the UN its UNDAF for 2016-2020. UN Women has effectively utilized these opportunities to ensure gender mainstreaming and empowerment of women are integrated. As a result, both have for the first time prioritized GEWE as a standalone goal while at same time it is mainstreamed across the rest of the pillars.

93. In addition to these strategic partnerships, ECO adopts a stakeholder consultative approach that is supported by comprehensive situation analyses to support the identification of key implementing partners and programme strategies for its work in each of its Impact Areas of work. In its thematic areas of EAW and WEE, there is strong evidence showing the SN making a conscious effort in targeting the most vulnerable women with limited economic opportunities, migrant workers and survivors of violence. As a result, the choice of interventions are fairly well aligned to the situation in Ethiopia, and addressing the key gaps observed at local and national levels in relation to gender inequality.⁵

94. The revision of the strategic note in 2015, elaborated two additional result areas that had earlier been subsumed under Impact Area 1. These were Result Area 5: Governance and National Planning to fully reflect accountability for gender equality, and Result area 6: Comprehensive and dynamic set of global norms, policies and standards on GEWE were in place in Ethiopia at all levels. These revisions were key to highlighting efforts with two strategic partners, the MoFEC and MoWCA, to increase accountability for gender equality in national planning and push for follow-up and reporting on major international normative frameworks on gender equality and women empowerment.

95. **GOING FORWARD:** The wide variety of approaches and activities, though typically small and spread out, needs to be assessed for identification of strategic partnerships that have offered the maximum leverage with the limited funds available, for improving GE results in the country. Several stakeholders interviewed expressed the view that it would be well worth to give high priority to analysis and strategic assessment of GE issues to raise awareness on structural, institutional and programmatic issues. Such high level analyses can help to shape the agenda and resource mobilization for achieving national agendas.

⁵ SN 2014-15, SN 2015-16, Annual Reports 2014 and 2015, 2014 Ethiopia CO AWP TOC, Progress Report on Strengthening National Mechanism for gender Equality, Progress Report on Psychosocial Support and Economic Strengthening, Progress Report on Preventing and Responding to Violence Against Women and Girls, Evaluation Report for Promoting Women's Economic Leadership in Market-Oriented Agriculture, Project Document JP GEWE, Project Document JP RWEE

Choice of Partners for addressing situation in Thematic Areas**FINDING 2.**

Strategic engagement with Government and CSO partners with proven track record has positively contributed in influencing change at policy and programmatic levels. However geographically concentrated activities and engagement with fewer partners would have allowed for a higher degree of effectiveness of interventions.

96. National execution is the most preferred modality for UN operations in Ethiopia. As a result, large majority of ECO partners remained government institutions. The exceptions are those CSOs that are strictly providing services – for thematic areas such as women’s empowerment, leadership and for ending violence against women. While program implementation has been mainly with the national gender machinery and its regional parastatals, there were a wide range of boundary partners along the results chain that were engaged to promote the implementation of the Strategic Note within the context of the national policies and strategies and international normative frameworks.

97. The evidence shows that UN Women ECO has built good partnership with key actors on women issues at national and regional level. Main partners included Ministry of Women, Children and Youth Affairs (MOWCYA) and sectoral women machineries/bureaus at regional levels, Ministry of Finance and Economic Development (MoFEC), Central Statistical Agency (CSA), Ministry of Justice (MoJ), Ministry of Labor and Social Affairs (MOLSA), Ministry of Agriculture (MoA), Ministry of Trade (MoT), Civil Service Training College, Ethiopia Police University College, Ethiopian Human Rights Commission, CSOs and women’s associations. Several other partners did not receive funds from the ECO but collaborated with the CO in programme execution such as Justice and Legal Systems Research Institute, formal and informal justice institutions, the Legal Aid center and other academic, research and media institutions. Activities of these partners included advocacy, awareness creation, service provision, and research in support of the five impact areas ECO was working. (Please see Annex 2 for Partners by Impact Area and Geographical Areas)

98. The partnership with MoWCA and MoFEC has contributed to significant normative outcomes. However, MoWCA still needs to strengthen how it is able to influence region and sector wide policies and programs on women. Due to this, the extent to which UN Women influenced other sectors, such as Agriculture and Health, is relatively limited. CSO partners were few, primarily a result of restrictive laws controlling rights based advocacy or promotion. However, service oriented CSO partners that have participated with UN Women’s programmes, have created effective models of partnering with government and have demonstrated innovative models for designing and delivering rights oriented services to poor and vulnerable women and girls.

99. Available evidence showed collective social response through multi-stakeholder networks and partnership comprised of community leaders, law enforcement agencies, women’s association and other key actors playing a central role in community effort to prevent and respond to violence against women. This was evident in UN Women’s programmes implemented in partnership with the Ethiopian Orthodox Church-Development Wing. Given the tremendous influence of religious and traditional leaders in Ethiopian society, such approach has all the chances to be translated into changes in community attitudes and norms, creating supporting environment in ending VAW and challenging the structural bottlenecks that undermine gender equality in the country. Further, the evidence shows that the partnership with AWSAD (CSO) was effective in creating safe spaces for survivors of violence through social and economic integration and provision of essential supports and services including psychosocial and medical supports. In its service model that it has developed in Oromia regional state with ECO support, AWSAD has built i) comprehensive support for survivors of violence that included medical, legal, psychological, physical and material support to enable them to rebuild their lives; ii) prevention by outreach to schools and health providers, as well as building capacity of key woreda level officials in police and women affairs departments, and local journalists to better respond to reports of violence against women; iii) and community level awareness raising for leaders, elders and religious heads. By documenting their results and building training methods for this all round integrated service provision, AWSAD has produced a replicable model

that is now being introduced in other regions of the Country.

100. While the multiple partnership and convening power provided the country office to influence change at different levels, as expected, partners came on scene with different orientations and varying capacities to deliver. The evaluation found that insufficient resources and capacity limitations coupled with a relatively large number of implementing partners have posed challenges on effectiveness and sustainability of results. The thrust of the evidence clearly zeroes on the need for ECO to focus its support based on efficiency and effectiveness principles.

101. **GOING FORWARD:** The CSO partnership that has been established since 2014 with formation of the CSO Advisory Group can be strengthened with a view to enhancing the strengthening and involving grass roots organizations in GEWE. ECO has benefited from feedback from this partnership in designing its next SN. At the same time, documentation and sharing of promising approaches from past work, and increasing involvement of CSOs in different thematic areas as ECO partners will be of mutual benefit given the resource constraints under which this sector operates.

Strategic Positioning on Coordination

FINDING 3.

There is a consistently high level of recognition from UNCT regarding the leadership role of ECO in increasing the visibility and positioning of gender issues for UN agencies and the country as a whole. ECO has also contributed effectively to good coordination and complementarity among UNCT on GEWE. ECO performed this task while operating in a complex environment with a country presence as well as a liaison function to the African Union Commission (AUC) and the United Nations Economic Commission for Africa (UNECA).

102. ECO has contributed effectively to good coordination and complementarity among UNCT on GEWE. Despite its limited human resources, ECO led various interagency platforms and taskforces. At strategic level, available evidence shows that the CO effectively leveraged its coordination role of GEWE and made meaningful contributions in the negotiations and finalization of a new UNDAF (2016-2020) with a standalone pillar on 'Equality and Empowerment' focusing on ending VAW. In addition, ECO facilitated strong gender analysis and inclusion of gender indicators in the remaining pillars of the new UNDAF. Apart from chairing the IAPT and UN Operation Management Team, ECO is also represented at the Operations Management Team (OMT), various Working Groups (Human Resources, Finance, Harmonized Approach to Cash Transfers (HACT), Legal and Business Continuity, which resulted in some efficiency gains.

103. UN Women was often proactive in engaging with development partners in the area of gender equality and was generally enjoying good relations. UN Women served as a convener and secretariat of the Donor Group on Gender Equality (DGGE) and represented the UNCT in the Development Assistance Group (DAG). This has expanded donor relations thereby increasing bilateral financial resources from development partners such as Sweden, Norway, Ireland, Denmark, Austria, and France - supporting UN Women programmes on GEWE. However, gender remained the most underfunded area within the UNDAF. A typical example is the JP GEWE which was reportedly underfunded by approximately 70 percent of its targeted resources.

104. **GOING FORWARD:** Enhancing the capacities of UNCT on gender aspects and follow-up to the gender scorecard is a key strategy to be pursued by ECO as part of its new SN. While UN Women's active engagement in the UN Communication Group is mentioned as strong area, there needs to be more work to be done in documenting lessons, impacts and communicating this internally and externally. The ECO can tap into the positive direction taken by the Resident Coordinators Office (RCO) on knowledge management and communication to better communicating results and positioning UN Women and gender equality at the center stage of UNCT's work. Systematic approaches such as the HeForShe campaign targeting male Heads of United Nations Agencies in the country and other high government

officials as well as CEOs of private sectors had served as a driving force in bringing men and boys as change agents towards gender equality.

105. The government has yet to favorably respond to the creation of UNCT-Government Gender Specific Sector Working Group, which is pending approval by MoFEC at the time of this evaluation. It has been reported that a similar platform has been established for other key priority areas of the UNDAF. The ECO should leverage its partnership with MoWCA and make a strong case to MoFEC for the establishment of a Sector Working Group on Gender. Given its strategic nature and the pertinence given to such mechanism by the Government, the creation of this government and UN led mechanism on Gender would further elevate the strategic importance of GEWE within the context of GTP II. This may also aid efforts in mobilizing resources within the framework of the new UNDAF and SDGs implementation in Ethiopia.

FINDING 4.

The experience of ECO involvement in Joint Programmes is mixed. While investments over the review period have contributed to influencing some positive changes and increased coherence among different partners, fragmentation of activities and severe resource gaps have limited achievement of results and hindered strong complementarity of the different outcomes.

106. This is particularly apparent in ECO's engagement and leadership role in JP GEWE. On a positive note, judged by the size and inherent challenges in relation to the management and implementation of JP GEWE, ECO's strategic leadership role in coordination, technical and operational support was positively acknowledged by participating UN Agencies and some partners. Through the JP GEWE, ECO has achieved a number of positive results including the creation of closer ties and increased coordination and coherence between UN agencies in relation to the promotion of gender equality and the empowerment of women.

107. Although it has been argued that some of the programmes supported through the JP are too small and fragmented, poor women have been able to access entrepreneurship skills and financial support that enabled them to initiate and run businesses through these interventions. Although in small scale, there were also evidence that showed positive outcomes in terms of increased savings, improved self-confidence and business management skills. As would be expected, such gains for women are seen to translate into dietary improvements and children's schooling gains as well.

108. However, JP GEWE appeared to be underfunded, geographically fragmented and largely suffered from severe resource gaps, weak programme coordination, and partner's capacity. The momentum to scale up and to document the value added of such interventions for impacting on women's lives was limited. The midterm Rapid Assessment of JP GEWE recommendations remain crucial for consideration in the new SN. Particularly the findings on ambitious planning which is not matching to available resources and the low capacity of implementing partners (IPs) to deliver needs to be addressed. The new SN should make an effort to limit atomization of activities and multitude of partners to available resources. It should also chart out a clear knowledge management strategy and M&E framework to continuously track and document collective and UN Women specific impacts on its engagements in JPs.

109. Although it was too early to assess its operational efficiency and programmatic impact, the experience from the JP Rural Women Economic Empowerment Programme (RWEE) which was started in 2015 may be a promising example to any such future programme. There were strong indications that this JP was highly influenced by the insights and lessons distilled from the implementation of the JP GEWE in respect to limiting the number of participating agencies (UN Women, IFAD, WFP and FAO), partners, and ensuring geographic and thematic focus of results. This JP altogether attracted \$2.7m of which 1.05m was mobilized by UN Women from SIDA and US\$240,000 from Norway.

110. **GOING FORWARD:** In terms of strategy and moving forward, ECO should re-think the best way to maximize the utilization of its rather limited resources, so as to generate tangible and demonstrable impact. In its engagement with joint programming and joint programme implementation, the CO should think 'one' but act 'strategic' in identifying its comparative advantage, programmes, partners and geographic spread. A large number of activities, spread over a large

geographic area and with little resources, will likely be lost in the stream of UN-wide joint programmes, with virtually limited noticeable impact. These issues have been picked up universally by all stakeholders including donors as the chief inhibiting factor to mobilize more resources and sustain the gains of JPs on GEWE. Together with other participating UN agencies, UN Women needs to have a structured negotiation with MoWCA and MoFEC to redress the geographic spread of interventions.

EFFECTIVENESS

Development Effectiveness and Achievement of DRF Outcomes

FINDING 5.

Despite its limited capacity, the ECO has had considerable influence in strengthening the policy dialogue for gender equality in Ethiopia. The most successful cases can be seen where increased visibility for gender was emphasized in the national policy and UNDAF agendas, and in national data systems.

111. Normative and coordination results were the most visible and significant achievements for the ECO during the 2014-2016 SN periods. Despite its limited capacity, available evidence indicates that ECO has been very effective in strengthening the policy dialogue for gender equality in Ethiopia. This has helped to strengthen the technical and financial capacity of MoWCA in its engagement for gender integration in policy and its implementation. This includes substantive technical support and advocacy to MoWCA to influence the second national Growth and Transformation Plan (GTP II). In this process, the ECO has made meaningful contribution in the development, negotiation and integration of a standalone strategic pillar on GEWE in the GTP II. The Ministry has also for the first time included indicators on the reduction of the different forms of violence in its five year sectoral plan (2016-2020). These are important stepping stones towards the expression and implementation of national gender priorities and to enable them to become realities in women's lives.

Some of the key DRF outcomes are given below.

112. **NORMATIVE OUTCOMES:** The most successful cases can be seen where increased visibility for gender issues in the national policy agenda was produced. This includes substantive support and advocacy for MoWCA to influence the second national Growth and Development Plan (GTP II). Although it is too early to assess the impact and the level of acceptance by the relevant government partners, a preliminary gender profile was produced and shared widely -- giving a snapshot of status of women in political, social and economic spheres. It also provides data on institutional coordination mechanisms, and legal frameworks available to enhance women's empowerment and women's rights in the country. This is assumed to play a key role in supporting gender integration in national planning and resource allocation. A national assessment on rehabilitation and reintegration centers/shelters for survivors of violence was also a major contribution that is providing the foundation for support on all EVAG thematic area policy and programming in the country.

113. In partnership with MoWCA, UN Women contributed to Ethiopia's second GTP by providing GEWE indicators for tracking national progress on gender. Key progress was also made on national data systems with the integration of VAW module in the current Ethiopian DHS national survey. Also, with MoWCA and Ministry of Finance and Cooperation (MoFEC) gender responsive budgeting (GRB) has been introduced in four key line ministries at both federal and regional as well as local governments and also in national programmes for micro and small enterprise development. Responses from participants at GRB trainings are a testament to an enhanced awareness of legal and policy frameworks for GE, an increased commitment to gender mainstreaming, and confidence for contributing to it.⁶ There is some anecdotal

⁶ Reports from GRB sensitization trainings provided by MoFEC's Gender Directorate in Regions.

evidence of benefits gained by women with exposure to gender responsive planning and budgeting.⁷ However, more data is not available to ascertain to what extent budgets or programs for women have been increased as a result of the trainings provided. Stakeholders interviewed also indicated that a more sustained follow up was required to evaluate results and build on improving institutional culture, especially in gender directorates to ensure tangible outcomes for women. Several gender audits were completed, including for Federal Micro and Small Enterprise Development Agency (FeMSEDA). Mechanisms for promoting accountability have been introduced, by supporting the development of a 'levelling tool' which is being implemented by the MoWCA to hold sector ministries accountable to national and international gender equality commitments. Again, data is yet to be generated on impacts of these institutional improvements for resources or programs for women.

114. Support provided to MoWCA was also key in the country's preparation and popularization of Ethiopia's status in implementation of its international commitments with Beijing+20 report, and ongoing 8th CEDAW report. Involvement in the global CSW processes was also given support, raising the country's profile in addressing its gender equality commitments.

115. **PROGRAMMATIC OUTCOMES:** According to the progress reports provided by ECO, the key programmatic results that are highlighted for the three main Thematic Areas are:

116. **Women's Leadership** support was provided to 1000 women leaders in Amhara Region, which is one of the biggest regions of Ethiopia. However, most of the activities planned to facilitate women's participation in elections in Ethiopia in 2015 were not implemented. This was mainly due to resistance by the government to approve the Joint UN Programme on Election and the restrictive space for partners to undertake election related activities. This scenario made it difficult for UN Women and other partners to mobilize resources and engage openly in advocacy on participation, rights and other issues of governance. While gender strategy was developed for the electoral management board, there was no evidence to indicate if the strategy was used and if it did contribute to better electoral management.

117. In **Women's Economic Empowerment**, a multi-dimensional approach was used to support business development to over 3000 rural women across all administrative Regions. This was part of a Joint Program-GEWE with other UN Agencies to increase skills and link with technology and financial resources to run successful businesses and enhanced economic empowerment. This JP was implemented across all nine regions of Ethiopia. While many thousand women's lives were impacted, the resource gap was enormous, and activities remained dispersed over a wide geographical area. There was a strong emphasis on TOT, training materials to assist ongoing capacity building at local levels, and this in effect also reduced the funds available for direct support for WEE work. Interviews with regional officials indicated that this training material was being replicated and also integrated into other training materials. The extent to which this happens across regions is likely to assist in expanding benefits beyond the immediate beneficiaries. Support was also provided for migrant worker service centers. Interviews with stakeholders and 23 rights holders in one project site highlighted the variety of benefits derived when tangible and lasting economic gains are available for women – including family level changes with reduction of violence against women and increased women confidence for taking decisions. However, feedback was consistent that with limited funds, overall influence derived was "below expectations", and "costs required to monitor and report on activities often greater than funds allocated".

118. In the thematic area for **Eliminating Violence against Women and Girls**, key results include enhanced provision of comprehensive services to women and girls survivors of violence, expansion of shelters for their rehabilitation and legal aid. Support includes: economic empowerment with skills and resources for setting up businesses, legal and medical aid. In addition, community level engagement with religious leaders, educational institutions, police and media is part of the outreach to expand early response and prevention of violence, including early marriage.

119. In relation to monitoring compliance with international commitments, ECO provided support to MoWCA to track

⁷ An UNW report on GRB shows that in Libokemkem district of northern Ethiopia, women at the Kebele level trained by Poverty Action Network of Ethiopia (PANE) with ECO support were taking a more active part in the Kebele to better meet women's priorities, e.g., for creating water collection spots close to the village.

progress in implementation of CEDAW recommendations, and capacity to undertake Beijing 20+ report and its dissemination.

120. **GOING FORWARD:** Expand collection and analysis of gender disaggregated data at sectoral and regional levels to give concrete basis for developing gender strategies and monitoring progress. Also a high priority is needed on investing in knowledge management to document and disseminate success stories from Impact Areas 1, 2 and 3 and support their integration in government systems. Innovations need to be connected to decision making at all levels to enable scaling up of successful experiences through documentation of learnings and dissemination via advocacy. It is also important to build strategic partnerships with many others working in women's economic empowerment, to capitalize on ECO's comparative advantage and also leverage the available resources. There is also an expressed need to provide strategic support to MoWCA to expand their visibility, and to enable them to identify and focus on selected priority areas to achieve gender mainstreaming and results.

The main enabling and hindering factors in achievement of results

FINDING 6.

A generally good policy and legal environment in Ethiopia coupled with good strategic partnerships forged by ECO with government ministries of MoWCA and MoFEC as well as with UNCT were found to be key enabling factors for achievement of results. On the downside were ECO's constraints on establishing working relationships with non-governmental partners such as CSOs and private sector, under government regulations, as well as its financial limitations and human resource constraints. Another limiting factor was the short time periods of PCAs which constrained partnerships and resource mobilization.

121. The main enabling factor was generally good policy and legal environment in Ethiopia, with clearly stated women's empowerment objectives in both the GTP I and II, and its acceptance in sectors related to poverty reduction such as agriculture, health and education. A second key factor was the strong technical capacity at ECO for gender mainstreaming and effective leadership that was able to advocate and provide leadership in all national, and regional Africa forums that were available. Finally, a good strategic partnership with MoWCA as well as UNCT has also been instrumental in establishing a good working relationship with MoFEC – underpinning all development assistance that is channeled to the government.

122. Key hindering factors were found to be limited financial and human resource capacity, including with background on gender analysis, and producing learning products to enhance dissemination, and influence their integration in government systems as well as ability to influence gender mainstreaming across all sectors, in the absence of any constitutional mandate for MoWCA to compel sectors to this effect. Another constraint was the limits to CSO's partnerships due to government regulations. This is being addressed by ECO with setting up of the CSO advisory group as a platform to share experiences and results.

123. **GOING FORWARD:** Expanding resource mobilization for key priorities should include knowledge products for learning and advocacy. Support for strategic focus at MoWCA to enlarge its impact and visibility as well as capacity to ensure accountability will help in accelerating progress and garner support from the favorable policy environment that exists in Ethiopia.

Effectiveness of organizational structures and systems and achievement of key OEEF outputs

FINDING 7.

ECO's leadership has been very effective in creating a wide range of partnerships to expand visibility and mainstreaming of GEWE with stakeholders. The organization has shown great flexibility in responding to a

variety of challenges, and is currently viewed as an undisputed leader in promoting gender equality in Ethiopia.

Some specific aspects that relate to the OEEF output clusters in the SNs are noted below.

124. UN Women has been leading and coordinating different management structures of UNCT at different levels. UN Women has been instrumental in the development and engendering of UNDAF 2016-2020, and is leading and coordinating a Joint Program on Gender Equality and Women's Empowerment run by 6 UN agencies and implemented by diverse government institutions and CSOs across the country. As part of fostering strategic partnership, UN Women has served as the secretariat of a Donor Group Working on Gender Equality (DGGE) which has served as a platform for sharing and learning on gender issues and also allowed possible areas of collaboration. UN Women has also set up a Civil Society Advisory Group (UN Women Advisory group- in Ethiopia) which has created a strategic avenue to CSOs to come together and share best practices. The group has also been instrumental in advising UN Women on its Strategic Plan and on what UN Women should be doing given its mandate of coordinating, leading and advancing GEWE.

125. The CSO Advisory Group was instituted and held 3 meetings in 2015 where UN ECO Strategic Notes were reviewed and ideas shared on how to improve. The members also jointly organised a high level meeting on the sidelines of the African Union Summit, participated and engaged within CSO Forums leading up to the third International Conference on Financing for Development. The CSO Advisory Group members are currently developing a joint initiative on ending violence against women in Ethiopia. Several activities were carried in forums to expand awareness on GE with CSO partners. This is a significant development given the restrictions on advocacy imposed by government of Ethiopia on rights based advocacy in the country.

126. **Liaison Results** also need to be noted in the organizational effectiveness for producing results. Even though this activity is not included explicitly in ECO's DRF, it is a significant part of ECO's responsibility, which it conducts with support of regional offices in Africa. The number of Liaison activities and results achieved are a testament to the leadership and flexibility of its organizational structure and resources.

127. ECO has facilitated UN Women's participation at the highest level at several of the AU Summits, which has resulted in UN Women's enhanced visibility and leadership for coordinating GEWE initiatives in the Africa region. It has also led to the prioritization of Africa region within UN Women and raised the visibility of GEWE issues and the collaboration between UN Women and AUC in leading key continental advocacy forums. ECO also influenced the agenda and the structure of the AU led advocacy and strategic stakeholders' consultation that defined the GEWE priority actions and galvanized multi-stakeholder partnerships for the implementation of Agenda 2063. The Ethiopia Country Office supported the successful hosting of African Ministers of Gender in agreeing to a framework for the fast-tracking of the Beijing Commitments in commemorating the 20th year anniversary of Beijing, as well as supporting the Standalone goal of gender equality within the SDGs. African governments were in support of the Standalone Goal and further made commitments to the UN Secretary General Global Summit on Gender Equality at the September 2015 General Assembly. The biannual Joint AU-UN Women newsletter was widely disseminated.

128. A system was developed by Ethiopia Country Office to track the different protocols and agreements reached at the Heads of States Summits, and use this to guide other Country Offices in Africa on some of the interventions they would need to follow up on. The Protocol was particularly useful in following and tracking progress on peace talks and initiatives led by the Heads of States/AU in Addis Ababa, and in particular, related to Mali, South Sudan and Burundi. The country offices were informed of decisions which then helped them organize more strategically, how to continue to effectively mainstream gender.

129. The ECO commissioned four video clips aiming to change the narrative of African women through the documentation of real life stories of women calling for action from AU Member States and other partners in the implementation of GEWE commitments in Africa. The clip themed "NO to Child Marriage and YES to Education" has galvanized more commitment for partnerships to take the GEWE agenda forward. As a result, UN Women also played a key role in the coordination of the joint AU-CSOs-African Union Member States Gender Pre-summits that influenced the regional GEWE agenda and outcomes that were adopted at the highest level by the AU Heads of States in June

2015.

130. **GOING FORWARD:** Liaison function of ECO needs to be strategized at UN Women Corporate level to enable a clear set of operational and resource allocation for the Africa Liaison role being played by the ECO and the two regional UNW offices in Africa. The momentum that has been achieved needs greater ongoing technical support as well as outreach and advocacy at upcoming summits and forums. Limited resources currently available for the Liaison function at ECO has often led to inefficiencies with technical resources from country programs needing to be diverted. Though this may be viewed as synergistic, it has sometimes led to sacrificing on country level priorities.

EFFICIENCY

Choice of approaches and synergies in programme design.

FINDING 8.

There is considerable evidence that ECO's work has improved gender results by increasing visibility for gender issues on the national agenda, and designing a multi-dimensional approach to addressing gender inequality (EVAW and WEE). Also through a combined multi-stakeholder approach, upstream results have been made possible.

131. While most of the programmes are conceptually sound and achieved some positive results, some however suffered from lack of focus. There has been individually considerable evidence of the added value of ECO's work in improving gender results by increasing visibility for gender issues on the national agenda; permitting a more multi-dimensional approach to addressing gender inequality (EVAW and WEE); and, improving upstream results through a combined multi-stakeholder approach. However, efficiency of programmes were considerably challenged by insufficient funding, short time frame, limited scale of projects, capacity gaps of IPs, and delays in fund release and reporting. Examples however do exist in which a focused and multidimensional approach has been used, and where upstream results are being achieved. For example, the comprehensive shelter and community integration support to survivors of violence and their children is a CSO driven service provision that is connecting with both government systems as well as community leaders to create effective support as well as prevention. Another example is a pilot for women's agricultural cooperative society membership for agro-processing that was also a joint government agency and CSO activity supported by ECO. The lessons from this pilot are being drawn for expanding this activity in four of the largest regions of the country.

132. However, efficiency of programmes particularly those implemented through JP-GEWE were considerably challenged due to internal and external factors. Since 2014, UN Women has been operating in seven (Addis Ababa and Dire Dawa City Administrations, Oromia, Amhara, Afar, Tigray, SNNPR and Somali) of the eleven regions in Ethiopia. This is in addition to the very considerable engagement and investment at the federal level. In 2015, eighteen partners received funding from UN Women. When spread over the regions and distributed among component programmes and districts, the total amount of money disbursed (or available for disbursement) was small, sometimes very little. This situation has had a negative effect on efficiency of programme management leading in some cases to high transaction costs. The situation was to a large extent attributed to the federal allocation criteria adopted by the government for this JP, which favored equity through nationwide resource allocation.

133. The Evaluation team however noted that the country office gamut from the leadership to programme team has recognized these challenges and made a conscious effort particularly in the last one year to ensure both geographic and thematic focus in its programmatic operations. For example, UN Women undertook an assessment of gender in the edible oil value chain to see how it can use its resources to support organizations and government working on the edible oil value chain. The results did not show that large numbers of women were in the field to warrant an intervention by UN Women. As a result, UN Women decided to use the study as a knowledge management tool, while on the other hand, changing its planned activities on the edible oil value chain. Similarly, drawing lessons from the JP GEWE, ECO developed and started implementing a new JP on rural women economic empowerment in 2015. Although it is too early

to assess effectiveness or efficiency of this JP, the approach employed to limit the thematic focus, number of activities and partners, geographic spread (2 regions) and participating UN agencies (4) prove useful to any such future interventions, indicating a shift in programming.

134. **GOING FORWARD:** There was a strong convergence of ideas among the different stakeholders consulted including donors regarding moving forward. Given its limited human and financial resources, the ECO may wish focus more on normative reforms and capacity building. This should be supported with sound analytical work including documentation of results along the TOC, to build a foundation for resource allocation. Direct programmatic interventions should be carefully evaluated for partnerships and approaches that offer clear comparative advantage for UNW resources. In addition, a multi-year approach (PCA) was recommended by both government and CSO partners to have a long term vision, a strategic approach and a means to ensure transformational changes. To this effect, having a multi-year Strategic Note co-signed with the government was mentioned as one facilitating factor to mobilize resources and build strong partnership particularly with the Government coordinating body for UN operations in Ethiopia, MoFEC.

135. Across thematic areas, emphasis should be on selecting activities in which implementing partners have the capacity for providing a multi-dimensional approach that has integrated mechanisms for upscaling by linking government agencies and service providers such as CSOs. The examples of innovations can be documented for assisting future programming, choice of partners, and its design of implementation. For instance, the ERAW holistic approach and the strategy used to build a strong linkage and referral system with government, community, law enforcement, and medical facilities and women affairs is judged to be a good example for laying the ground for replication and scaling up in other impact areas.

Leveraging and managing resources

FINDING 9.

There has been considerable evidence of the added value of ECO's work in improving gender results. However, efficiency of programmes has been challenged due to budgetary shortfalls in relation to planned activities.

136. Delivery rates of the SN for the period 2014-2015 were generally high (88%).⁸ Evidence shows that the investments over the review period have contributed to delivery of outputs. Among others, these interventions helped to promote gender equality and empowerment of women standards and created enabling environment for their implementation. Although in a small scale, there were cases whereby UN Women programmes helped to enhance the transformational leadership of women. The women economic empowerment and VAW programmes permitted a more multi-dimensional approach to addressing gender inequality and improved livelihoods of women and girls survivors of violence.

137. Resource mobilization has been challenging during the period under review. Table 5 shows budgetary resources versus requirement during the 2014-2016 period. It is notable that non-core resource mobilization has grown nearly threefold between 2014 and 2016, while core has remained about the same. However, the resource gap has grown given the programming requirements of the SNs.

138. In addition, implementers, particularly in the JP, experienced a shortfall between allocated funds for specific activities and the actual funds disbursed which often negated effective plan implementation. While this could be due to resource mobilization difficulties, ECO should inform implementing partners in advance of any such shortfalls if they are significant. Table 6 shows the resource gap by Impact Area for 2014, 2015 and estimate for 2016.

⁸ UN Women executive dashboard

TABLE 5

BUDGETARY RESOURCES VS. REQUIREMENTS

	Institutional Budget	Extra Budgetary Resources	Core (2016 allocation)	Non-Core Available	Non-Core to be mobilized	Total Resource Requirements
2014						
TOTAL DRF	0	0	69,807	557,250	2,094,943	2,722,000
TOTAL OEEF	580,548	48,184	770,193	32,778	1,280,994	2,712,697
TOTAL	580,548	48,184	840,000	590,028	4,166,437	6,225,197
2015						
TOTAL DRF	0	0	125,795	626,269	863,000	1,615,064
TOTAL OEEF	583,064	39,948	751,308	322,692	448,000	2,145,012
TOTAL	583,064	39,948	877,103	948,961	1,311,000	3,760,076
2016						
TOTAL DRF	0	0	0	1,228,058	2,629,630	3,857,688
TOTAL OEEF	632,767	114,000	800,000	355,771	279,000	2,181,538
TOTAL	632,767	114,000	800,000	1,583,829	2,908,630	
						6,039,226

TABLE 6
RESOURCE GAP ANALYSIS BY IMPACT AREA – 2014-2016

	Core	Non-Core Available	Non-Core to be mobilized	Total Resource Requirements	Resource Gap %
DRF 2014					
Impact 1	0	127,500	450,500	578,000	78%
Impact 2	30,000	296,000	662,000	988,000	67%
Impact 3	39,807	133,750	982,443	1,156,000	85%
TOTAL DRF 2014	69,807	557,250	2,094,943	2,722,000	77%

	Core (estimated 2015 carry over)	Non-Core Available	Non-Core to be mobilized	Total Resource Requirements	Resource Gap %
DRF 2016					
Impact 1	0	20,832	459,630	480,462	96%
Impact 2	0	259,900	225,000	484,900	46%
Impact 3	0	900,326	840,000	1,740,326	48%
Impact 4	0			0	
Impact 5	0	47,000	1,100,000	1,147,000	96%
Impact 6	0	0	5,000	5,000	100%
TOTAL DRF	0	1,228,058	2,629,630	3,857,688	68%

	Core 2015 allocation)	Non-Core Available	Non-Core to be mobilized	Total Resource Requirements	Resource Gap %
DRF 2015					
Impact 1	0	0	191,000	191,000	100%
Impact 2	55,000	101,918	383,000	539,918	71%
Impact 3	9,795	307,351	115,000	432,146	27%
Impact 4				0	
Impact 5	48,000	192,000	160,000	400,000	40%
Impact 6	13,000	25,000	14,000	52,000	27%
TOTAL DRF	125,795	626,269	863,000	1,615,064	53%

139. Budgetary challenges are particularly apparent in ECO's engagement and leadership role in JP GEWE, which was the main program for Women's Economic Empowerment during the CPE timeframe. Judged by the size and inherent challenges in relation to the implementation of JP GEWE, ECO's strategic guidance and leadership role was positively acknowledged by participating UN Agencies and some partners. ECO through the JP GEWE has achieved a number of positive results including the creation of closer ties and increased coordination and coherence between UN agencies in relation to the promotion of gender equality and the empowerment of women. Although it has been argued that some of the programmes supported through the JP are too small and fragmented, through these interventions, poor women have been able to access to land, revolving funds, skills and engaged in farming high value crops, diversify their household income, make some savings, and taking advantage of the benefit of being a group of people with similar interests. However, building the momentum to upscale and documenting the value added of such interventions remains a challenge.

140. **GOING FORWARD:** ECO should re-think the best way to maximize the utilization of its rather limited resources, so as to generate tangible and demonstrable impact. In its engagement with joint programming and joint programme implementation. All stakeholders recommended that ECO should implement more comprehensive interventions across a narrower set of thematic areas to produce greater results. The ERAW holistic approach and the strategy used to build a strong linkage and referral system with government, community, law enforcement, and medical facilities and women affairs appeared to be a good example for replication in other impact areas. Given its limited human and financial resources, the ECO may wish to explore the focus most of its programmatic interventions and invest in DRS as recommended by some key Government Partners. DRS are regions lagging behind in terms of socio-economic and other parameters from the rest of the regions but with less population size. Intervening in these regions was mentioned key to address gender inequality and to have more tangible impact in improving women's lives.

Access to necessary skills and knowledge

FINDING 10

Even with limited resources, ECO managed to achieve a lot. However, the staffing situation of the ECO does not commensurate with high expectations of partners and the great demand in the country. This is particularly given the dual role the office is playing which includes the Liaison function for African regional organizations.

141. The capacity of the ECO has improved notably since the SN was initiated in 2014. Currently, ECO consists of a representative, a deputy representative, an operations manager, a national programme coordinator, national programme officers (7), junior programme officer (2), United Nations volunteers UNVs (3), communication officers (2), 10 support staff, 2 interns (see CO organogram at the Annex 10 of this report). In absolute terms, this represented 57% increase since 2013. On a positive note, the expanded human resources capacities were mainly funded by non-core resources thereby releasing the limited core resources for service delivery to women and girls. Stakeholders consulted universally acknowledged the leadership quality and technical competence, and personal dedication of the UN Women teams. Based on staffing levels in 2016, 29% are FTA staff, 39% are on service contracts, 13% UNV and 19% are SSA and Interns.

142. However, when broken down into programme components, the ECO staff situation for the liaison function is particularly weak given the high demand and request for substantive technical support, process related requests and the analytical work required to influence the policies drafted and enforced by different divisions of the AUC and ECA. Though only USD 10,000 from core resources was available in 2015 for Liaison Function, this has increased to 45,100 in 2016, and expected to be at 125,000 in 2017.

143. **GOING FORWARD:** Additional human resources are needed in the ECO to support its Liaison function and keep the momentum in responding to and meeting the different demands and expectations entrusted upon it by the regional institutions to keep the momentum. The evidence shows that even though UN Women staff were very committed

to their work, they are being overworked. Unless mitigated, the situation would have the potential to affect programme performance by pulling away resources from the Country Office's operations.

144. Given the capacity situation in Gender machinery both at federal and regional level and the high prominence given to Gender in GTP II and UNDAF (2016 -2020), the ECO should increase the level of technical support to the Ministry of Women's Affairs at national and regional levels. Appointment of a communication/knowledge management officer and a full-fledged M&E post could be a cost-effective strategy for the new SN cycle.

Culture of results and results based management

FINDING 11.

Progressive attempts have been made towards establishing a monitoring and evaluation mechanism. However, ECO is yet to fully develop a functional RBM and knowledge management system to regularly and systematically capture and document results, lessons and impacts of interventions.

145. ECO's performance in managing for results is generally good. Progressive attempts have been made to assess performance at different levels through periodic monitoring visits, consultative review mechanisms and improved quarterly results reporting. Evidence is also available in terms of using lessons and knowledge from evaluations to inform new programming and sharpen thematic focus and improve delivery of results. However, ECO is yet to fully develop a functional RBM system that would allow managing for results, ascertaining performance, capitalizing on learning and making evidence-based programming choices to accelerate achievement of the impact areas encapsulated in its SNs.

146. It appeared that the monitoring and evaluation of SN activities relied upon three important frameworks: a) MERP with a composite list of monitoring, research and evaluation activities together with resources allocated and responsible parties for each action, b) quarterly programme implementation tracking tool and c) reporting mechanisms including the corporate RMS and thematic specific periodic reports and various communication and research activities. The extent to which the MERP was systematically implemented during the review period is not obvious. However, in 2014 alone ECO allocated a budget of \$564,000 for this purpose, including capacity development training on RBM for partners, research and communication activities.

147. According to the current status, all planned monitoring activities have been completed. Since the end of 2015, quarterly monitoring is done on the new UN Women Online Results Management System, which allows for a much more substantive quarterly reporting. The Ethiopia country office is performing very well in the timely completion of the quarterly monitoring. In terms of Research, one activity has been completed (dissemination of gender profile), while others have started and remain ongoing in 2016. One activity was cancelled (support for MA thesis) since the corresponding activity was also deleted in the revision of the Annual Work Plan earlier in 2016. The office had two evaluations planned for 2016; this CPE and the JP GEWE end evaluation starting in August 2016. UN Women has also successfully participated in the mid-term and end evaluations on Financing for Gender Equality (F4GE) in 2014 and 2015 respectively. The final evaluation of the migrant domestic workers project is pending dependent upon the plans of the donor (ILO), and the JP H4+ has been extended until December 2016, and thus the end evaluation will only be undertaken once the project ends. However the office has successfully participated in the mid-term review of the JP H4+ in 2015.

148. For the large part of the SN period under review, monitoring, reporting and evaluation functions are being performed by a focal point and responsible programme officers. The means of verification suggested for most of the outputs are reports and content analysis, and these records are generally available or classified for reference. One such approach was the compilation of the Annual Report of the ECO for the Headquarters, which has been well done in the past two years of the SN. Owing to its leadership for JP GEWE, ECO also coordinated joint M&E and review activities at regional level and FMV reports provide a variety of field experiences.

149. **GOING FORWARD:** While current mechanisms serve the purpose of periodic programme performance assessment, M&E activities appeared to be ad hoc and programme specific which in most cases failed to provide a comprehensive picture about the entirety of UN Women performance in a particular region. A comprehensive M&E approach may help the ECO to provide an objective basis for sharing information on progress made and impediments encountered in the process of the entire implementation of the SN portfolio.

150. The country office has developed a communication strategy and made serious efforts in communicating its activities through its engagement with the UN Communication Group, regional websites as well as print and electronic means. While significant efforts have been made towards this, knowledge management functions need to be strengthened to regularly and systematically capture and document results, lessons and impacts of interventions and communicate changes among relevant stakeholders and partners. Furthermore, continuous effort needs to be made jointly with other UN agencies to enhance implementing partner's capacities in results based management and substantive reporting. Appointment of fully dedicated staff on M&E would partially address some of the challenges mentioned above.

SUSTAINABILITY

National Ownership

FINDING 12.

There is a fairly high level of ownership for GEWE in the GoE at senior policy levels. This is supported with a good foundation of a variety of constitutional, legal and policy measures that are in place. Integration of GEWE and related indicators in the country's new GTP II shows national commitment, and integration of a module on VAW in national DHS is another example. Momentum has also been gained on reporting on international commitments such as Beijing +20 and implementation of BPfA with support of ECO.

151. The Ministry of Women, Children Affairs (MoWCA) is taking the lead in ensuring that gender equality and women's empowerment (GEWE) remain a priority in the ongoing development programming taking place in the country. Integration of GEWE indicators in the country's new GTP II and VAW indicators in the currently ongoing Demographic and Health Survey are stand out results that demonstrate the high level of government ownership. Inclusion of VAW indicators in the EDHS implies that there will be automatic generation of data on these indicators every five years, which are credible and internationally comparable, thereby providing the necessary information and evidence for programming, policy interventions and to monitor progress in the area. The close partnership of UNW's ECO with the MoWCA provides a platform for support and advocacy in all sectors.

152. Normative results documented earlier in this report show the extent to which gender mainstreaming has progressed. In addition, there is also momentum for timely reporting on its international commitments on GEWE through the production of the national Beijing +20 report on the implementation of the Beijing Declaration and Platform for Action (BPfA) under the leadership of MoWCYA supported by UN Women ECO. The GoE also developed a yearlong Beijing +20 campaign supported by UN Women, to reiterate the achievements on gender equality since BPfA 20 years ago, and developed a roadmap that fits into the GTP. In 2014, the GoE and its development partners utilized the Millennium Development Goal (MDG) Accelerated Framework (MAF) approach to develop an accelerated action plan to reduce maternal mortality. The plan identifies cultural values, beliefs and attitudes as well as the behavior of individuals and communities as determining factors in healthcare seeking behavior, and calls them demand side bottlenecks to maternal health care. The plan also points out that social and behavioral determinants are the "least studied and little understood aspects of barriers to optimal maternal health coverage." This acknowledgment and the commitment made to address these bottlenecks has created more conducive conditions for UN Women as it continues its H4+ work in Ethiopia.

153. **GOING FORWARD:** It will be important to utilize the favorable legal and policy environment for GEWE in

Ethiopia to expand institutional alignment for mainstreaming. Two key pre-requisites for this will be greater capacity at MoWCA to continuously document and analyse the situation as well as highlight the weaknesses and opportunities to be gained with gender mainstreaming. As with any structural reforms, resistance or opposition areas that pose challenges have to be well understood, to develop effective strategies. ECO has enlisted many high profile champions, but overall results can be significantly enhanced with more attention through ongoing analysis and documentation for realistic target setting and its evaluation.

Support for capacity development

FINDING 13.

Capacity development has been a cornerstone of SN programs and their implementation during the period under review. Building capacity of partners, and enabling them to implement the programs has been supported with developing TOT programs and materials such as manuals and tools etc., to implement and monitor their activities across all Impact areas.

154. Capacity building of partners has been an integral part of ECO strategy in each of its Impact areas to enable results to be achieved for GEWE. This focus has helped its advocacy work to take practical shape for improving situation at all levels of the results chain – from policy and normative work, to institutions for service provision, to community level awareness and capacitating and finally to women’s own skills, leadership and networking abilities. A great deal of effort has gone into training manuals and integration of GEWE in existing training manuals of organizations, eg., FCA, and in building cadres of trainers who are equipped with expanding the work on an ongoing basis. Also building capacity of partners to monitor program implementation has been undertaken based on an assessment regarding the low capacity of its national Implementing Partners who are primarily government agencies, towards narrative and financial reporting, as well as monitoring and evaluation, UN Women ECO organized and delivered capacity building training on RBM, financial management and knowledge management which brought together participants from governmental IPs.

Some examples of capacity building in different thematic areas are given below:

Normative:

- ECO has built the capacity of the Ministry of Women and Children Affairs to domesticate its international commitments on GEWE. This has resulted the production of the national report on Beijing +20, launch of the Beijing +20 campaign and popularization of the CEDAW concluding recommendations. MoWCA is preparing its 8th state report to CEDAW.
- ToTs on Gender Responsive Budgeting were conducted in Amhara, Tigray, SNNPR and Oromia Regions for experts of Growth Oriented Sectors using the National GRB Guideline which resulted in creation of resource pool of experts on GRB leading on engendering of plans and budgets of sectors.
- ECO in close collaboration with Ministry of Finance and Economic Cooperation has built the capacity of the Federal and Regional level Micro and Small Enterprises Development Agency Experts at a national level. As a result, the experts have developed a Gender Mainstreaming Checklist. As a follow up, a sensitization workshop for the Higher Officials of the Federal and Regional Micro and Small Enterprises Development Agency was conducted where the checklist was endorsed. As a result, the Federal Micro and Small Enterprises Development Agency and the Regional Structures are going to address the gender issues indicated in the gender mainstreaming checklist and plan and budget in gender responsive manner accordingly. This is going to enable the Government to benefit women in the different Micro and Small Enterprises development programmes as stated in the Micro and Small Enterprises Development Strategy.
- The Ministry of Urban Construction and Development following the training on GRB by MoFEC with financial support of UN Women, the Ministry has formulated gender indicators in the Ministry’s program budget manual, made a directive where one goal with four activities need to be mainstreamed in all responsible sectoral Bureaus and regions goals.

- Through ECO's support, the capacity of the regional government of Southern Nation and Nationalities (SNNPR) in developing gender responsive plans using the gender mainstreaming checklist for the budget year July 2014 – June 2015 has been enhanced. This was achieved as result of the capacity building training provided to the regional team of experts by ECO. The experts were able to identify the gender issues in the respective sectors and developed indicators for each sector.

Programmatic:

- UN Women has partnered with the Ethiopian Orthodox Church-Development and Inter Church Aid Commission (ECO-DICAC) in order to build the capacities of traditional leaders in the fight to end Violence against Women and Girls (VAWG) and Harmful Traditional Practices (HTPs) in Amhara regional state. This was achieved as a result of a training provided to over 1000 religious leaders on VAWG and its consequences, referral of survivors and faith/religious and community leader's mobilization strategy. The training resulted in enhancing commitment among religious leaders through the development of call for actions to be implemented in various church services, festivities and time of rallies. This is key to building a peaceful, non-violent environment through faith community mobilization, preaching and counseling services.
- Gender mainstreaming was provided for FCA's Cooperative training Manual which has been developed by the agency to conduct TOT for regional level experts. ECO staff reviewed and provided inputs from gender perspective and shared to MOWCYA for their further inputs. The Federal Cooperative Agency has revised the manual based on the inputs and organizing training to the staff at Regional and federal level on how of engaging women in cooperative leadership and membership through RWEE JP.

155. In 2015, forty experts from 20 Woredas were trained with training of trainers on Basic Business Skills where selected target women from the target Woredas also participated in the training to enable the Woreda experts exercise training target women. The Woreda experts were well equipped to go back to their Woredas and train target women to enhance their entrepreneurship and business management skills.

156. **GOING FORWARD:** Greater emphasis can be given to evaluate capacity building for GRB and gender mainstreaming to identify concrete results for resource allocation and programming for GE, as well as to identify and document TOC conditions that can assist future programming. It is suggested by stakeholders, that effectiveness of these measures may be enhanced with attention to GE standards for IP's organizational culture and environment as well.

HUMAN RIGHTS AND GENDER EQUALITY

Changes in intergroup power dynamics and social inclusion and participation

FINDING 14.

The portfolio has contributed to addressing the root causes of gender inequality and changing the dynamics of power relations. However, because root causes are intrinsically related to social norms and these take long to be changed, contributions in this area are limited due to the length of related interventions. It is noted that despite a favorable policy and legal environment in Ethiopia for GEWE, the implementation challenges derive from the complexities of changing the status quo.

157. Community based interventions are most closely connected with influencing root causes, as these are embedded in 'informal institutions' of inequality like social norms. These have been tackled in many ways by ECO, in order to tackle social norm change at different levels. Power imbalances are sustained by women's low self-esteem, as well as low economic status and negative attitude and low status given to women in society. These are being addressed with leadership training along with skills and resources for economic empowerment, particularly BDS. Social norms that perpetuate gender inequality are being addressed, for example, by building capacity of traditional leaders and religious

leaders to gain community support in protecting and advancing women's rights. Documentation and integration of these experiences into systems and formal institutions can help in producing multiplier effects. 'Organizational root causes' have also been addressed with GRB, gender audits and leveling tools to help setting gender targets for organizations.

158. **GOING FORWARD:** Community based interventions may seem to be cost ineffective in terms of numbers of women impacted, however work at this level is required to be able to document that tangible impacts can be produced. The value is then derived from the ability of this documentation to help in producing upscaling and integration of innovations into existing systems.

159. ECO has made significant progress in addressing 'organizational root causes' with GRB and related capacity building. However, this needs to be followed up to document results and further internalize GE practices within intra-organizational structures. This will help to strengthen the implementation of GE targets and services. It will also be helpful to support a dialogue among stakeholders on root causes of gender inequality, as a way of expanding awareness and reflection.

FINDING 15.

Root Causes have been identified in ECO's overall or thematic Theories of Change (TOC) as standards, norms and practices that promote discriminatory attitudes and behaviors associated with women's low self-esteem, lack of power and control over resources. In each thematic area, programmatic activities have been aimed at some of the aspects of root causes identified in these TOCs. A clear overall strategy for addressing root causes that cuts across thematic areas would be helpful in establishing overall coherence and effectiveness.

160. Root causes of gender inequality arise from historical and long-standing 'informal institutions' that also include HTPs. These are seldom addressed only by normative, legal or programmatic means, and require changes to take place within living communities that can perceive, accommodate and welcome greater gender equality. Such changes are required in communities at the local level, as well as in organizations and their functioning.

161. In the framing of ECOs overall strategy and work in three main thematic areas (Women's leadership, women's economic empowerment, and eliminating violence against women and girls) the underlying root causes are in various degrees of specificity. The overall TOC states its goal are: "to develop and implement gender responsive policies, laws and resource allocation; to provide service delivery to address the key bottlenecks that limit women, especially poor/rural women in accessing opportunities and benefits from development; build supportive local capacity at community levels; and improve capacity of women individually and collectively for accessing development opportunities. At all levels the goal is to ensure that institutions that are mandated to deliver services for women have the tools, systems and data/information to implement gender responsive programmes". Root causes are implicit in this framing, and can be mainly subsumed under addressing "key bottlenecks".

162. Within the three TOCs for the key thematic areas, root causes are being identified and addressed:

Women's Leadership: Root causes identified as: gender inequality and discriminatory attitudes towards women sustained by their own lack of self-esteem; low economic, social and educational status of women, insufficient support systems for women leaders. All activities designed are aimed at these root causes.

Women's Economic Empowerment: The JP-GEWE which was the main programme for WEE during the 2014-2016 SN periods, framed its TOC to identify root causes at individual level, community level, and at the level of formal institutions. An interlinkage of interventions at each of these levels is intended to "reinforce and support each other by maintaining horizontal linkages using different entry points at the implementation level.

Eliminating Violence against Women and Girls: Root causes identified are gender inequality and discriminatory attitudes and behaviors towards women and girls. The root causes identified were addressed through enhancing capacity of traditional leaders, communities and institutions for advancing women's rights and improving service delivery.

The thematic work done by the ECO aims to bring result for GEWE both within communities and organizations. While community level changes are through women's skills and enterprise development for economic empowerment, organizational changes are being addressed by GRB, gender audits, leveling tools and setting gender targets.

163. **GOING FORWARD:** Increasing coherence and elaboration of root causes across the mandate and thematic areas could be a focus for advocacy efforts that consolidate messages and communication strategies. Documentation of successful approaches that have led to redressing power imbalances, and particularly with a focus on their developmental benefits should be a key element of research and communications strategy. There is also potential for more attention to intra-organizational structures for GE where GRB is being implemented, for gender power relationships to change within organizations as well as in their work for GRB to become effective. Finally, a dialogue on root causes can be fostered to enlarge and internalize this concept in Ethiopia to go beyond a common perception of poverty alone as the main contributor to inequality.

CONCLUSIONS

164. Work over the past 2-3 years has established UN Women in Ethiopia as a valuable contributor to gender mainstreaming in policies, at both national and regional levels with its Liaison work in AUC. Work in the 3 main impact areas has covered a wide variety of activities in normative, coordination and program mandate areas. The priority going forward will be to consolidate and document outcome level learnings to help mobilize resources and prioritize the focus going forward.

Conclusions: Relevance.

165. **Ethiopian national policies show strong commitment to gender equality, and ECO aligned its work during this period to key policy opportunities for strengthening the enabling environment for GE. A favorable policy environment has created a high relevance for work of UN Women in Ethiopia, and ECO's leadership created strategic alignment with key partners in GoE and UNCT to facilitate positive engagement for mainstreaming gender in the national policy and development agendas. Its programmatic work, though providing valuable contributions has suffered from limited resources being stretched out too widely. There is high relevance for selected programmatic activities in each impact area in which partners are positioned to be able to take UNW contributions and scale them up to achieve results at the societal level.**

166. **Liaison Results.** Even though this function has limited resource allocation in the two SNs considered in this CPE, it is a significant part of ECO's responsibility. The number of Liaison activities and results achieved are a testament to the leadership and flexibility of its organizational structure and resources. ECO has facilitated UNW's participation at the highest level at several of the AU Summits, which has resulted in UN Women's enhanced role within the Africa region. Nevertheless, the ECO staff situation for the liaison function is found to be weak given the high demand and request for substantive technical support, process related requests and the analytical work required to influence the policies drafted and enforced by different divisions of the AUC and ECA.

167. Ethiopian national policies show strong commitment to gender equality, and ECO aligned its work during this period to key policy opportunities for strengthening the enabling environment for GE. A favorable policy environment has created a high relevance for work of UN Women in Ethiopia, and ECO's leadership created strategic alignment with key partners in GoE and UNCT to facilitate positive engagement for mainstreaming gender in the national policy and development agendas. UN Women ECO has also built good partnership with key actors on women issues at national level. The partnership with the MoWCA has helped the ministry to enhance its organizational capacity and improving systems. The partnership with MoWCA has also contributed to significant normative outcomes.

168. There is a high level of recognition from UNCT regarding the leadership role of ECO in increasing the visibility and positioning of gender issues for UN agencies and the country as a whole. ECO has also contributed effectively to

good coordination and complementarity among UNCT on GEWE. ECO performed this task while operating in a complex environment with a country presence as well as a liaison function to the African Union Commission (AUC) and the United Nations Economic Commission for Africa (UNECA). Despite its limited human resources, ECO led various interagency platforms and taskforces. This leadership and coordination role is highly acknowledged.

169. Partnerships with government agencies have underpinned ECOs' work given current modalities available for development agencies' work in the country. Women's rights agendas have moved forward to some extent, but ECOs work has shown that with good strategic partnerships with CSOs and private sector can significantly assist in linking community level progress with normative reforms.

170. Sound approaches have been used to identify priority thematic issues on which the strategic notes for the past 3 years have focused on. Activities are well aligned to the key gaps observed at local and national levels in relation to gender inequality. There is also a good representation of work on addressing root causes, normative reforms and institutional change to improve resource allocation and service delivery. Advocacy and capacity building have rightly been given high priority in its work.

171. The revision of the strategic note in 2015, elaborated two additional result areas that had earlier been subsumed under Impact Area 1 –that were key to highlighting efforts in enhancing the capacities of two relevant governmental bodies, the MoFEC and MoWCA, to increase accountability for gender equality in national planning and push for follow-up and reporting on major international normative frameworks on gender equality and women empowerment.

Conclusions: Effectiveness

172. **Normative and coordination results were the most visible and significant achievements for the ECO during the 2014-2016 SN periods. UN Women has been very effective in strengthening the policy dialogue for gender equality in Ethiopia. It has helped to strengthen the technical capacity of MoWCA in its engagement for gender integration in policy and its implementation. On the downside were ECO's constraints on establishing working relationships with non-governmental partners such as CSOs, under government regulations, as well as its financial limitations and human resource constraints. Another limiting factor was the short time periods of PCAs which constrained partnerships and resource mobilization.**

173. The most successful cases can be seen where increased visibility for gender issues in the national policy agenda was produced. This includes substantive support and advocacy for MoWCA to influence the second national Growth and Development Plan (GTP II). Key reports produced that have strengthened the normative results included a preliminary gender profile -- giving a snapshot of status of women in political, social and economic spheres. It also provides data on institutional coordination mechanisms, and legal frameworks available to enhance women's empowerment and women's rights in the country. Another key report was the national assessment on shelter was also a major contribution that is providing the foundation enlarging and focusing UN Women and MoWCA support on addressing these issues in the country, e.g., introducing VAW indicators in both GTP II and the ongoing national DHS. In partnership with MoFEC, GRB has also been introduced in four key sector ministries, and several gender audits completed for setting targets.

174. Significant normative results have also been produced with ECO's Liaison work with African Union Commission, including in partnership with UNCT's coordination for support of Africa regional policies. Finally, in partnership with MoWCA Ethiopia's reporting on its international commitments for GEWE has also been strengthened.

175. Programmatic outcomes have also been produced in Impact Areas 1, 2 and 3, which include many examples of innovative approaches, which are being up streamed or have potential for that. However, these remain small in scale, and largely undocumented.

176. ECO's leadership has been very effective in creating a wide range of partnerships to expand visibility and mainstreaming of GEWE with stakeholders. The organization has shown great flexibility in responding to a variety of challenges, and is currently viewed as an undisputed leader in promoting gender equality in Ethiopia. UN Women has

been leading and coordinating different management structures of UNCT at different levels. It has been instrumental in the development and engendering of UNDAF 2016-2020.

177. Liaison Results need to be especially noted in the organizational effectiveness for producing results. Even though this activity was not included explicitly in ECO's DRF, it is a significant part of ECO's responsibility. The number of Liaison activities and results achieved are a testament to the leadership and flexibility of its organizational structure and resources.

Conclusions: Efficiency

178. **There has been individually considerable evidence of the added value of ECO's work in improving gender results by increasing visibility for gender issues on the national agenda; permitting a more multi-dimensional approach to addressing gender inequality (EVAW and WEE); and, improving upstream results through a combined multi-stakeholder approach. However, efficiency of programmes were considerably challenged by insufficient funding, short time frame, limited scale of projects, capacity gaps of IPs, and delays in fund release and reporting. This was particularly notable in the JP-GEWE's administration.**

179. Examples however do exist in which a focused and multidimensional approach has been used e.g., in EVAW, and where upstream results are being achieved in partnership with key GoE ministries such as MoWCA and MoFEC. There is a need to capitalize on learning and make analytical, evidence-based programming choices to accelerate resource mobilization for achievement of the impact areas encapsulated in its SNs. It has to be noted that the country office has recognized these challenges and made a conscious effort particularly in the last one year to ensure both geographic and thematic focus in its programmatic operations.

180. Resource mobilization has been challenging during the period under review. In addition, implementers experienced a shortfall between allocated funds for specific activities and the actual funds disbursed which often negated effective plan implementation. A large number of activities, spread over a large geographic areas and with little resources, will likely be lost in the stream of UN-wide joint programmes, with virtually limited noticeable impact. The issue has been picked up by almost all stakeholders including donors as chief inhibiting factor to mobilize more resources and ensure continuation of JPs on GEWE. Feedback obtained during the CPE suggests that a longer time frame for strategic planning could assist in resource mobilization by the government and donors. Additionally, donor relation efforts can be enhanced including scheduling of program updates and briefings.

181. The capacity of the ECO has improved notably since the SN was initiated in 2014, and represents a 57% increase since 2013. On a positive note, the expanded human resources capacities were fully funded by donors thereby releasing the limited core resources for service delivery to women and girls. Stakeholders consulted universally acknowledged the leadership quality and technical competence, and personal dedication of the UN Women teams. Based on staffing levels in 2016, 29% are FTA staff, 39% are on service contracts, 13% are UNV and 19% are SSA and interns. The ECO staff situation for the liaison function was particularly weak given the high demand and request for substantive technical support, but budgetary allocations for this work improved significantly in 2016 and also projected to increase again for 2017.

182. ECO's performance in managing for results is generally good. Progressive attempts have been made to assess performance at different levels through periodic monitoring visits, consultative review mechanisms and improved reporting. Evidence is also available in terms of using lessons and knowledge from evaluations to inform new programming and sharpen thematic focus and improve delivery of results. However, ECO is yet to fully develop a functional RBM system that would allow managing for results that goes beyond reporting on indicators alone. There is a need to capitalize on learning and make analytical, evidence-based programming choices to accelerate resource mobilization for achievement of the impact areas encapsulated in its SNs.

Conclusions: Sustainability

183. There is a fairly high level of ownership for GEWE in the GoE at senior policy levels. This is given by a combination of good constitutional, legal and policy measures that are in place, and effective advocacy and visibility created for these issues by ECO. Good strategic partnerships with government ministries and agencies such as the Ministry of Finance and Economic Cooperation, the Ministry of Women, Children Affairs (MoWCA), and with UNCT as well as with ECA, will continue to ensure that gender equality and women's empowerment (GEWE) remain a priority in the ongoing development programming taking place in the country.

184. Normative results documented earlier in this report show the extent to which gender mainstreaming has progressed. Sustainability has also been created with a strong emphasis on capacity building at all levels of the results chain for the programmatic and normative outcomes. Capacity development needs to continue as a cornerstone of ECO's programs. Building capacity of partners, and enabling them to implement the programs has been supported with developing TOT programs and materials such as manuals and tools etc., to effectively implement and monitor their activities continuously. Capacity development needs to continue as a cornerstone of ECO programs.

Conclusions: Human Rights and Gender Equality

185. The portfolio has contributed to addressing the root causes of gender inequality and changing the dynamics of power relations. These have been addressed in a variety of ways – with leadership training and building networks for women, economic empowerment, with outreach and social mobilization of community and religious leaders, and with institutional reforms to enable resources and services to be provided to women. However, because root causes are intrinsically related to social norms and these take long to be changed, contributions in this area are limited due to the length of related interventions. It is noted that despite a favorable policy and legal environment in Ethiopia for GEWE, the implementation challenges derive from the complexities of changing the status quo.

186. There are many examples where ECO supported programs are transforming gender relations and women's empowerment at the community levels. Documentation and integration of these experiences into systems and formal institutions can help in producing multiplier effects. 'Organizational root causes' have also been addressed with GRB, gender audits and leveling tools to help setting gender targets for organizations. There is need for deepening and documenting results from such efforts as well.

RECOMMENDATIONS

187. The evaluation has identified seven recommendations that are critical for UN Women's contribution to GEWE vis-à-vis the upcoming Strategic Note. These recommendations are based on the evidence collected throughout the implementation of the CPE and have been validated with key stakeholders in an Exit Workshop carried out at the end of the field mission.

Recommendation 1: Portfolio Design & Alignment.

UN Women can best serve its mission by focusing its resources across a narrower set of thematic areas and geographic focus.

Urgency: High
Impact: High
Difficulty: Low

188. ECO should re-think the best way to maximize the utilization of its rather limited resources, so as to generate tangible and demonstrable impact. Emphasis should be on selecting activities in which implementing partners have the capacity for providing a multi-dimensional approach that has integrated mechanisms for upscaling by linking government agencies and service providers such as CSOs. The examples of innovations can be documented for assisting future programming, choice of partners, and its design of implementation.

189. All stakeholders recommended that ECO should implement more comprehensive interventions across a narrower set of thematic areas to produce greater results. The ERAW holistic approach and the strategy used to build a strong linkage and referral system with government, community, law enforcement, and medical facilities and women affairs appeared to be a good example for replication in other impact areas. Given its limited human and financial resources, the ECO may wish to explore focusing most of its programmatic interventions to fewer regions and districts where problems of gender inequality are most persistent.

Recommendation 2: Portfolio Design & Alignment.

UN Women should capitalize on favorable policy environment for normative support.

Urgency: High
Impact: High
Difficulty: Medium

190. Support for strategic focus at MoWCA to enlarge its impact and visibility as well as capacity to ensure accountability will help in accelerating progress and garner support from the favorable policy environment that exists in Ethiopia. Given the capacity situation in Gender machinery both at federal and regional level and the high prominence given to Gender in GTP II and UNDAF (2016 -2020), the ECO should increase the level of technical support to the overall strengthening of the national gender machinery, including the Ministry of Women and Children Affairs at national and regional levels. Providing technical support should be based on evidence based advocacy and documentation of results from past programming and normative support.

191. A positive move will be the creation of UNCT-Government Gender Specific Sector Working Group, which was pending approval by MoFEC at the time of this evaluation. It has been reported that a similar platform has been established for other key priority areas of the UNDAF. The ECO should leverage its partnership with MoWCA and make a strong case for establishment of a sector working group on Gender. Given its strategic nature and the pertinence given to such mechanism by the Government, the creation of this government and UN led mechanism on Gender would further elevates the strategic importance of GEWE in the implementation of GTP II and mobilization of resources for programmes on GEWE within the framework of UNDAF and SDGs implementation in Ethiopia.

Recommendation 3: Effectiveness & Efficiency.

UN Women should strengthen its human resource base for becoming a knowledge hub for GEWE evidence based advocacy and resource mobilization.

Urgency: High
Impact: High
Difficulty: Medium/High

192. Greater emphasis on analytical work is required. This should be designed to make a convincing case for approaches and activities and raise donor resources for ECO's work. This could include a combination of strategic assessments and situation analyses as well as knowledge products to document and disseminate success stories from Impact Areas 1,2 and 3 and support their integration in government systems. Innovations need to be connected to decision making at all levels to enable scaling up of successful experiences through documentation of learnings and dissemination via advocacy. Expanding resource mobilization for key priorities should include knowledge products for learning and advocacy. Other requirements for effective resource mobilization are production of vision documents that incorporate multi-year strategic planning. The country office has developed a communication strategy and this should be expanded to include knowledge products in a clearly identifiable manner.

193. Across thematic areas, emphasis should be on selecting activities in which implementing partners have the capacity for providing a multi-dimensional approach that has integrated mechanisms for upscaling by linking government agencies and service providers such as CSOs. The examples of innovations can be documented for assisting future programming, choice of partners, and its design of implementation. For instance, the ERAW holistic approach and the strategy used to build a strong linkage and referral system with government, community, law enforcement, and medical facilities and women affairs is judged to be a good example for laying the ground for replication

and scaling up in other impact areas.

<p><i>Recommendation 4: Effectiveness & Efficiency.</i> UN Women is advised to strengthen its Results Based Management Systems.</p>	<p>Urgency: High Impact: High Difficulty: Medium</p>
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194. Improvement of ECO’s RBM system will benefit from a more detailed conceptualization of underlying theories of change for its projects that would include the different outcomes that are expected along the results chain, and associated assumptions and risks throughout the process. In this way it will be possible to monitor not just immediate outcomes, but also include measures and analysis of changes in boundary partner behaviors that are conducive to ongoing change. Related to this, a dialogue on root causes can be fostered to enlarge and internalize this concept in Ethiopia to go beyond a common perception of poverty alone as the main contributor to inequality.

195. While current mechanisms serve the purpose of periodic programme performance assessment, M&E activities appeared to be ad hoc and programme specific which in most cases failed to provide a comprehensive picture about the entirety of UN Women performance in a particular region. A comprehensive M&E approach may help the ECO to provide an objective basis for sharing information on progress made and impediments encountered in the process of the entire implementation of the SN portfolio. Furthermore, continuous effort needs to be made jointly with other UN agencies to enhance implementing partner’s capacities in results based management and substantive reporting. Appointment of fully dedicated staff on M&E would partially address some of the challenges mentioned above.

196. Community based interventions may seem to be cost ineffective in terms of numbers of women impacted, however work at this level is required to be able to document that tangible impacts can be produced. The value is then derived from the ability of this documentation to help in producing upscaling and integration of innovations into existing systems.

<p><i>Recommendation 5: Effectiveness, Efficiency, and Sustainability.</i> UN Women needs to develop an explicit strategy note for its liaison function in Ethiopia with AUC and ECA.</p>	<p>Urgency: High Impact: High Difficulty: High</p>
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197. The Liaison function of ECO needs to be strategized at UNW Corporate level to enable a clear set of operational and resource allocation guidelines for the Africa Liaison function being played by the ECO and the two regional UNW offices in Africa. The momentum that has been achieved needs greater ongoing technical support as well as outreach and advocacy at upcoming summits and forums. Limited resources currently available for the Liaison function at ECO has often led to inefficiencies with technical resources from country programs needing to be diverted. Though this may be viewed as synergistic, it has sometimes led to sacrificing on country level priorities.

Recommendation 6: Strategic Partnerships expansion.

UN Women should approach the choice of partnerships from a strategic impact perspective

Urgency: High
Impact: High
Difficulty: Medium

198. This is especially relevant for programming activities, such as in WEE where there are many donors and actors involved. Selection of partners should be made with a view to their capacity to expand both geographically and also influence normative decision making based on work done and its documentation and analysis. From stakeholders interviewed in this evaluation, there are several examples of IPs who have innovative program models that are being mainstreamed with ECO funds support into larger scale of impact. Examples of this were found in ECO's support of ATA's work on WEE and leadership in agricultural cooperatives under FCA, and with AWSAD's work in eliminating VAWAG. Strengthening partnership and programming engagement with UN Women Ethiopia CSO Advisory Group that was established through extensive consultations held with Ethiopian CSOs (International, Ethiopian Resident and Ethiopian local charities including CSO coalition/alliances/Networks will also be valuable. This should also be aimed at two-way information sharing, analysis and dialogue for improving programming outcomes.

Recommendation 7: Partners Capacity & Sustainability.

UN Women needs to strengthen capacity building for sustainability of its GEWE efforts in Ethiopia

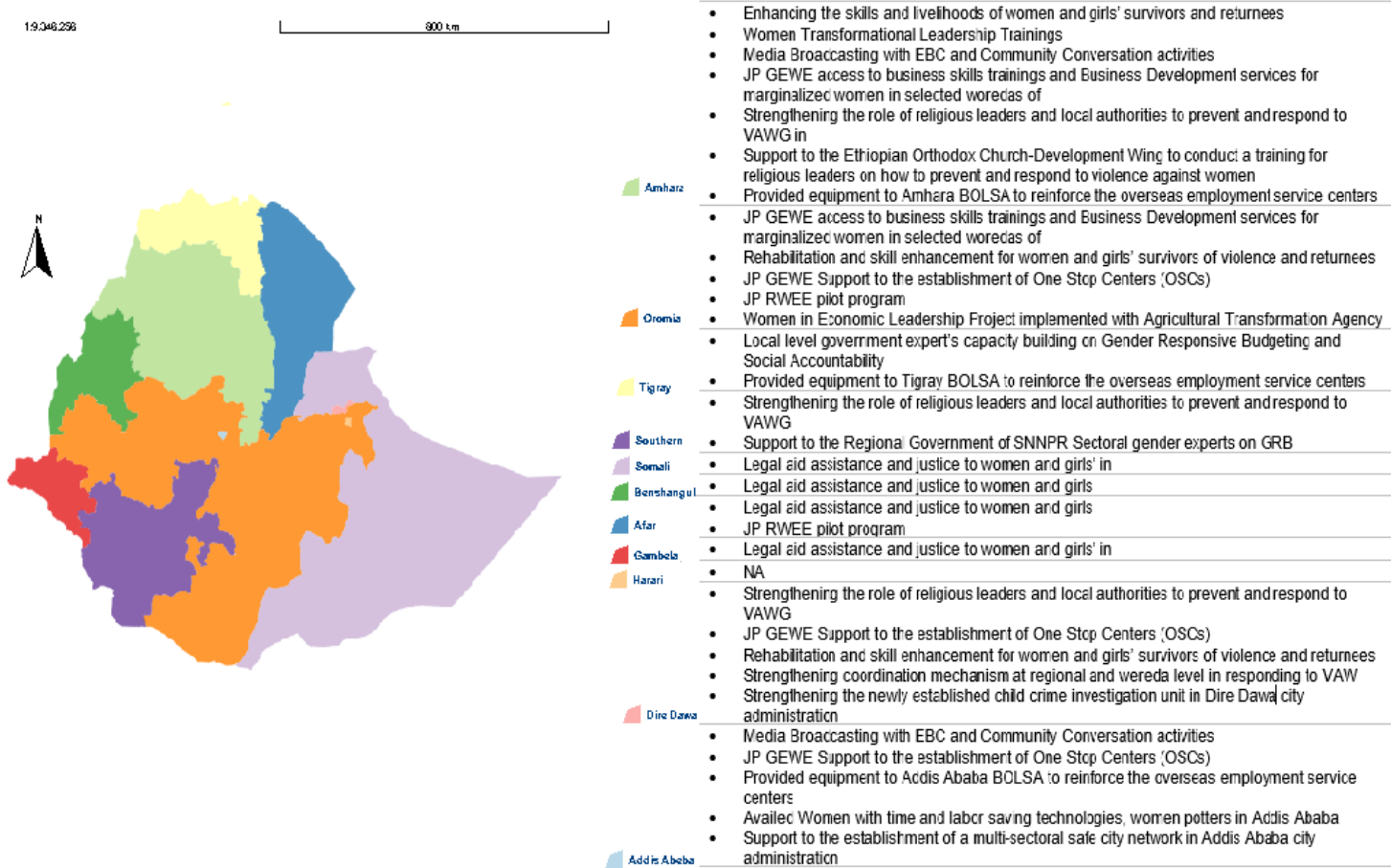
Urgency: High
Impact: High
Difficulty: High

199. It will be important to utilize the favourable legal and policy environment for GEWE in Ethiopia to expand institutional alignment for mainstreaming. Two key pre-requisites for this will be greater capacity at MoWCA to continuously document and analyse the situation as well as highlight the weaknesses and opportunities to be gained with gender mainstreaming. As with any structural reforms, resistance or opposition areas that pose challenges have to be well understood, to develop effective strategies. ECO has enlisted many high profile champions, but overall results can be significantly enhanced with more attention through ongoing analysis and documentation for realistic target setting and its evaluation.

200. Capacity development has been a cornerstone of SN programs and their implementation during the period under review. Building capacity of partners, and enabling them to implement the programs has been supported with developing TOT programs and materials such as manuals and tools etc., to implement and monitor their activities on an ongoing basis. Evaluation of capacity building also needs to be integrated into programming, as part of follow up for re-enforcement.

ANNEXES

Annex 1 UN ECO Involvement of programmes nationwide in Ethiopia



Annex 2 Partners by Impact and Geographic Areas

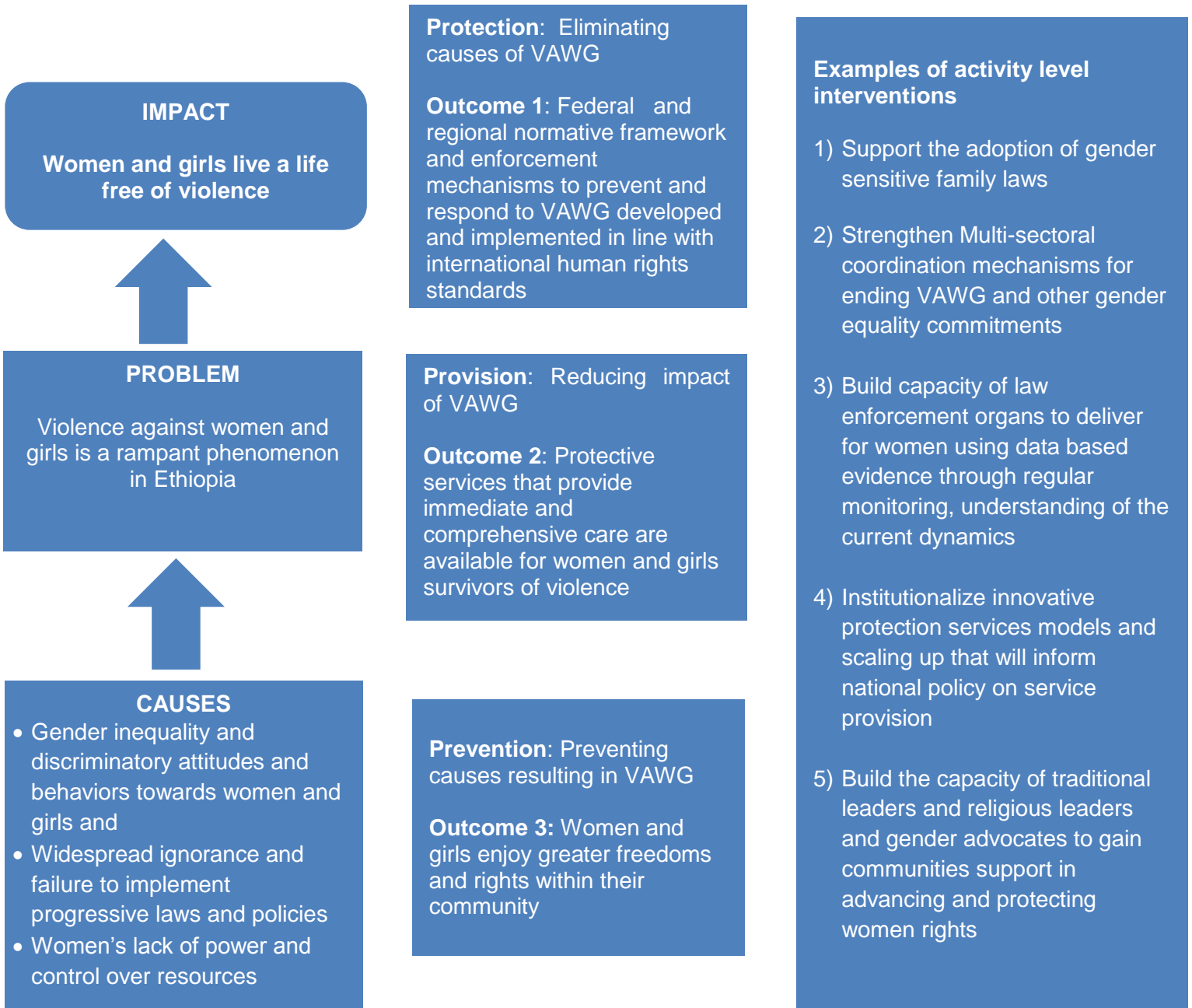
Federal Level

Regional Level

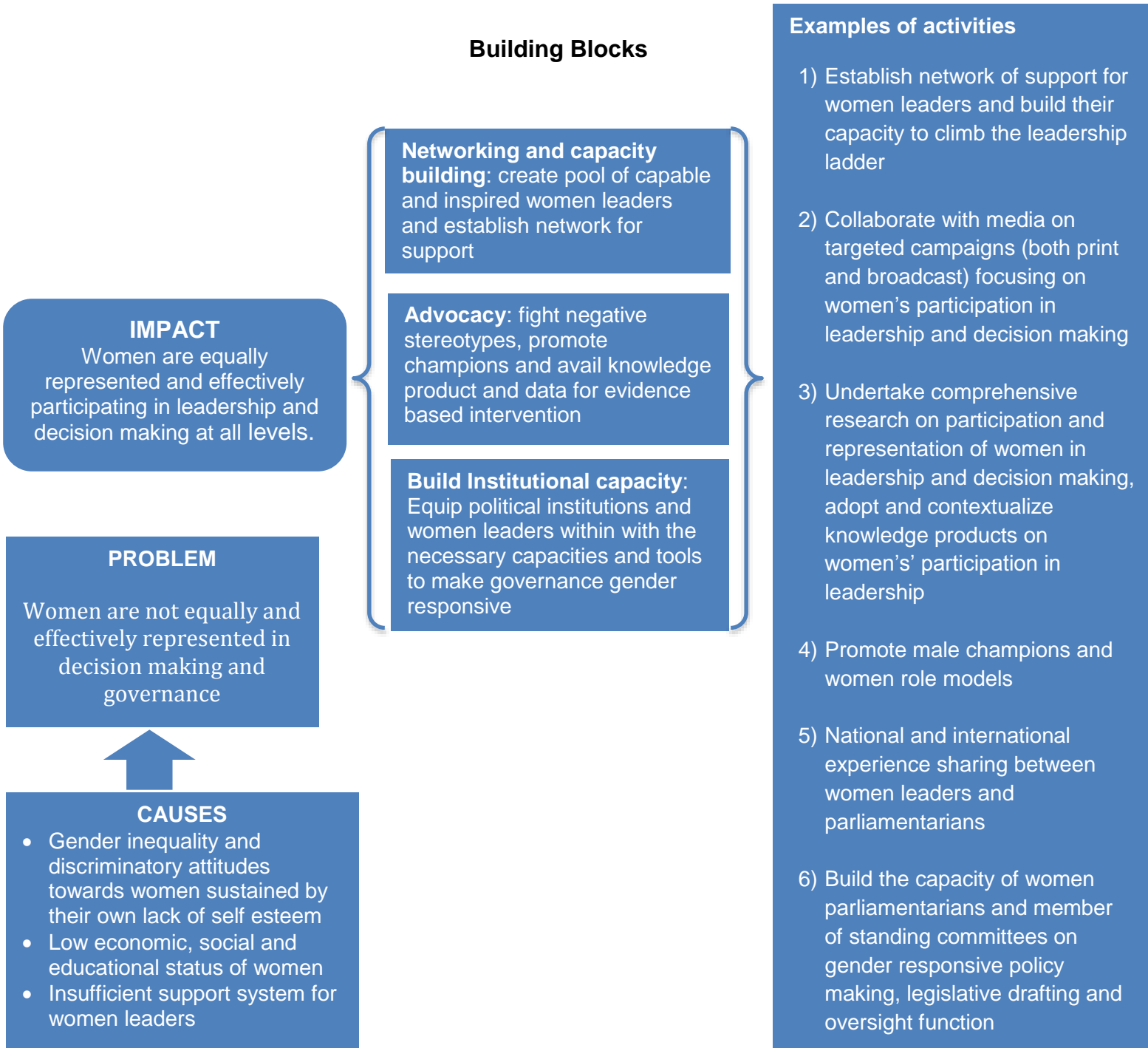
Impact Area 1	Impact Area 2	Impact Area 3	Impact Area 4	Impact Area 5
<p>Federal Government</p> <ul style="list-style-type: none"> – Ministry of Women and Children Affairs – Central Statistics Agency 	<p>Federal Government</p> <ul style="list-style-type: none"> – Ministry of Finance and Economic Cooperation – Ministry of Agriculture – Federal Micro and Small Enterprises – Agricultural Transformation Agency – Federal Cooperative Agency <p>Media</p> <ul style="list-style-type: none"> – Ethiopian Radio and Television Agency 	<p>Federal Government</p> <ul style="list-style-type: none"> – Ministry of Justice – Ministry of Health – Ministry of Women and Children Affairs – Central Statistics Agency <p>Civic Society Organizations</p> <ul style="list-style-type: none"> – Association for Women’s Sanctuary and Development – Ethiopian Human Rights Commission – Ethiopian Orthodox Church-DICAC – Plan International 	<p>Federal Government</p> <ul style="list-style-type: none"> – Ministry of Health – Ministry of Women and Children Affairs – Ministry of Finance and Economic Development <p>Civic Society Organizations</p> <ul style="list-style-type: none"> – Poverty Action Network in Ethiopia 	<p>Federal Government</p> <ul style="list-style-type: none"> – Ministry of Women and Children Affairs
<p>Tigray, SNNP and Amhara Regions</p> <ul style="list-style-type: none"> – Bureau of Women and Children Affairs – Bureau of Women and Children Affairs – Bureau of Women and Children Affairs 	<p>Amhara, Oromia, Afar, SNNPR, Tigray, Benishangul, Tigray</p> <ul style="list-style-type: none"> – Bureau of Labor and Social Affairs – Bureau of Finance and Economic Development – Bureau of Women and Children Affairs – Bureau of Cooperative Promotion Agency <p>Media</p> <ul style="list-style-type: none"> – Ethiopian Radio and Television Agency 	<p>Federal, Addis Ababa, Oromia, Amhara, SNNPR, Dire Dawa, Somali</p> <ul style="list-style-type: none"> – Bureau of Women and Children Affairs – Bureau of Justice <p>Civic Society Organizations</p> <ul style="list-style-type: none"> – Association for Women’s Sanctuary and Development – Ethiopian Human Rights Commission – Ethiopian Orthodox Church-DICAC – Plan International 	<p>Amhara, Dire Dawa, SNNP</p> <ul style="list-style-type: none"> – Bureau of Finance and Economic Development – Bureau of Women and Children Affairs <p>Civic Society Organizations</p> <ul style="list-style-type: none"> – Poverty Action Network in Ethiopia 	

Annex 3 Theories of Change

THEORY OF CHANGE: ELIMINATING VIOLENCE AGAINST WOMEN



THEORY OF CHANGE: IMPACT AREA : WOMEN'S LEADERSHIP



THEORY OF CHANGE: JP-GEWE

The theory of change for this JP identifies three areas where change needs to happen in order for progress to be made on gender equality and empowerment of women. For Gender equality to happen, changes need to take place at the individual level--- where individual capabilities have to change. Secondly, changes must happen within institutions (Changes in standards, norms and practices) so that they promote gender equality and to ensure equitable service provision to the individuals. Thirdly, changes are required at the community level, where norms attitudes and practices that often undermine gender equality must be challenged.

The joint programme will therefore adopt a multi-sectoral and comprehensive approach taking place at different levels. Interventions in all the three levels will reinforce and support each other by maintaining horizontal linkages using different entry points at the implementation level. The interventions will focus on building individual skills (in business and entrepreneurship skills, functional literacy and through post primary education). The development of such skills is expected to lead to changes at the individual level (women and girls will gain confidence, voice, influence and access to services and opportunities) enabling them to initiate/expand businesses, have better educational achievements, and demand rights and services.

For these changes to happen at the individual level there has to be support from the community as well as institutions. The programme will therefore raise community consciousness with the aim of generating action in promoting & protecting the rights of women and girls, less tolerance of HTPs/ VAWG, more reporting of HTPs /VAWG, and better acceptance of women as entrepreneurs and leaders. By building the capacities of national and regional institutions, it is expected that key service delivery institutions, will change their norms, standards and practices which will lead to the provision of gender responsive services, hence promoting access and opportunities for women and girls.

The programme will consider the application of a methodology that has shown to be useful and very successful, such as the community conversations approach (see para on LNWB lessons learned) and will consider to apply an innovative methodology used in Ethiopia that will help to go in depth at the household level. By using the household transforming methodology the programme will be able to track and monitor the benefits that economic empowerment of women brings in the balance of gender roles and women's empowerment at household level by targeting men and women.

Changes in the three areas above are expected to enhance individual capabilities, promote access to opportunities for women and girls, and enhance the security of women and girls therefore contributing to gender equality and empowerment of women.

Annex 4 Terms of Reference for CPE

Terms of Reference for UN Women Country Portfolio Evaluation (CPE) in Ethiopia

Final version March 2016

Background

For UN Women, the Country Office (CO) Strategic Note (SN) is the main planning tool for the agency's support to normative, coordination and operational work. The SN cycle in Ethiopia is 2015-16. The Strategic Note is aligned to the UN Women Global Strategic Plan 2014-2017, national development plans and country-level UNDAFs. Below is a brief summary of the Ethiopia Strategic Note:

Ethiopia:

Ethiopia has the vision to become a middle-income country by 2025, and in the past eight years has maintained a consistent double digit growth rate. According to the National Beijing +20 Progress Report, Ethiopia has achieved significant successes in bridging gender gaps and reducing inequalities e.g. in the areas of girls' enrolment to primary education, and in promoting access for women to health services. Other significant successes to reduce gender gaps and promote the empowerment of women include the reduction in the incidences of harmful traditional practices particularly Female Genital Mutilation (FGM) and child marriages. In strengthening women's economic empowerment, Ethiopia has focused on access to and control over productive resources especially on land through land certification and property ownership policy leading to significant increase of women with land holding certificates. Political participation of women has increased from 2.74% of the Parliament seats held by women in 1995 to 38% in the 2015 elections.

However challenges in Ethiopia remain e.g. in the areas of reducing hunger or acute malnutrition, decreasing vulnerability to internal and external shocks and a high dependence on Official Development Assistance (ODA). The economy is dependent mainly on small-scale rain-fed agriculture which is characterized by low productivity and is highly vulnerable to climate change. Private sector participation remains weak and gender-related disparities remain prominent indicators of societal inequality in Ethiopia. According to the 2013 Global Gender Gap Report, Ethiopia ranks 118th out of 133 assessed countries. The 2011 Gender and Development Index (GDI) placed Ethiopia in the 174th position out of 187 countries. Violence against women (VAWG) continues to be a major challenge and although national

policies show strong commitment to promote gender equality there is still unavailability of data on gender indicators, especially to inform macroeconomic planning, resource allocation and policies. Most of Ethiopia’s national policies and instruments have been aligned to international women’s rights instruments such as CEDAW, the Beijing Platform for Action etc. However there are challenges with operationalizing national policies through prohibiting CSOs from engaging in rights-based advocacy including women’s human rights issues. UN Women and other partners have had to restrict their support only to government partners, leaving out critical civil society engagement and voices in the promotion of gender equality in Ethiopia.

The total planned budget of the Strategic Note in Ethiopia (2015 – 2016) was USD 8,999,302. As of March 2016 the total resources mobilised were USD 3.9 million and the funding gap was 5 million.

Description of the programmes

The work of UN Women is focused on its three core mandates as follows:

1. Normative work: to support inter-governmental bodies and countries in their formulation of policies, standards and norms on GEWE
2. Coordination work: entails both work to promote the accountability of the UN system on gender equality and empowerment of women (GEEW), and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN
3. Programme work: to support countries in implementing international standards on GEWE through programme and technical assistance in partnership with government and civil society

The main interventions undertaken under the current Strategic Note in Ethiopia are:

Normative work	Coordination work	Programme work
<input type="checkbox"/> Support to GoE in preparation and submission of CEDAW report	<input type="checkbox"/> Lead in Thematic groups (Gender Theme Group, JP GEWE Task force)	<input type="checkbox"/> Women’s Political Empowerment and Leadership (Impact 1)
<input type="checkbox"/> Support the GoE in finalization of Beijing +20 report	<input type="checkbox"/> Support UNDAF development with standalone Pillar 5 on GEWE	<input type="checkbox"/> Women’s Economic Empowerment (Impact 2)
<input type="checkbox"/> Assess the implementation of UNSCR 1325 in humanitarian contexts	<input type="checkbox"/> Coordinate Joint Programmes RWEE, JP GEWE	<input type="checkbox"/> Women and girls living a life free of violence (Impact 3)
<input type="checkbox"/> Contribute to ongoing localization of SDGs	<input type="checkbox"/> Chair Operations Management Team (OMT) and Program Management Team (PMT)	<input type="checkbox"/> Governance and national planning reflect GEWE commitments (Impact 5).
	<input type="checkbox"/> Strengthening UN Women ECO Liaison with AU Commission and UN Economic Commission for Africa (ECA)	

The Strategic Note includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF) with respective performance indicators. The assessment of organizational performance is expected to be informed by the OEEF. During the evaluation the evaluation

team should reconstruct a full Theory of Change through a participatory process.

The Country Office structure is as follows:

SN total budget	# of Staff (Internat./ Nat.)	# and location of programmes
\$ 8,999,302	8 Internationals / 21 Nationals	Addis Ababa [CO to confirm # and programme locations outside Addis]

Purpose and use of the evaluation

Evaluation in UN Women is guided by normative agreements to be gender-responsive and utilizes the entity's Strategic Plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System and Ethical Guidelines.¹

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

Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to its three core mandates, which include normative, programme and coordination work. It uses the Strategic Note as the main point of reference.

This CPE is being primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPEs will be gender-responsive, and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of this evaluation are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Relevant staff in participating UN-agencies.
- UN Agencies
- Technical units and head of Units in the participating UN-agencies.
- UN-agency Headquarters

- Development partners

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of new programmes;
- b. Accountability for the development effectiveness of the CO Strategic Note;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

Objectives (evaluation criteria and key questions)

This evaluation has specific objectives:

4. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
5. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
6. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
7. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
8. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
9. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and programme).
10. Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion. The evaluation will seek to answer the following key evaluation questions and sub-questions:

Criterion	Questions
Relevance	Is the portfolio aligned with international gender equality human rights norms?
	To what extent have lessons learned been shared with or informed global normative work and other country offices?
	Is the choice of partners most relevant to the situation of women and marginalised groups?
	What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?
	Is the portfolio aligned with national policies?
	Is the choice of interventions most relevant to the situation in the target thematic areas?
	Is the thematic focus across the portfolio appropriate?
	Do interventions target the underlying causes of gender inequality?
Was the technical design of the Strategic Note relevant?	

Effectiveness	To what extent have planned outputs been achieved on time?
	Are interventions contributing to the expected outcomes? For who?
	What unexpected outcomes (positive and negative) have been achieved? For who?
	What has UN Women's contribution been to the progress of the achievement of outcomes?
	Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?
	What are the main enabling and hindering factors to achieving planned outcomes?
Efficiency	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	What is UN Women's comparative advantage compared with other UN entities and key partners?
	How can the workload across mandates be prioritised most effectively?
	To what extent does the UN Women management structure support efficiency for implementation?
	Has a Results Based Management system been established and implemented?
Sustainability	Is there national ownership and are there national champions for different parts of the portfolio?
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?
	What local accountability and oversight systems have been established to support the continuation of activities?
Human Rights and Gender Equality	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency

The final evaluation methodology and questions will be contextualized and adapted for each country and agreed upon with UN Women as part of the inception phase. As part of the inception meeting the evaluation team is required to review agreed indicators for answering each evaluation question. A model template will be provided to the evaluation team for this purpose. Indicators are encouraged to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
 - a. Gender-disaggregated,
 - b. Gender-specific (relating to one gender group),
 - c. Gender-redistributive (balance between different gender groups);
3. Mainstreaming a human rights based approach (where appropriate):

- a. Reference to specific human rights norms and standards (including CSW concluding observations),
- b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
2. Determining the claims of rights holders and obligations of duty bearers and identifying trends, common responses and differences between groups of stakeholders
3. Assessing the extent to which participation and inclusiveness was maximized in the interventions
4. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
5. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue) by analysing also relationships and power dynamics, and the structures that contribute to inequalities.
6. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

The preliminary findings obtained through this process should be validated through a stakeholder workshop with evaluation management and reference groups towards the end of the primary data collection stage.

Scope of the evaluation

The period covered by the evaluation will be framed by the duration of the Strategic Note. The CPE will focus on all activities undertaken by the CO under the Strategic Note, including general support to normative policy and UN coordination. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2014.

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team is expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the Inception Workshop.

UN Women organisational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation, and should be referenced only where there is a clear implication for the design and implement of the CO Strategic Note. Joint programmes and programming is within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluation is expected to consider the main cultural, religious, social and economic differences when analysing the contributions of UN Women.

The evaluation is recommended to apply the Women’s Empowerment Framework (developed by Sara Hlupekile Longwe)² as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production³.

The evaluation team (1 national consultant + 1 international consultant selected by UN Women) is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:

11. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
12. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
13. A review of the conduciveness of the context for the evaluation;
14. Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation team will need to undertake an initial assessment of the availability of secondary data necessary for the evaluation in the Country Office. Additionally, in circumstances where constraints are faced – such as limited travel or accessibility to project sites, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

Evaluation design (process and methods)

Detailed guidance on the Country Portfolio Evaluation (CPE) approach has been developed by UN Women and will be made available to the selected evaluation consultants in the evaluation inception phase. While the final evaluation methodology and questions will be contextualized and adapted for each country during the inception phase, it is recommended that the evaluations use a theory-based⁴ cluster design⁵. The performance of the county portfolio will be assessed according to the theory of change stated in the Strategic Notes. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan.

² [http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s+Empowerment+Framework#_ftn1)

³ The five “levels of equality” in the Women’s Empowerment Framework include:

1. Welfare, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. Access, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. Conscientisation, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. Mobilization, implementing actions related to the conscientisation of women.
5. Control, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

⁴ A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

⁵ A cluster evaluation assess a large number of interventions by ‘grouping’ similar interventions together into ‘clusters’, and evaluating only a representative sample of these in depth.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organisational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stakeholding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a gender responsive approach to assessing the contribution of UN Women to development effectiveness. They should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The methods should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples).

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluations are encouraged to use a wide range of relevant participatory data collection tools (please refer to the guidance note):

- (Group) Interviews
- Secondary document analysis
- Observation
- Multimedia (photography, drawing)
- Others [See UN Women CPE Guidance]

The evaluator should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluation is expected to reconstruct the theories of change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis. The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's multi-country portfolio.

The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

1. One or two projects per thematic cluster of operational work;
2. The most strategically important thematic interventions for the CO:
 - a. Relevance of the subject. Is the project a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
 - b. Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
 - c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
3. The richest learning opportunities.
 - a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
 - b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

Stakeholder participation

The evaluators are expected to discuss during the Inception Workshops how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

15. Design (inception workshop);
16. Consultation of stakeholders;
17. Stakeholders as data collectors;
18. Interpretation;
19. Reporting and use.

The evaluators are encouraged to further analyse stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the respective evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

Time frame and deliverables

The exact timing for the country portfolio evaluation will be determined in close consultation with the country office. The expected activities and deliverables in country and the number of work days are listed below:

Activity for each CPE	Working days/ CPE
Conduct desk review	5
Drafting and presentation of evaluation inception report, data collection tools and instruments	3
Field work incl. presentation and validation of evaluation findings to stakeholders [number of field work days may be adjusted depending on country context]	7
Prepare draft evaluation report	3-6
Finalize evaluation report	2-4
TOTAL	20 -25days

A model Evaluation Report will be provided to the evaluator based on the below outline. The evaluation manager and the UNW Regional Evaluation Specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the Evaluation Reference Group, and the Evaluation Management Group for quality review. The final report will be approved by the evaluation management committee.

- 1) Title and opening pages
- 2) Executive summary
- 3) Background and purpose of the evaluation
- 4) Programme/object of evaluation description and context
- 5) Evaluation objectives and scope
- 6) Evaluation methodology and limitations
- 7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights
- 8) Conclusions
- 9) Recommendations
- 10) Lessons and innovations

ANNEXES:

- Terms of reference
- Documents consulted
- Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
- Analytical results and methodology related documentation, such as evaluation matrix
- List of findings and recommendations

Management of the evaluation

At UN Women the evaluation phases are:

- Stage 1: Planning

- Stage 2: Preparation: This includes the stakeholder analysis and establishment of the Reference Group, Evaluation Management Group, development of the ToR, and recruitment of the evaluation team
- Stage 3: Conduct: Inception workshop, data collection and analysis
- Stage 4: Reporting: Presentation of preliminary findings, draft and final reports
- Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response

This terms of reference covers stages 3 and 4 only.

The evaluation will have the following management structures:

1. Country Office Evaluation Manager and Regional Evaluation Specialist for coordination and day-to-day management;
2. Evaluation Management Group for administrative support and accountability: Country Representative or Deputy Country Representative, Evaluation Manager, Regional Evaluation Specialist
3. Evaluation Reference Group for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society partners.

The main roles and responsibility during the process are:

- | | |
|---|---|
| Evaluation team | <ol style="list-style-type: none"> 1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future. 2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner. 3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and RES. |
| Evaluation manager | <ol style="list-style-type: none"> 1. Conducts a preliminary assessment of the quality of reports and comments for action by the evaluation team 2. Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design 3. Manages logistics for the field mission 4. Initiates timely payment of the evaluation team 5. Coordinates feedback on the draft and final report from the regional evaluation specialist, management and reference groups 6. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments |
| Evaluation Management and Reference Groups (including the Regional Evaluation Specialist) | <ol style="list-style-type: none"> 1. Provide substantive comments and other operational assistance throughout the preparation of reports. 2. Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports. |

In order to maximize stakeholder participation and ensure a gender-responsive evaluation, the evaluation manager should support the evaluator(s) during data collection in the following ways:

1. Consult partners regarding the evaluation and the proposed schedule for data collection
2. Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation manager, evaluation management and reference groups
3. Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders and arranging for transportation.
4. Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

Evaluation team composition, skills and experiences

With this Terms of Reference, UN Women is seeking to recruit 1 national consultant to work together with an international consultant (selected by UN Women) in order to undertake the CPE in ETHIOPIA. The national consultant will be under a SSA contract for a period of 20 days. (S)he will work in a team with an international consultant recruited by UN Women for the process. Additionally, the evaluation team will include a member of the UN Women Independent Evaluation Office/Regional Office for Eastern & Southern Africa.

The national consultant is expected to demonstrate evidence of the following capabilities:

20. Documented previous experience in conducting gender-responsive evaluations
21. Knowledge of, and experience in applying qualitative and quantitative evaluation methods incl. data analysis skills
22. Knowledge of international normative standards on women's rights and gender mainstreaming processes
23. Strong ability to communicate with stakeholders
24. Technical competence in the thematic areas to be evaluated
25. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level is preferred
26. Language proficiency in English and also in local languages preferred

Ethical code of conduct

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

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

The evaluator is expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and

diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it. More information can be provided by UN Women if required.

Annex 5 Priority Questions

This table presents the priority questions that were finalized by the CO team during the Inception Workshop.

Evaluation Sub-questions	Select two per cluster	
	First priority	Second priority
Cluster 1: Strategic Alignment of the Portfolio		
1. Is the portfolio aligned with national policies?		
2. Is the portfolio aligned with international gender equality human rights norms?		
3. Is the choice of partners most relevant to the situation of women and marginalized groups?		X
4. Is the choice of interventions most relevant to the situation in the target thematic areas?	X	
5. Do interventions target the underlying causes of gender inequality?		
6. Is the portfolio addressing the root causes of gender inequality?	X	
7. To what extent is the portfolio changing the dynamics of power in relationships between different groups?		X
8. Has the portfolio been implemented according to human rights and development effectiveness principles: a. Participation/empowerment b. Inclusion/non-discrimination c. National accountability/transparency		
Cluster 2: Management of the SN		
9. To what extent does the UNW CO management structure support efficiency for implementation?		X
10. Does the organization have access to the necessary skills, knowledge, and capacities needed to deliver the portfolio?	X	
11. Has a Results Based Management system been established and implemented?	X	
Cluster 3: Achievements of the SN		
12. To what extent have planned outputs been achieved on time?		
13. Are interventions contributing to the expected outcomes? For whom?	X	
14. What unexpected outcomes (positive and negative) have been achieved? For whom?		
15. What has UNW's contribution been to the progress of the achievement of outcomes?		X
16. What are the main enabling and hindering factors to achieving planned outcomes?	X	
Cluster 4: Coordination and comparative advantages		
17. Are interventions achieving synergies within the UNW portfolio and the UNCT work?	X	
18. Is the balance and coherence between programming-operational, coordination, and policy-normative work optimal?		
19. What is UN Women's comparative advantage in the countries covered compared with other UN entities and key partners?		
20. What contribution is UN Women making to UN coordination on GEEW in Ethiopia? Which roles is UN Women playing in this field in Ethiopia?		X
21. To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?	X	
22. To what extent have lessons learned been shared with or informed global normative work and other country offices?		
23. What contribution is UN Women making to implement global norms and standards for gender equality and the empowerment of women in Ethiopia?		X
Cluster 5: Sustainability		
24. To what extent was the capacity of partners developed in order to ensure sustainability of efforts and benefits?	X	
25. Is there national ownership and are there national champions for different parts of the portfolio?	X	
26. What local accountability and oversight systems have been established to support the continuation of activities?		X
Cluster 6: Design of the Portfolio		
27. Is the thematic focus across the portfolio appropriate?	X	
28. How can the workload across mandates be prioritized most effectively?		X
29. Is country-level programming the most appropriate approach to future designs?		
30. Was the technical design of the Strategic Note relevant?		

* Future-looking: UN Women's contribution to enabling an environment for gender mainstreaming in the UN.

Annex 6 Evaluation Matrix

Priority Evaluation Questions and Follow up Questions	Stakeholders to be canvassed	Tools	Indicators
RELEVANCE OF ALIGNMENT, HUMAN RIGHTS AND GENDER EQUALITY			
On what basis were partners selected? UNW only: is the reduction in partners in 2015-16 improving delivery of results and performance?	UNW, Government, Donors, UN CSOs	Interviews and Desk review	Evidence of CO having scoped potential partners and applied strategically relevant criteria to focus partnerships
On what basis were the interventions selected? <ul style="list-style-type: none"> - Baseline studied, situation analysis undertaken? - Any intervention options rejected, why? - How do priorities relate to govt. policies (#1 in cluster)? UNW only: how was selection method changed in 2015-16 Were there other issues that should have been addressed?	ALL	Interviews and Desk review	SN references that addresses relevance to national and international policies, and methods used to identify baseline situation and priorities
In what ways is the portfolio/intervention tackling root causes of inequality in Ethiopia?	ALL	Interviews, Focus Groups and Desk review	Evidence of intervention design being based on gender responsive documented situation analysis/baselines. Links between reported outcomes and theoretical drivers of gender inequality, and expressed needs of rights holders and their representatives.
In what ways has the work of UNW helped change imbalances in power relations between different groups?	UNW, UN, Govt., CSO	Focus Groups	Evidence provided by rights holders and their representatives
In what ways have human rights principles been incorporated in design and delivery of activities? <ul style="list-style-type: none"> • stakeholders' participation and empowerment • achieved inclusion • incorporated accountability/transparency to rights holders 	CSO, Implementing Partners, Rights holders	Interviews and Desk review	Evidence of Gender and Human Rights analysis having informed the identification of key issues facing women and economic groups
ORGANIZATIONAL EFFICIENCY			

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How effective is the structure of the CO in supporting implementation plans? Is its organization of programming, normative and coordination/liaison promoting synergies and multipliers?	UNW, Donors, Government Liaison	Desk review and Interviews	Evidence of decision making, timeliness, program adjustment, and learning
In terms of capacities and skills needed to effectively implement the portfolio, what are UNW's strengths and weaknesses? What additions to existing skills are most critical	ALL	Desk review and Interviews	Comparative advantage of UN Women experienced by stakeholders
Has RBM been implemented? What are main accomplishments and challenges? How can it be improved?	UNW, Donors, Government	Desk review and Interviews	Evidence of performance management system having been established, primed with data, and utilized for decision making
EFFECTIVENESS			
To what extent are the selected interventions producing expected outcomes? - which are most noteworthy outcomes? - which Stakeholders are these outcomes produced? - What are challenges for other outcomes where success is limited or missing? Any unexpected outcomes (positive or negative)?	ALL	Interviews, Focus Groups, Annual Reports	Most Significant Changes reported by disaggregated groups of stakeholders
To what extent has UNW's effort contributed to the most noteworthy outcomes? What other factors combined and how was that achieved? Are there any lessons from this and learnings to be gained?	Donors CSOs	Interviews, Focus Groups, Desk review	Outcomes for which there is a plausible performance story (mechanisms of change) linking back to CO actions
What are the main factors contributing to achieving outcomes, and what are main hindering factors? - VAWG - WEE - Women's Leadership and Political Participation Governance and National Planning	ALL	Interviews and Desk review	Stakeholder analysis of forces/drivers of change
EFFECTIVENESS OF UN COORDINATION AND LIASON WITH AFRICA REGIONAL ORGANIZATIONS			
To what extent is UNW coordinating its work in Ethiopia with the UNCT? Any challenges? How can these be addressed?	UNW, UN Government, Donors	Interviews and Desk review	Reflections of RCO/UNCT members and Liaison Partners on the contributions of UN Women to UN coordination

UN Women Ethiopia CPE Report

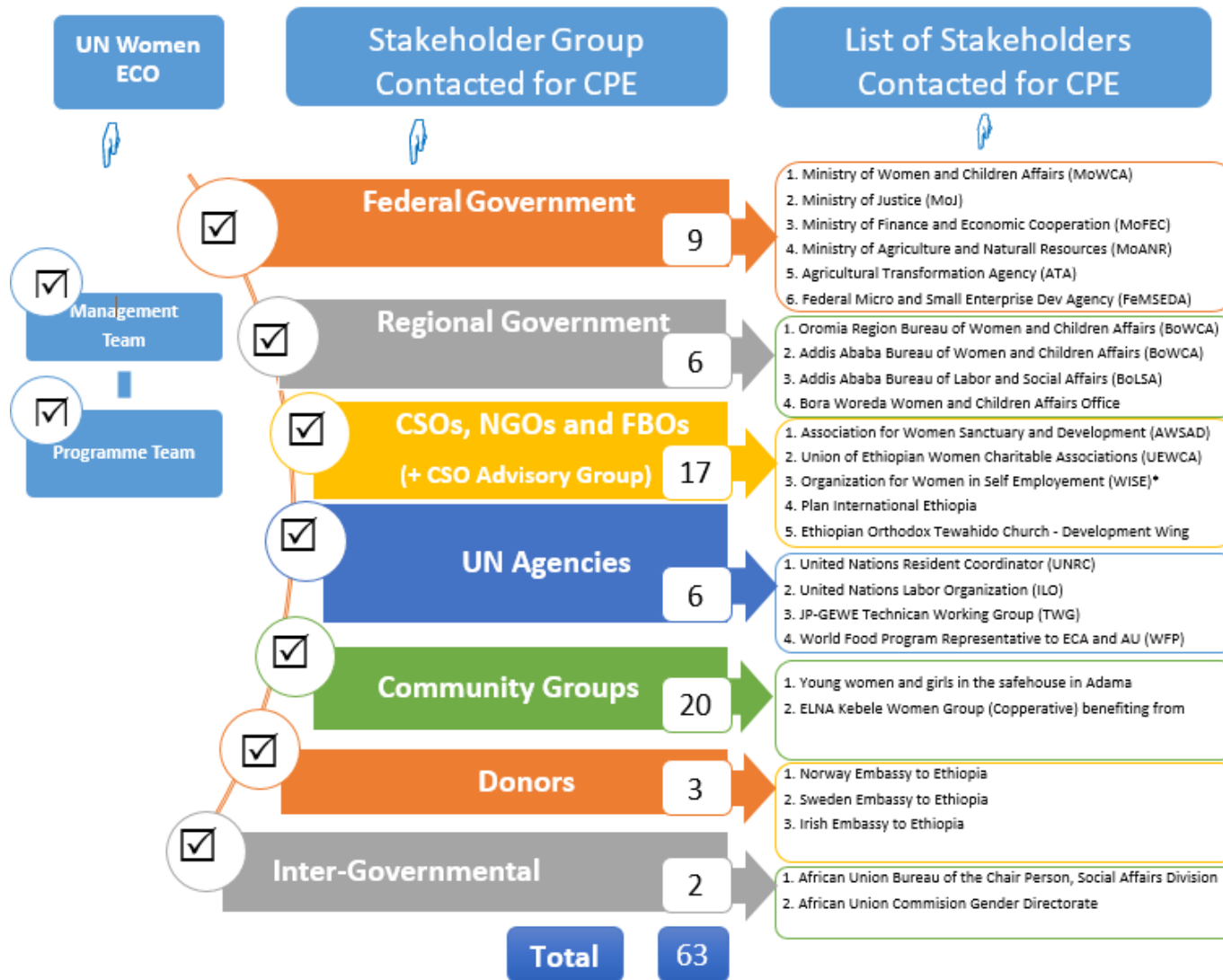
Are synergies being achieved with Liaison work in Africa regional organizations?			Presence of gender responsive economic analysis in common country assessments, and AUC policy support
In which of the three mandates can UNW contribute most in Ethiopia? Why? In terms of balance between the three mandates, what could be done differently going forward? What should the priorities be for Liaison activities?	UNW, Donors UN Liaison	Interviews and Desk review	Assessment of results in each of the mandate area, for likely scale of impact GEWE
What contribution is UN Women making to UN coordination on GEEW? Which roles is UN Women playing in this field?		Interviews and Desk review	History of CO activities to support coordination, participation in UNCT activities, and presence of gender responsive economic analysis in common country assessments
To what extent does the context in Ethiopia support joint programming and gender mainstreaming in UN's work? Is there resistance? What are the main issues? What contribution is UNW making in UN's coordination on GEWE and what is UNW's role in this regard? (from #20) How has UNW worked to mitigate and overcome challenges? What else can be done?	UNW, UN, Government Donors only (incl #20 as sub ques.	Focus Group, Interviews and Desk review	Existence of joint programming in CO and effective performance of these based on reviews/evaluations. Evidence of management response to evaluations and internal assessments.
What are the main avenues for UNW CO to generate cross-country learning? How are synergies being generated between CO and Liaison work? To what extent has UNW contributed to or influenced AU and ECA regional gender priorities including global and regional events/summits (AU, CSW etc)? What are the main challenges and their solutions?	UNW Liaison	Interviews and Desk review	Evidence of specific 'up flows' of information from ECO to the RO or HQ, and with Liaison work Changes in the macro-policy environment that bring AU policies more or less into line with CEDAW and other women's economic rights norms
How effective is UNW CO in promoting global norms and standards for gender equality in African Regional Organizations? What are the main challenges and their solutions?	UNW Liaison	Interviews and Desk review	Evidence of gender mainstreaming, and ECO support of building an enabling environment for GE
SUSTAINABILITY			

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<p>To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits? What were the main methods and approaches used? What are the likely longer term benefits and how can these be optimized?</p>	<p>ALL</p>	<p>Interviews and Desk review</p>	<p>Evidence of interventions to address self - expressed and externally analyzed capacity gaps</p>
<p>Is there national ownership and are there national champions for different parts of the portfolio?</p>	<p>ALL</p>	<p>Interviews and Desk review</p>	<p>High level political support for women's economic empowerment, and evidence of integration of gender mainstreaming in policies and major national programmes</p>
<p>What local accountability and oversight systems have been established to support the continuation of activities?</p>	<p>Government ,Implementing Partners, CSO Rights Holders</p>	<p>Focus Group, Interviews and Desk review</p>	<p>Integration of GEWE interventions into national planning, budgeting, and monitoring systems</p>
<p>Do you agree with the main TOC priorities and resource allocation for GEWE in Ethiopia? Can resources across mandates be allocated more effectively? Recommendations?</p>	<p>ALL</p>	<p>Interviews and Desk review</p>	<p>Extent to which evidence for actual outcomes aligns with Development Results Framework, and resource allocation.</p>

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Annex 7 Sample Frame for CPE



Annex 8 Detailed Information on Stakeholders Participated in the CPE – By Category, Thematic Issues and Main Roles

Stakeholder Category	Stakeholder, their Role and Thematic Areas of Engagement			Individuals Contacted During the CPE by Gender		
	Name of the Stakeholder	Thematic Areas	Main Role	Female	Male	Total
Federal Government (5 Stakeholders)	Ministry of Women and Children Affairs (MoWCA)	<ul style="list-style-type: none"> • Women’s Economic Empowerment(WEE) • Ending Violence against Women and Girls (EVAWG) • Governance and National Planning • Coordination & Women’s Leadership & Participation 	<ul style="list-style-type: none"> • Leads the implementation of JP • Convene and lead policy advocacy and engagement • Coordinate reporting to global conventions 	1	1	2
	Women and Children Coordination Office, Ministry of Justice	<ul style="list-style-type: none"> • Ending Violence against Women and Girls (EVAWG) 	<ul style="list-style-type: none"> • Implementing partner on JP 	1	-	1
	Ministry of Finance and Economic Cooperation (MoFEC), Directorate of International Cooperation, Directorate of Gender	<ul style="list-style-type: none"> • Women’s Economic Empowerment • Governance and National Planning 	<ul style="list-style-type: none"> • Main partner in the Financing for Gender Equality and Gender Responsive Budgeting; • Leads and coordinates allocation of funding to implementing partners for the JPs 	1	2	3
	Ministry of Agriculture and Natural Resources (MoANR)	<ul style="list-style-type: none"> • Women’s Economic Empowerment 	<ul style="list-style-type: none"> • Implementing Partner in the JP RWEE 		1	1
	Agricultural Transformation Agency (ATA)	<ul style="list-style-type: none"> • Women’s Economic Empowerment 	<ul style="list-style-type: none"> • Implementing Partner for Women’s Economic Leadership project in Oromia 	1	-	1
	Federal Micro and Small Enterprise Dev Agency (FeMSEDA)	<ul style="list-style-type: none"> • Women’s Economic Empowerment 	<ul style="list-style-type: none"> • Implementing partner in the Financing for Gender Equality & Gender Responsive Budgeting and JP GEWE 		1	1
	Oromia Region Bureau of Women and Children Affairs (BoWCA)	<ul style="list-style-type: none"> • Women’s Economic Empowerment(WEE) 	<ul style="list-style-type: none"> • Implementing Partner in JP GEWE and JP RWEE 	1	1	2
	Addis Ababa Bureau of Women and Children Affairs (BoWCA)	<ul style="list-style-type: none"> • Women’s Economic Empowerment 	<ul style="list-style-type: none"> • Implementing partner in the JP EWE, national coordination mechanism on EVAWG and the 	2	-	2

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Regional Government (4 stakeholders)		<ul style="list-style-type: none"> Ending Violence against Women and Girls (EVAWG) 	provision of women friendly technologies			
	Addis Ababa Bureau of Labor and Social Affairs (BoLSA)	<ul style="list-style-type: none"> Women's Economic Empowerment 	<ul style="list-style-type: none"> Implementing Partner in the Migration Project, jointly implemented with ILO 	-	1	1
	Bora Woreda Women and Children Affairs Office	<ul style="list-style-type: none"> Women's Economic Empowerment(WEE) 	<ul style="list-style-type: none"> Implementing Partner in JP GEWE 	1	-	1
CSOs, NGOs and FBOs (+ CSO Advisory Group)	Association for Women Sanctuary and Development (AWSAD)	<ul style="list-style-type: none"> Ending Violence against Women and Girls 	<ul style="list-style-type: none"> Main CSO implementing partner of the project entitled "Enhancing the psycho-social and economic empowerment of survivors of violence in Oromia Regional State". 	10	-	10
	Union of Ethiopian Women Charitable Associations (UEWCA)	<ul style="list-style-type: none"> Women's Economic Empowerment 	<ul style="list-style-type: none"> Main and leading Implementing Partner in the Global Fund for Gender Equality Project, implemented in five regions of the country 	1	1	2
	Organization for Women in Self Employment (WISE)*	<ul style="list-style-type: none"> Coordination 	<ul style="list-style-type: none"> Chair of UN Women's Advisory Group 	1	-	1
	Plan International Ethiopia	<ul style="list-style-type: none"> Health within the EVAWG thematic area 	<ul style="list-style-type: none"> Implementing Partner in the Joint Programme on Maternal Health 	-	3	3
	Ethiopian Orthodox Tewahido Church - Development and Inter-Church Aid Commission (EOC-DICAC)	<ul style="list-style-type: none"> Ending Violence against Women and Girls 	<ul style="list-style-type: none"> Implementing Partner of the Programme on Preventing and Responding to VAWG Main Implementing Partner of the project entitled "Increasing capacity of traditional and religious leaders in the fight to end Violence against Women and Girls (VAWG) and Harmful Traditional Practices (HTPs)" 	-	1	1
	United Nations Resident Coordinator (UNRC)	<ul style="list-style-type: none"> Coordination 	<ul style="list-style-type: none"> Chairs and convenes the UN system on JP GEWE Supports the UN Gender Theme Group/UNDAF 	1	-	1

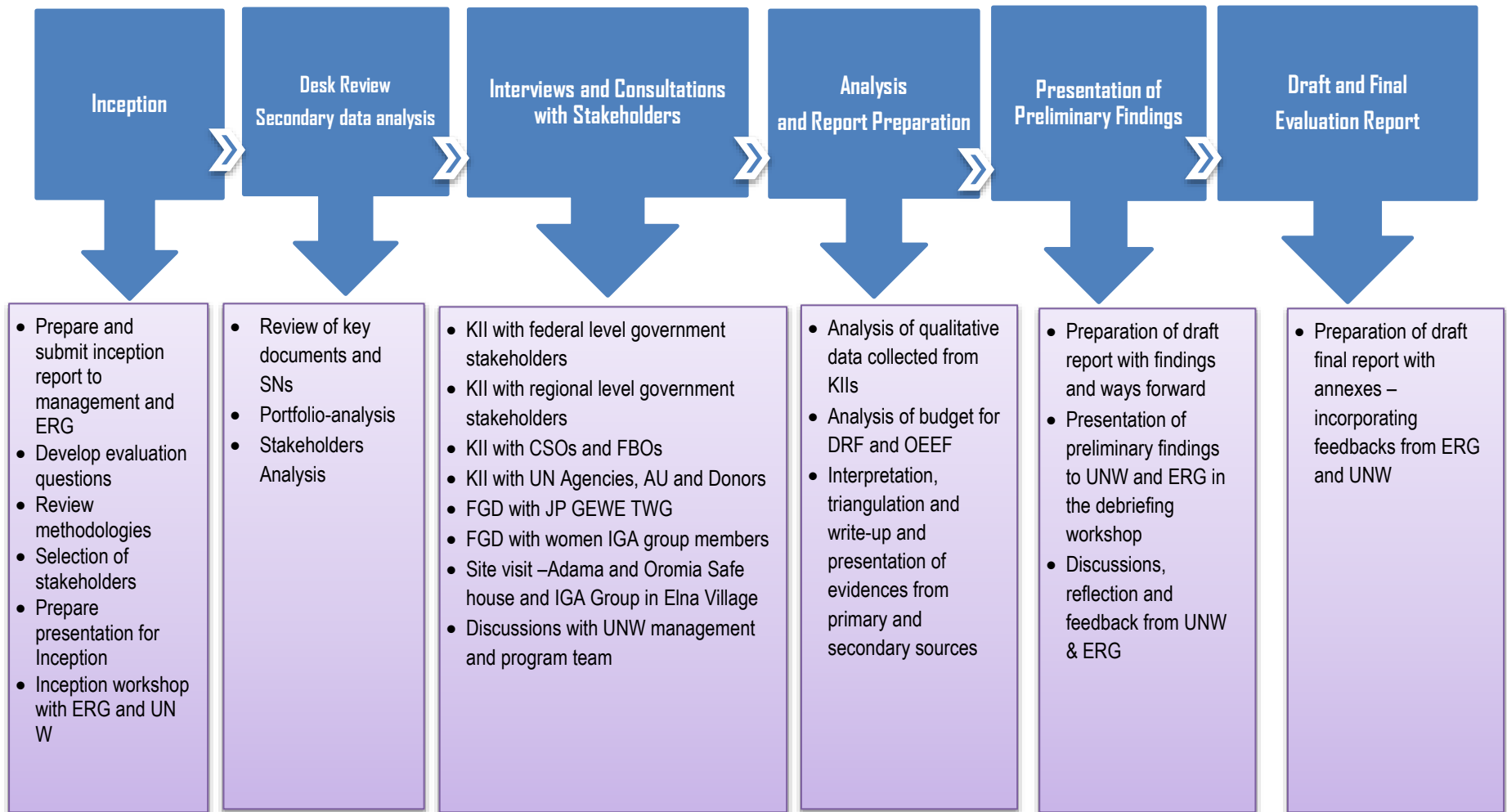
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UN Agencies			<ul style="list-style-type: none"> Coordinates the UN system on joint policy advocacy and publicity events on GEWE 			
	UNECA- Africa Center for Gender	<ul style="list-style-type: none"> Normative and Inter-Governmental 	<ul style="list-style-type: none"> Key partner in research, and evidence based advocacy on GEWE in Africa. Also main partner in organizing Africa preparations for International and Regional events including CSW and Africa Union Summits 	-	1	1
	JP-GEWE Technical Working Group (TWG)	<ul style="list-style-type: none"> Programme Coordination 	<ul style="list-style-type: none"> Represent UNICEF, UNFPA, UNDP, ILO, UNESCO in JP GEWE Coordinate partnership and implementation of JP GEWE 	2	1	3
	World Food Program Representative to ECA and AU (WFP) – UN Liaison Team Chair of 2015	<ul style="list-style-type: none"> Coordination at the Regional level 	<ul style="list-style-type: none"> Coordinates all UN Agencies with Liaison Function to Africa Union Commission and UNECA on key issues relevant to GEWE Coordinated support to Africa for participation and influencing key Regional and Global events including AU Summits, CSW, etc. 	-	1	1
Inter-governmental Bodies	African Union Bureau of the Chair Person, Social Affairs Division	<ul style="list-style-type: none"> Health, Ending Child Marriage 	<ul style="list-style-type: none"> Leads and partners with UN Women on evidence based research, advocacy and campaigns on key issues affecting women and girls in Africa 	-	1	1
	African Union Commission Gender Directorate	<ul style="list-style-type: none"> Normative and Inter-Governmental 	<ul style="list-style-type: none"> Key partner in evidence based advocacy on GEWE in Africa. Main partner in organizing Africa preparations for International and Regional events including CSW and Africa Union Summits 	1	-	1
Donors	Norway Embassy to Ethiopia	<ul style="list-style-type: none"> Strategic Partnership for Resource Mobilization and Programme Coordination 	<ul style="list-style-type: none"> Major donor of the JP-GEWE Member of the Donor Group on Gender Equality (DGGE) 	1	-	1

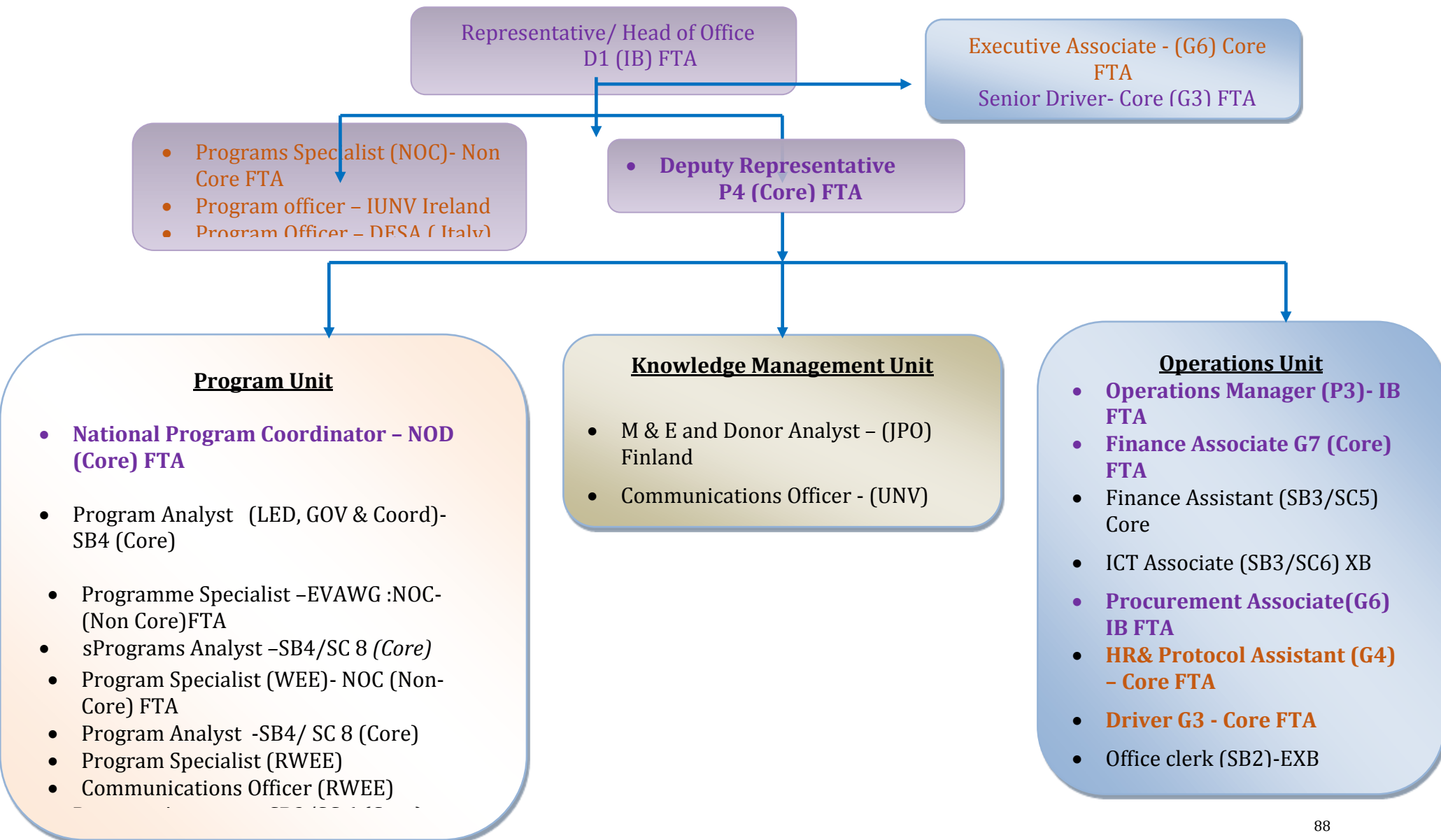
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	Sweden Embassy to Ethiopia	<ul style="list-style-type: none"> • Strategic Partnership for Resource Mobilization and Programme and Coordination 	<ul style="list-style-type: none"> • Major donor of the JP-GEWE • Member of the Donor Group on Gender Equality 	1	-	1
	Irish Embassy to Ethiopia	<ul style="list-style-type: none"> • Strategic Partnership for Resource Mobilization and Programme Coordination 	<ul style="list-style-type: none"> • Major donor of UN Women’s programme on Preventing and Responding to VAWG • Member of the DGGE 	1	-	1
Community Groups	Young women and girls in the safe house in Adama	<ul style="list-style-type: none"> • Ending Violence against Women and Girls 	<ul style="list-style-type: none"> • Beneficiaries of the project “Enhancing the psycho-social and economic empowerment of survivors of violence in Oromia Regional State”. 	5	-	5
	ELNA Kebebele Women Group (Cooperative) benefiting from	<ul style="list-style-type: none"> • Women’s Economic Empowerment 	<ul style="list-style-type: none"> • Beneficiaries of the project “Transforming the lives of women and family in Bora District, East Shewa zone of the Oromia Region” 	15	-	15
<ol style="list-style-type: none"> 1. Women’s Economic Empowerment(WEE) (11 Stakeholders) 2. Ending Violence against Women and Girls (EVAWG) and Health (8Stakeholders) 3. Governance and National Planning (2 Stakeholders) 4. Women’s Leadership & Participation (1 Stakeholder) 5. Coordination - National programme (8 Stakeholders) 6. Normative and Intergovernmental (2 Stakeholders) 7. Coordination - Regional (1 stakeholder) 8. Resource Mobilization (3 Stakeholders) 				47	16	63

Annex 9 Summary of Methodological Processes in CPE



Annex 10 ECO Organogram



Annex 11 Members of Evaluation Reference Group

UN Women Evaluation Reference Group Members		
Name	Organization	Email Address
Bethlehem Kebede	UNFPA	kebede@unfpa.org
Mesfin Zewdie	MOWCA	Mesfin_17@yahoo.co
Liya Tekele	Ministry of Justice	liya.mima@gmail.com
Maria Munir	AWSAD	mariamu_2005@yahoo.com
Gashawbeza Haile	EOC -DICAC	jhonhw@gmail.com
Stina Karlton	SIDA	stina.karlton@gov.se
Heran Abebe	CSO Advisory group	HAbebe2@pathfinder.org
Bizuwork Ketete	Irish Aid	Bizuwork.Ketete@dfa.ie
Martha Kibur	UNICEF	mkibur@unicef.org
Gizu Urgesa	Oromia BoFEC	gezur@yahoo.com
Mulueneh Girma	Plan International	Muluneh.MulunehGirma@plan-international.org
Neteru Wondwosen	MoFEC	netwon47@yahoo.com
Bereket Gedlu	MoFEC	bereketgedlu@yahoo.com
Heran Ayele	UN Women	heran.ayele@unwomen.org
Simegn Kuma	UN Women	simegn.kuma@unwomen.org
Desset Abebe	UN Women	desset.abebe@unwomen.org
Tikikel Alemu	UN Women	tikikel.alemu@unwomen.org

Annex 12 **List of documents consulted**

- UN Women Ethiopia Country Office Strategic Note (2014-2015)
- MPTF Office Annual Programme Narrative Progress Report (1 January – 31 December 2014)
- RWEE- Progressive Report Submitted to Government of Norway (October 2014- March 2015)
- Unit Nations Development Assistance Framework (UNDAF) for Ethiopia (2016-2020)
- UN Women Ethiopia Country Office ECO Strategic Note (2015-2016)
- UN Women Ethiopia Country Office Communication Strategy (2014-2015)
- UN Women Ethiopia Country Office Resource Mobilization Strategy (2014-2015)
- UN Women Ethiopia Country Office Strategic Plan (2015-2017)
- UN Women Ethiopia Country Office Annual Report (2014)
- UN Women Ethiopia Country Office Annual Report (2015)
- MPTF Office Annual Programme Narrative Progress Report: (1 October 2014 – 30 June 2015)
- Fourth Annual Progress Report for One Fund (1 January to 31 December 2014)
- JP GEWE MPTF Office Annual Narrative Progress Report (1 January – 31 December 2015)
- JP GEWE End of Program Evaluation for Phase 1 (2013)
- Rapid Assessment of JP GEWE Programme by NORAD (November 2015)
- ATA and SG 2000 Terminal Evaluation of Women Economic Leadership Project (2015)
- UN Women Preliminary Gender Profile of Ethiopia (2015)
- JP RWEE Baseline Study Report for Oromia Region, Yayagule, Adamitulu and Dodola Woredas (2016)
- JP RWEE Baseline Study Report for Afar Region, Dubti Woreda (2016)

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- F4GE Programme Final Progress Report on outcomes supported by Italian Funds: Strengthening National Mechanisms for Gender Equality and the Empowerment of Women
- UN Women Ethiopia Country Office Quarterly Monitoring Report (2014-2016)
- UN Women Ethiopia Country Office Annual Work plan 2014
- UN Women Ethiopia Country Office Development Results Framework (DRF) (2014-2015)
- UN Women Ethiopia Country Office Organizational Efficiency and Effectiveness Framework (OEEF) (2014 – 2015)
- UN Women Ethiopia Country Office Monitoring, Evaluation and Research Plan (2015 – 2016)
- Walk The Talk: Gender Equality in The African Union, Special Edition Publication: Year of Women (2015)
- Gender Mainstreaming in Maternal Health Surveillance Systems in Africa (May 2015)
- The Addis Ababa Declaration on Accelerating Beijing Platform for Action: Towards a Transformational Change for Women and Girls in Africa (2014)
- Demographic and Health Survey, Ethiopia (2011)
- The Global Gender Gap Report (2015)
- UN Women Ethiopia Country Office: Assessment on the Availability, Accessibility, Quality and Demand of Rehabilitative and Reintegration Services -Final Report and Proceedings (2015)
- AWSAD Project Implementation Periodic Reports (2014-2015)
- UN Women Ethiopia Country Office Donor Reports: Irish Aid, France Embassy and Danish, Italian
- JP GEWE Operational Agreements and Budget Documents Signed Between UN Agencies and GoE (2014-2015)
- JP GEWE Annual and Project Completion Reports from Regional States and Federal Implementing Partners (2014-2015)
- UN Women Ethiopia Country Office: UN Women Solidarity Movement (HeForShe) Campaign Strategy and Newsletter (2016)
- Final Progress Report on outcomes supported by Italian Funds: Strengthening National Mechanisms for Gender Equality and the Empowerment of Women

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Annex 13 List of Individuals Contacted During the Inception, Data Collection and Debriefing for UN Women Ethiopia CPE

Name of Individual	Organization	Position		
Letty Chiwara	UN Women ECO	Representative to Ethiopia, AU and ECA		
Funmi Balogun	UN Women ECO	Deputy Country Representative		
Silper Pesa	UN Women ECO	Operations Manager		
Yelfigne Abegaz	UN Women ECO	National Programme Coordinator		
Tikikel Alemu	UN Women ECO	Liaison Specialist		
Simegn Kuma	UN Women ECO	Programme Officer		
Heran Ayele	UN Women ECO	Programme Specialist		
Etsehiwot Eguale	UN Women ECO	Programme Assistant		
Etagegnehu Getachew	UN Women ECO	Programme Coordinator (JP-RWEE)		
Desset Abebeb	UN Women ECO	Programme Officer		
Oona Gemseh	UN Women ECO	Monitoring & Reporting Officer		
Jeongmi Yu	UN Women ECO	Intern		
Fikerte Abebe	UN Women ECO	Knowledge Management and Communication Specialist		

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Sileshi Tadesse	Ministry of Women and Children Affairs (MoWCA)	Director, Women mobilization and participation enhancement Directorate		
Tesfayenesh Lema	Ministry of Women and Children Affairs (MoWCA)	Director, Women Affairs Mainstreaming Directorate		
Admasu Nebebe	Ministry of Finance and Economic Cooperation (MOFEC)	Director, International Cooperation Directorate		
Neteru Wondwosen	MoFEC	Director, Gender Directorate		
Bereket Gedilu	MoFEC	Gender Expert		
Demeke Techane	FeMSEDA	Gender Expert		
Wosenylesh Admasu	Ministry of Justice	Head of Women and Children Coordination Office		
Liya Tekel	Ministry of Justice	Prosecutor		
Seblewongel Deneke	Agricultural Transformation Agency (ATA)	Director, Gender Program		
Ato Yaragel - Expert	Ministry of Agriculture (MOA)	Gender Expert, Women's Affair Directorate		
Bekele Asfaw	Oromia Regional Bureau of Women and Children Affairs	Expert, Gender		
Gezu Urgessa	Oromia Region BoFED	Program Coordinator		
Alamirew Belay	Addis Ababa BoISA	Labor Expert		
Alemtsehay Elias	Addis Ababa BoWCA	Director		
Bekelie	Bora Woreda WCA Office	Head, Woreda WCA		

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Azeb Kelemework	UEWCA	Directress		
Yonas Mitiku	UEWCA	Program Officer		
Manoj Kumar	Plan International	Country Director		
Pankaj Kumar	Plan International	Head of Programs		
Mogas Jemaneh,	Plan International	Program Quality		
Muluneh Girma	Plan International	Heal and Nutrition Specialist		
Heran Abebe	Pathfinder International	Senior Gender Advisor		
Maria Munir	AWSAD	Executive Director		
Jalane Hirpasa	AWSAD	Coordinator (Adama Safe House)		
Tihitina Tamrat	AWSAD	Coordinator (Oromia safe house)		
Meseret Dessalegn	AWSAD	Documentation and Re-Integration officer		
Hiwot Adera	AWSAD	Oromia safe house Counselor		
Hareg Tsegaye	AWSAD	Oromia Safe House Nurse		
Abigiya Admasu	AWSAD	Adama safe house Counselor		
Nu-Eniyat Gosaye	AWSAD	Re-Integration Counselor		
Mergitu Sadrak	AWSAD	House Mother		
Senait Tibebu	AWSAD	House Mother		
Tsigie Haile	WISE/	Executive Directress /Chair of UN Women Advisory Group		
Gashawbeza Haile	EOC-DICAC	Programme Officer		

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Tsige Alemayehu	Norway Embassy to Ethiopia	Programme Officer - Human Rights and Gender Equality		
Wro. Bizuwork Ketete	Irish Aid	Senior Governance Programme Manager		
Stina Karlton	Embassy of Sweden Ethiopia	Counsellor, Human Rights, Development and Gender Bilateral Development		
Dr. Johan Strijdom	African Union Commission	Acting Director-Social Affairs Department		
Mrs Mahawa Kaba Wheeler	African Union Commission	Director, Women, Gender and Development		
Mr Joseph Attah Mensah	UNECA-RCM	Capacity Development Division		
Ms. Thokozile Ruzvidzo	UNECA, African Centre for Gender	Director		
Martha Kibur	UNICEF/UNCT M&E Member	Monitoring and Evaluation Officer		
Betlehem Kebede	UNFPA/ JP-GEWE TWG Member	Programme Specialist-Gender and Human Rights		
Afewerk Fekadu	UNDP/ JP-GEWE TWG Member	Programme Officer-Governance		
Ms. Ahunna Eziakonwa-Onochie	UN Resident Coordinator's Office	UN Resident Coordinator, UNDP Resident Representative and UN Humanitarian Coordinator in Ethiopia		
Mr. George Okutho	ILO	Representative		
Mr. Thomas Yanga	WFP, Liaison Office with the African Union	Head		

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Group of Women in Elina Kebele, Bora Woreda	Target beneficiaries of JP GEWE			
Group of Young Women Survivors in Safe House run by AWSAD, Adama	Target beneficiaries of the Safe house run by AWSAD in Adama			

Annex 14 Profile of Consultants

Shubh Kumar-Range: International Consultant

Shubh K. Kumar-Range is a development economist/nutritionist who has specialized in policy analysis and strategic evaluation using an equity and gender oriented cross-sectoral lens. She obtained her Masters in Human Nutrition from Delhi University, and Ph.D. in International Nutrition and Food & Agricultural Economics from Cornell University.

She has worked in senior advisory and research positions in many international organizations including, UNDP, IFPRI and WWF-International.

Currently working as an independent consultant, she has managed research and conducted evaluations for many organizations, including UNICEF, FAO, IFAD, ILO, UNCTAD and Oxfam, and has worked in many countries of Asia (India, Nepal, Bangladesh, Sri Lanka, Maldives, China, Indonesia, Cambodia), Africa (Ethiopia, Zambia, South Africa, Kenya, Tanzania, Rwanda) and Latin America (El Salvador).

She is a founder member of Community of Evaluators for South Asia and founder core-group member of the recently launched Evaluation Community of India, and is actively involved in its strategic development. She regularly conducts evaluation trainings, and has published extensively. Her most recent book is Making Evaluation Matter: Writings from South Asia.

Alemneh Tadele: National Consultant

Alemneh Tadele is a social development and gender expert, with post-graduate education in Sociology. He has got extensive experiences in gender, adolescent girls, sexual and reproductive health, evaluation & research, capacity assessment & development, civil society, social and behavioral change communication, child education and protection. Over the past 10 years, he has provided services, leading or participating in different researches, assessments, evaluation and surveys by donors and multilateral agencies like USAID, DFID, GAC, and international organizations including Care International, Save The Children, Plan International, Population Council in Ethiopia and private companies including AECOM International, Transition International, International Business and Training Consultants Inc., Fintrac Inc., Maxwell Stamps and The QED Group LLC and Agriteam Canada Ltd.