



# Final Evaluation of the Knowledge Gateway on Women's Economic Empowerment Project (Empower Women) FINAL REPORT

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To:

Anna Falth

UN Women

Empower Women Project Manager

By:

CAD

C/Muntaner 180, Pral. 2a

08036 Barcelona, Spain

Contact details:

**Nina Retzlaff**

Project Coordinator

Phone/Fax. (+34) 93 495 0383

Email. [nretzlaff@globalcad.org](mailto:nretzlaff@globalcad.org)

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## List of Abbreviations

|       |  |
|-------|--|
| AWEP  | African Women's Entrepreneurship Programme                                 |
| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
| CIDA  | Canadian International Development Agency                                  |
| CO    | Country office   |
| CoP   | Communities of Practice  |
| CSO   | Civil Society Organization   |
| DAC   | Development Assistance Committee   |
| DRF   | Development Results Framework  |
| EA    | East Asia  |
| EW    | Empower Women  |
| FAO   | Food and Agriculture Organization of the United Nations                    |
| FGE   | Fund for Gender Equality   |
| FPI   | Flagship Programme Initiatives   |
| GCCI  | Global Champions for Change Initiative                                     |
| GE    | Gender Equality  |
| HQ    | Headquarters   |
| HR    | Human Rights   |
| IAFFE | International Association for Feminist Economics                           |
| ICT   | Information and Communications Technology                                  |
| IEO   | Independent Evaluation Office  |
| ILO   | International Labour Organization  |
| IT    | Information Technology   |
| ITC   | International Trade Centre   |
| KG    | Knowledge Gateway  |
| KGAB  | Knowledge Gateway Advisory Board   |
| KGPMT | Knowledge Gateway Project Management Team                                  |

|                |  |
|----------------|--|
| KPI            | Key Performance Indicators                             |
| M&E            | Monitoring and Evaluation                              |
| MDG            | Millennium Development Goals                           |
| MTR            | Mid-term Review  |
| NGO            | Non-governmental organization                          |
| OECD           | Organisation for Economic Co-operation and Development |
| PwC            | PriceWaterhouseCoopers                                 |
| RO             | Regional office  |
| SDG            | Sustainable Development Goal                           |
| SME            | Small and Medium-sized Enterprise                      |
| ToC            | Theory of Change                                       |
| UK             | United Kingdom   |
| UN             | United Nations   |
| UNCDF          | United Nations Capital Development Fund                |
| UNDP           | United Nations Development Programme                   |
| UNHCR          | United Nations High Commissioner for Refugees          |
| UNIDO          | United Nations Industrial Development Organization     |
| UNV            | UN Nations Volunteers                                  |
| UNW            | UN Women   |
| UNWTO          | United Nations World Tourism Organization              |
| USA            | United States of America                               |
| USIU<br>Africa | United States International University Africa          |
| WEE            | Women's Economic Empowerment                           |
| WEP            | Women's Empowerment Principles                         |

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# Executive Summary

## ***Background and Purpose of the Evaluation***

This report is the final evaluation of the UN Women’s “Knowledge Gateway on Women’s Economic Empowerment” (KG) project or “Empower Women” (EW) as it has become known since 2015. It covers the period from 28 March 2012 to 30 September 2016, which represents the first phase of the EW project. The objectives of the evaluation are to provide an overall narrative of the project’s achievements beyond the initial programme document, and assessing the results achieved against the stated project objectives, outcomes, and outputs. In addition, the evaluation highlights conclusions and key lessons learned and provides recommendations for the second phase of EW.

The main audience of this evaluation is the management and project staff of UN Women (UNW), as well as a number of selected partner organizations, including the Government of Canada as the main donor. The evaluation findings will be used for: (1) donor reporting to the Government of Canada; (2) strategic decision-making, organizational learning, and knowledge management of the lessons learned, best practices established, and innovations delivered; and (3) information for the next project phase (2016-2021) as UNW explores new sources of funding and new partnerships for the coming years.

## ***Programme Description and Context***

The KG was launched in collaboration with the Government of Canada in September 2013. The platform was designed to be a comprehensive and interactive one-stop shop for learning, knowledge sharing, and networking on women’s economic empowerment (WEE). In doing so, it filled a gap in the online offer regarding this topic. The former Canadian International Development Agency (CIDA), now Global Affairs Canada, supported the initiative with a grant worth CAD 5,100,600.00 (USD 5,103,658.50<sup>1</sup>). Additionally, the project received USD 78,500 in donations from three partner organizations<sup>2</sup> for specific project activities. An important contribution was also made by PwC, providing pro bono support worth USD 3.5 million for the redesign and relaunch of the platform during 2015-2016.

The project targets three main beneficiary groups that include duty bearers and rights holders:

1. Ultimate beneficiaries: women entrepreneurs, workers, and farmers.
2. Intermediaries who can help reach these ultimate beneficiaries, both through raising awareness of EW and through implementing the knowledge that they have acquired via the platform on how to target people from this group (for example: entrepreneurship and business networks, labour unions, professional associations, NGOs, training institutes, impact investors, private sector corporations, as well as interested individuals (women and men) from all sectors that can act as change agents).
3. The wider support system, in order to create an enabling environment through gender-responsive laws and policies, which would ultimately benefit people from the first group (for example: International organizations, UN, governments, parliaments, policymakers, researchers, teachers, students, and donors).

Over the past four years, the project has been marked by a number of key developments that are summarized in the below graphic. Most of these had not been foreseen in the initial project design, but were a result of an innovative design-thinking approach and based on constant consultations with users and other stakeholders, which aimed to deliver continuous improvement by testing new approaches and adapting to the needs of both the users and partners.

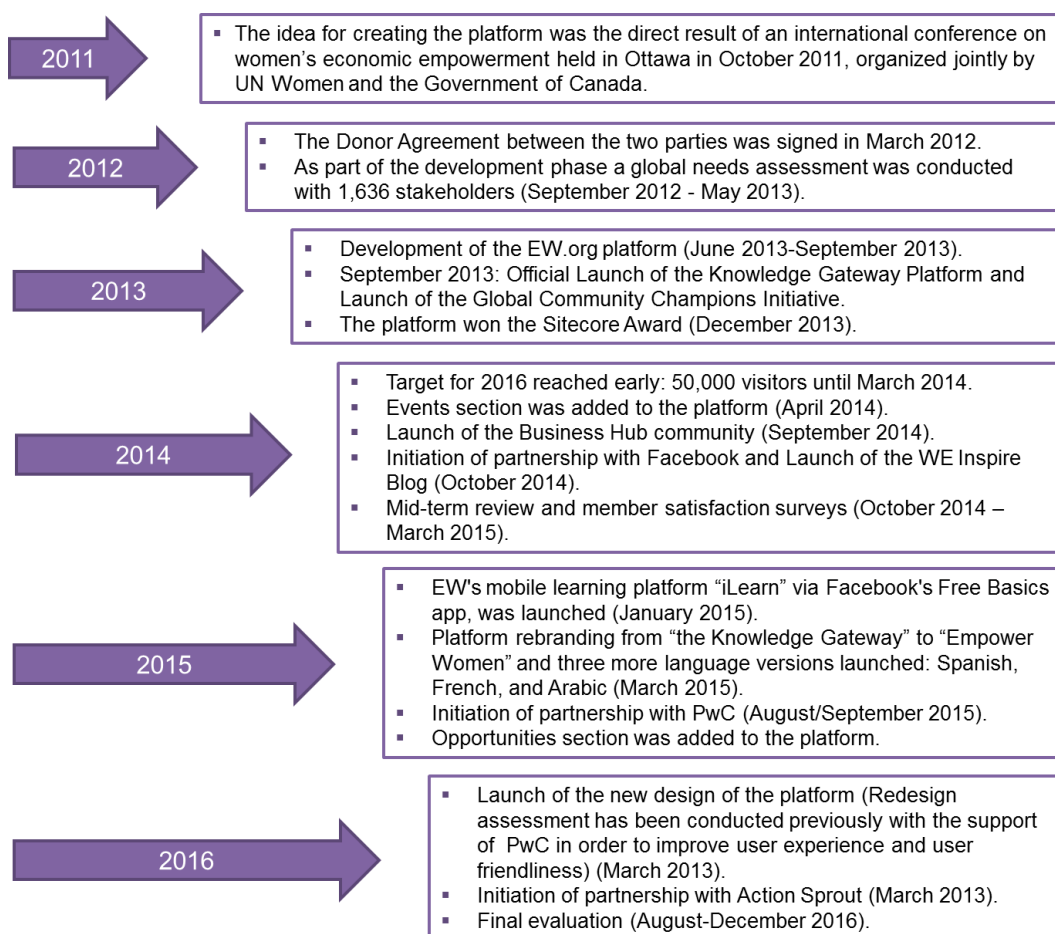
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<sup>1</sup> This was the equivalent at the project start. The budget valued as at 2016 was USD 4,641,464.84 with USD 462,193.66 “lost” due to exchange rate movements.

<sup>2</sup> USD 5,000 was received from Dermalogica, USD 50,000 from UNCDF, and USD 23,500 from Catapult. A contribution of USD 30,000 from Garanti Bank is currently pending.



**Figure 1: Knowledge Gateway/Empower Women key developments by year:**



Overall, since its launch, the platform features have been continuously expanded based upon the interests of target groups, as well as being complemented by different offline initiatives. As at the end of September 2016, 14,437 women and men from the private sector, civil society, academia, governments, and international organizations across 198 countries are registered members and the platform has been visited almost 800,000 times. In addition, more than 200,000 people follow Empower Women via social media, while 208 champions from 64 countries play a further crucial role in bringing the initiative to life and extending its outreach at a national level. These developments have been made possible by a growing team, but setbacks have been suffered due to the loss of regional coordinators in Panama, Thailand, and Senegal. Nevertheless, the platform has been strengthened through a number of partnerships with other organizations, including UN agencies, private sector companies, CSOs, foundations, governments, and academia.

Empower Women is managed by a core project team based at the UN Women's Headquarters in New York, as well as by three regional coordinators currently operating from UN Women's Regional Offices (ROs) in Kenya, Egypt, and Turkey. Regional Coordinators add relevant regional content to the platform, manage the relationships with Empower Women's champions, and coordinate activities regionally, creating local partnerships, and representing the initiative at events.

### **Intervention Logic**

During the inception phase of this evaluation, the evaluation team revised the original project documentation and its corresponding logical framework. In a consultative process with EW's project team and the Independent Evaluation Office (IEO), it concluded that the original intervention logic cannot be used as the only reference for assessing the results achieved, as it does not adequately reflect all of the activities that have been subsequently added to the

project. Therefore, the consultants developed a Theory of Change (ToC) that aims to capture the common logical denominators that have shaped the project work during the period under evaluation. Due to EW's evolving and innovative nature, the thinking around how change is generated has also developed over time, but this has not been captured formally, e.g. in an adapted logical framework. To reflect new developments and activities that have taken place over time, the evaluation team integrated elements from the original logical framework described in the initial project document (ProDoc) with new ideas formulated at later stages.

The ToC aims to describe the logical results chain of change that takes place at the individual and group level, organizational level, and systemic level through the implementation of project activities. The underlying logic is that, through the resources and opportunities offered by EW, women and men acquire new skills, knowledge, awareness, and improved connectivity on WEE, which in turn translates into increased capacity to become leaders and change agents for WEE. This empowerment at the individual level will boost both individual and collective action, resulting in a change at the organizational level and ultimately creating long-term ripple effects at the systemic level.<sup>3</sup>

### **Evaluation Methodology**

During the evaluation exercise, the evaluation team has used the revised ToC as a basis to develop concise evaluation questions and related indicators on which data has been collected with the participation of different stakeholders. The evaluation team has integrated into this a gender equality and human rights approach by ensuring that the views of a wide range of stakeholders, including different user groups, are represented and actively involved in the validation of the ToC, and by interrogating the transformational and innovative nature of EW in its achievements of broader gender equality and implementation of human rights.

This evaluation follows the evaluation criteria defined by the OECD DAC criteria outlined below. A Human Rights and Gender Equality (HR&GE) dimension has been integrated across all criteria, as well as a stand-alone criterion.

**Table 1: Evaluation analysis according to OECD DAC criteria**

| Evaluation Criteria  | Analysis conducted   |
|----------------------|--|
| <b>Relevance</b>     | <ul style="list-style-type: none"> <li>▪ Assessment of the alignment of Empower Women with UN's Women Strategic Plan 2014-2017, UN Women's MTR on WEE, the SDGs, and the Flagship Programme Initiatives (FPIs) on WEE.</li> <li>▪ Assessment of how appropriate was the project design and its guidance by international conventions, principles and protocols and whether it has integrated adequate GE &amp; HR analysis.</li> <li>▪ Relevance for different target audiences and stakeholders.</li> <li>▪ Analysis of whether GE &amp; HR principles were considered in the objectives of the intervention, whether the design process of Empower Women was informed by the needs and interests of the diverse groups of stakeholders, and whether it has employed HR&amp;GE responsive methodological approaches.</li> </ul> |
| <b>Effectiveness</b> | <ul style="list-style-type: none"> <li>▪ Analysis of the extent to which intended outputs were achieved and whether the programme contributed to the achievement of the outcomes in a GE &amp; HR responsive way.</li> <li>▪ Identification of accelerating factors, obstacles, missed opportunities, effective management, and partnership arrangements.</li> </ul>   |
| <b>Efficiency</b>    | <ul style="list-style-type: none"> <li>▪ Analysis of the extent to which the funding, personnel, administrative arrangements, partnerships, governance arrangements, time, and other inputs either contributed to or hindered the achievements of the results.</li> </ul>  |
| <b>HR &amp; GE</b>   | <ul style="list-style-type: none"> <li>▪ Analysis of the extent to which the human rights approach and gender equality principles are integrated into both the programme design and implementation process of Empower Women.</li> <li>▪ Analysis of the extent to which the most excluded groups have access to and benefit from Empower Women.</li> <li>▪ Identification of the structural elements that enable or hinder the access, use and benefits for these groups.</li> </ul>   |

<sup>3</sup> A detailed description of the ToC and its individual elements can be found in the Annex of this report.

|                                 |  |
|---------------------------------|--|
| <b>Potential impact</b>         | <ul style="list-style-type: none"> <li>▪ Analysis of the extent to which positive and negative changes and effects have resulted from the project.</li> <li>▪ Identification of unintended effects.</li> <li>▪ Analysis of the effectiveness of Empower Women's online activities with alternative interventions.</li> </ul>   |
| <b>Potential sustainability</b> | <ul style="list-style-type: none"> <li>▪ Analysis of the extent to which the outcomes of the programme are likely to continue beyond 2016.</li> <li>▪ Analysis of the extent to which the development of knowledge products and the implementation of capacity building activities have transferred knowledge and created further impact.</li> <li>▪ Analysis of challenges, opportunities, and best practices.</li> </ul> |

Each evaluation criterion has been translated into specific evaluation questions, which were answered using one or more of the following data collection instruments:

1. **Document review:** More than fifty documents were reviewed; analysis of online data from Sitecore, Google Analytics, Facebook Insights, and YouTube Analytics.
2. **Qualitative interviews:** Conducted over Skype or telephone; a total number of 74 qualitative interviews were conducted with UNW's staff including 6 EW staff, 25 UNW staff, 29 EW users (champions), 16 EW partners, and 4 external experts.
3. **Online surveys:** Sent out via email to registered and non-registered users and selected staff from UNW. A total of 776 registered users, 68 non-registered users, 25 EW partners, and 41 UN Women staff completed the survey.

Although the mitigation of certain constraints was anticipated, the evaluation team still encountered the following limitations:

- Some groups could not be included, especially the most vulnerable communities, since vulnerable groups could not be clearly identified as direct beneficiaries of EW. Secondly, there was no specific contact information available and it was not possible to reach out directly to these groups.
- In total, there have been 776 responses to the user survey which represents 5.3% of the total users. Due to a non-response bias, 65% of the respondents were active and engaged users, and fewer responses (35%) have been received from less active users.
- Data Gaps: part of the data in Google Analytics was incorrectly reported between May 2014 and March 2016, as tracking codes were not implemented correctly, leading to metrics in Google Analytics that were not totally reliable. Some information (performance data on Twitter, number of offline vs online events, number of downloaded documents, etc.) could not be compiled for the whole time period under evaluation for analysis.
- Feedback from a small number of key staff members of UNW could not be included in the evaluation as they were unavailable for interviews.

## ***Main Findings***

The main findings of this evaluation are presented according to the defined evaluation criteria: relevance, efficiency, effectiveness, human rights and gender equality (HR and GE), sustainability, and potential impact.

### ▪ ***Relevance***

Overall, the relevance of EW has been confirmed through this evaluation, both in terms of its general relevance to UNW's strategic priorities regarding WEE and within the context of international standards and conventions on GE and women's rights, as well as its relevance for users and external stakeholders. Although EW was initially designed to report to the management results framework (MRF) of UNW's Strategic Plan (SP), rather than directly contributing to the development results framework (DRF), EW also aligns with impact area two of WEE and more specifically, with the strategic plan outcome 2.3<sup>4</sup>.

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<sup>4</sup> UN Women's strategic plan 2014-2017

EW was designed through a consultative and participatory process that involved different types of stakeholders<sup>5</sup> and it has been evolving based on user feedback and consultations that have taken place during the implementation process. In this sense, the project has taken a human-centred design approach that includes listening to the needs and interests of users and other stakeholders, and being highly flexible in adapting the project to those needs, given what was possible based on the limited resources available. EW has evolved over time in order to adapt to changing realities and this is reflected in the revised ToC which shows the actual project implementation used to achieve the intended outputs and outcomes. This evolution has resulted in the incorporation of new and innovative activities, such as social media, the Global Community Champions Initiative (GCCCI), and offline events.

In general, most of the stakeholders perceive all of the project activities to be relevant and consistent with achieving the project goals, although some activities, such as the GCCCI, are perceived to be more relevant than others. Users are satisfied with the different aspects of the initiative, but they also perceive EW to be lacking in overall clarity regarding which target audience the project aims to reach, as well as regarding the overall editorial concept and cohesiveness. This suggests the need to provide a more structured, curated and easily accessible content and the need to define clear thematic areas.

Collaborations with external partners and departments of UNW have added to EW's relevance as they have enhanced the project's content and capacity building offer, as well as increasing outreach to the user base.

Around 100 organizations have collaborated with EW at global and regional levels and most of them perceive this collaboration to be relevant and aligned with their own objectives. Partners have expressed their interest in continuing to work with EW, and most of them would like to upscale or redefine the cooperation in the future. Most of the collaborations have been informal, which has given EW the flexibility to quickly engage without the need for administrative red-tape. However, many of the partnerships have been sporadic rather than long-term and strategic, and partners have expressed interest in defining clear objectives and expected results. EW has selected collaborations with entities that show a high interest in or alignment with EW's objectives, resulting in relevant contributions being made by these entities in terms of providing content, capacity building opportunities, as well as enhancing EW's outreach. These collaborations have been established mainly with international organizations and private companies at the global level, while at a regional level, the focus has been with NGOs and private sector organizations.

At the same time, while EW functions as a relevant knowledge management platform for UNW, there is considerable opportunity for improving this function. Synergies created with departments of UNW have been perceived as highly relevant, especially at the regional and national level, as these have added locally relevant content to the platform which in turn enhances EW's relevance. Some of the collaborations with other UNW departments and offices have also contributed to increasing local outreach of the project, but synergies have not been created systematically in all regions.

#### **a) Effectiveness and potential impact**

The findings show that EW has successfully positioned itself as a knowledge hub on WEE and has generated positive outcomes and results for its users by providing a platform that increases access to information, knowledge, capacity building, networks, as well as opportunities on WEE.

Empower Women has successfully established a relevant online platform, achieving global outreach through its registered member base of 14.437 people from 198 countries, including a considerable number of men (16% of registered members are men, while 83% are women and 1% fall under "other" gender categories). In addition, 551.360 unique users worldwide have visited the platform during the time period under evaluation.

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<sup>5</sup> An advisory board was set up that included six experts from CIDA, FAO, the International Association for Feminist Economics (IAFFE), ILO, UNW, and the World Bank. In addition, UNW's networks and partners were consulted via a global survey in Arabic, English, French and Spanish. The survey received 1,636 responses.

User profiles show that EW has been most successful so far in attracting people from urban areas with higher education levels from the intermediary target group – mostly entrepreneurs and freelancers, employees from NGOs, and private sector organizations, and to a lesser extent students. Based on data from the user survey, EW has been less successful in reaching the enabling environment: policy makers from government or multilateral organizations represent only a smaller share of users. It could not be confirmed whether vulnerable or marginalized women<sup>6</sup> are among the direct ultimate beneficiaries of the online platform, although they could have been reached indirectly through NGOs and other users working with these groups.

An average of 35% of worldwide users has been returning to the platform, which indicates they see it as a relevant and useful source of information, knowledge exchange, and as a place for networking.<sup>7</sup> However, engagement on the platform has been limited, as contributions to the platform in the form of content uploads, discussion contributions, and comments are mainly coming from a small group of core users that make up around 9% of the registered member base and are in fact mostly EW champions or members of EW's team. On the other hand, this would suggest that the majority of users visit the site to access information, confirming its positioning as a knowledge resource.

While Arabic, French and Spanish versions of EW were launched in early 2015, EW's team has found it challenging to maintain the different language versions with content and successfully manage engagement on these different language sites due to limited resources. In this regard, EW has not yet achieved to become an inclusive platform for users from non-English speaking countries. High developed English-speaking countries, such as the USA, Canada, Australia, and the UK represent a greater number of users and generate 43% of sessions. The BRICS countries India and South Africa add a further 13%. The only exceptions to this rule are Brazil (has generated 4% of total sessions) and Egypt (accounts for approximately 3% of the sessions). The remaining 40% are spread across a wide range of countries from all regions. One important aspect to highlight is that countries where EW's team has a geographical presence are among those that have the most registered users and sessions, indicating a link between local offline engagement and online activity - especially in the USA, Kenya, Egypt, and Turkey.

Overall, 95% of survey respondents have confirmed that EW has helped them to increase their capacities and skills, and due to this, they have been able to take action in both their private lives and in their work environment to promote women's empowerment and gender equality. The type of skills gained relate mostly to advocacy, networking, and action on WEE, as well as to designing and delivering services for women. Capacities and skills that have been least gained were related to the labour market and business development, as well as to the formulation of laws, policies, and strategies.

Although much of the positive effects have occurred at the individual level, the results of the user survey confirmed as being valid EW's assumption that a trigger effect can be generated from the individual to the institutional and systemic level. The most important changes indicated were that users are more engaged with WEE and GE thanks to EW and their self-confidence has increased. A significant percentage of survey respondents claimed that they have had a positive influence on their family members, who in turn are now more aware of WEE issues, and that they have achieved greater equality in their relationships with family members. Thanks to their increased skills gained from EW, users have also started to take actions regarding WEE within their communities and stated that their communities are now more aware of WEE issues. In addition, users reported that changes have occurred at the organizations where they work due to their increased knowledge. These are mostly related to the users' direct action on promoting women's empowerment, which reportedly has influenced their organizations to engage in policies or programs on GE.

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<sup>6</sup> Defined as women with low incomes and/or low education levels, including rural women, domestic workers, migrants and low-skilled women.

<sup>7</sup> There is no fixed benchmark for what is considered to be a satisfactory returning visitor rate, but 35% is regarded as positive by the evaluators. It means that more than one third of visitors have returned to the site.

In order to achieve these results, EW has made good use of a combination of online and offline activities, as well as introducing new innovative approaches that have proven to be effective in terms of creating results, such as the GCCI (Global Champions for Change Initiative), social media channels, as well as collaborations with diverse organizations and departments / offices of UNW. Regarding the latter, opportunities for increasing effectiveness further exist, by taking a more systematic partnership approach.

EW has become successful in leveraging social media for outreach, communication, and advocacy campaigns. It has effectively established a large community of followers on Facebook and Twitter, which are also important complementary channels for the champions to network and engage in discussions.

Partnerships or collaborations with different organizations have been crucial for conducting offline activities, as the project lacks allocated resources for this activity. Although there is no reliable data to evaluate results regarding offline events, it can be assumed that offline activities have contributed to creating outreach and usage of the online space, considering that most offline events have been taking place in countries that show higher numbers of users and sessions. Collaborations with different organizations have also made an important contribution in terms of providing quality content, enhancing technology, as well as creating outreach.

In addition, EW's team has involved sections and departments of UNW at global, regional and national levels, although not in a systematic way. These collaborations have been built around three focus areas: engaging with partners, content sourcing, and communication and outreach. There is general interest from UNW's staff to collaborate more closely with EW, but UNW's overall time and budget constraints, as well as weak internal communication, has made cooperation throughout the organization challenging.

#### ***b) Human Rights and Gender Equality***

Through its different resources and initiatives, EW defines WEE implicitly as both a process and a result that enables women to enjoy economic rights and take decisions that impact both their own lives as well as influencing others, and that opens up opportunities for women to achieve other dimensions of empowerment such as political and social empowerment. Also, in an implicit way, EW frames WEE as both a human right and smart economics.

Through these different approaches, EW has been engaging with and sensitizing women and men to understand WEE as an interplay between personal and political realms, raising their awareness and encouraging their collective action. However, EW has not yet been able to overcome the factors that restrict or influence the participation of vulnerable groups despite some of the initiatives being targeted at this population, such as the iLearn platform or the GCCI (Global Champions for Change Initiative).

#### ***c) Efficiency***

Empower Women has allocated most of its financial resources to implement IT, communications and outreach activities, as well as research and content development, hence reflecting the priority focus given to technological innovation and communications<sup>8</sup>. M&E and knowledge management activities have been awarded the lowest allocation of funds<sup>9</sup>. Additionally, staff costs have been allocated under research and content development activities, outreach, and communication and knowledge management. EW also paid UNW's onsite contractors under IT activities. While the project has received additional funding from private donors, it also lost 9% of the initial project budget due to exchange rate movements and hence, has had fewer resources available than initially planned.

During the past years of the project implementation, EW's team has had to cope with constant staff fluctuations that ultimately resulted in fewer team members, as well as with an ever-increasing workload due to the subsequent enhancements of the project with features and

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<sup>8</sup> The amounts were calculated without staff costs included.

<sup>9</sup> However, the general work of EW's team members includes knowledge management and some sporadic M&E activities, apart from the mid-term and final evaluation, are also carried out by staff.

activities that were not originally planned but added to meet stakeholders' needs and requirements. In 2013, Empower Women had only 1,232 registered users but this has been steadily increasing and now stands at 14,437 registered users, as of September 2016. This growth has been accompanied by an increase in both the number of champions' applications and the number of champions selected. There has also been a significant increase in the number of social media posts. In addition, based on the information collected, the number of offline events and webinars, as well as the number of stories and uploads to the library, have been increasing over this time period.

**Table 2: Budget allocation and implementation of main activities per year**

|   | <b>PLANNED</b>  | <b>2013<sup>10</sup></b>  | <b>2014</b>  | <b>2015</b>  | <b>2016</b>  |
|---|---|---|--|--|--|
| <b>Budget</b>                             | \$4,641,465   | <b>\$819,575</b>  | <b>\$1,126,780</b>   | <b>\$1,321,259</b>   | <b>\$1,354,370<sup>11</sup></b>  |
| <b>Human Resources</b>                    | <b>8</b><br>(2) Project Manager and a Knowledge Management Specialist<br>+<br>6 regional coordinators (Bangkok, Cairo, Istanbul, Panama, Dakar and Nairobi) | <b>5</b><br>(2) Project Manager and a Knowledge Management Specialist,<br>+<br>3 regional coordinators (Bangkok, Cairo and Nairobi) | <b>7</b><br>(3) Project Manager and a Knowledge Management Specialist,<br>plus<br>communications consultant<br>+<br>5 Regional coordinators (Cairo, Panama, Dakar, Bangkok and Nairobi)<br>+ MTR with New School | <b>8</b><br>(3) Project Manager and a Knowledge Management Specialist,<br>plus<br>communications consultant<br>+<br>5 Regional Coordinators (Cairo, Istanbul, Panama, Bangkok and Nairobi)<br>+ PwC Re-design Assessment<br>+ iLearn<br>Facebook<br>+ ActionSprout | <b>5</b><br>(3) Project Manager and a Knowledge Management Specialist,<br>plus program specialist<br>+<br>2 Regional Coordinators (Cairo and Istanbul) and one consultant in Nairobi |
| <b>Registered Users</b>                   | n/a   | <b>1,232</b>  | <b>3,910</b>   | <b>9,486</b>   | <b>14,437</b>  |
| <b>Champions' Applications</b>            | n/a   | <b>150</b>  | <b>400+600</b>   | <b>650</b>   | <b>4000<sup>12</sup></b>   |
| <b>Selected Champions</b>                 | n/a   | <b>29</b>   | <b>44+60</b>   | <b>75</b>  | <b>TBC<sup>13</sup></b>  |
| <b>Webinars<sup>14</sup></b>              | n/a   | n/a   | <b>2</b>   | <b>9</b>   | <b>9</b>   |
| <b>Offline events<sup>15</sup></b>        | n/a   | <b>1</b>  | <b>9</b>   | <b>20</b>  | <b>36</b>  |
| <b>Stories</b>                            |   | <b>7</b>  | <b>63</b>  | <b>540</b>   | <b>275</b>   |
| <b>Resources and publications uploads</b> | n/a   | <b>412</b>  | <b>779</b>   | <b>877</b>   | <b>300</b>   |
| <b>Videos uploads</b>                     | n/a   | <b>21</b>   | <b>62</b>  | <b>46</b>  | <b>78</b>  |
| <b>Likes Facebook</b>                     |   | <b>1128</b>   | <b>5555</b>  | <b>34,497</b>  | <b>1,847,425</b>   |

<sup>10</sup> This includes implementation years 2012 and 2013.

<sup>11</sup> Projected funds up until December 2016.

<sup>12</sup> In the most recent call 2016-2017, EW received 4,000 applications.

<sup>13</sup> At the end of 2016, forecast is that EW will select 180 champions.

<sup>14</sup> Numbers are estimated, complete tracking has not been possible.

<sup>15</sup> Offline events relates to offline conferences, workshops and events supported by EW. Numbers are estimated, complete tracking has not been possible.

|          | PLANNED | 2013 <sup>10</sup> | 2014 | 2015 | 2016 |
|----------|---------|--------------------|------|------|------|
| Posts    | n/a     | 104                | 373  | 1650 | 1413 |
| Facebook | n/a     | n/a                | n/a  | n/a  | 99   |
| Partners | n/a     | n/a                | n/a  | n/a  | 99   |

This greater level of activity has resulted in the need for EW's team either to work extra hours or to leverage the help of volunteers, resources from partnerships with external organizations and the champions as additional resources. Partnerships with private technology companies have been especially important, as they have facilitated the use of innovative technology to reach broader audiences. With limited financial cost, EW has also implemented some activities that were aimed at reaching the most vulnerable populations (iLearn, champions' initiatives).

Based on the work plans, all activities were implemented as anticipated with the exception of the communities of practice (CoP) and a learning development activity<sup>16</sup> that was partially completed. Despite the effective management of the champion's community, there is no evidence that demonstrates management of the organizational member space (formerly Business Hub) community of practice or the rural women's technologies community of practice that were planned<sup>17</sup>. Some other activities could not be completed due to staff and time constraints, such as management of the different language versions of the platform or monitoring activities. Regarding the latter, there is no formal monitoring system in place that allows EW to systematically collect and analyze data on online or offline activities. In general, UNW's staff, partners, and users perceive that more information is needed regarding the results that have been achieved. This is particularly important if EW intends to encourage private sector organizations to join the platform, or to attract funding from new donors.

#### **d) Sustainability**

The results achieved by EW at the output and outcome level are likely to be sustainable, as they are related to ideas, knowledge and engagement. Complementing findings from survey data, champions have confirmed in interviews that the effects of EW are long lasting. In addition, many users and champions pass their experiences and knowledge on to family and community members, and a majority of champions stated they remain engaged with EW and WEE issues beyond their championship period. However, a number of internal and external factors can positively or negatively influence EW's sustainability:

<sup>16</sup> Work Stream E: communities of practice and learning development activity is included in the Annual Work plan 2014-2015

<sup>17</sup> See Donor Report 2014-2015



**Figure 2: Internal and external enabling factors and internal and external limiting factors**

|  |  |
|--|--|
| <p><b>Internal enabling factors</b></p> <ul style="list-style-type: none"> <li>• EW has a highly motivated, flexible, and innovative team that quickly adapts to the changing environment and to user’s needs.</li> <li>• EW is based on knowledge and skills transfer and has successfully built a strong community that is engaged with WEE.</li> <li>• GCCI is an asset for EW as it represents an opportunity to conduct bottom-up innovation.</li> </ul>                                      | <p><b>Internal limiting factors</b></p> <ul style="list-style-type: none"> <li>• EW’s team is small in relation to the high workload, and has to cope with staff volatility at a regional level, as well as with unstable IT support.</li> <li>• Limited capacities are available for monitoring results.</li> <li>• Weak integration into UNW’s programming at both regional and country levels.</li> </ul> |
| <p><b>External enabling factors</b></p> <ul style="list-style-type: none"> <li>• International development agenda focuses on women’s economic empowerment</li> <li>• ICT and digital development are also high on the agenda.</li> <li>• UNW is planning to integrate WEPs into FPIs, presenting EW with the opportunity to align with the Business Hub.</li> <li>• Partnerships and champions add to the sustainability of EW by providing additional resources and creating outreach.</li> </ul> | <p><b>External limiting factors</b></p> <ul style="list-style-type: none"> <li>• Financial stability for the project is not secured although there are several opportunities to receive funding from the FPs as well as mobilizing additional funding from external donors.</li> </ul>   |

The ability to innovate is critical if EW is to remain relevant in a rapidly changing digital environment. Assuming EW manages to overcome the bottlenecks related to the lack of resources available and can leverage partnerships and synergies with UNW’s regional and country offices better, positive results can be increased. The main challenges for further enhancing the relevance and effectiveness of the project are related to overcoming language barriers, improving the editorial cohesion through clearer thematic segmentation and an explicit overall approach to WEE, and also improving the interactivity on the website. In addition, EW needs to provide a clearer segmentation of target audiences, as well as specific information and opportunities that meet the needs of the different segments, especially the private sector and the vulnerable communities. Policy makers should also be included along with young people, men, and populations living in high-level income countries and women at the work place.

In this sense, it is anticipated that the planned integration of the WEPs into EW and the Virtual Skills School currently under development, as well as an alignment with UNW’s FPIs on WEE can add to EW’s relevance for different target groups.

However, EW should assess who are the key target audiences that the project is aiming to reach, as one finding of this evaluation is that the broad definition of the target audience could be a hindrance to effective engagement with key groups. In this sense, EW needs to take a decision on whether it wants to grow by further expanding its target audiences, or whether it wants to increase outreach and deepen relationships with a smaller number of defined target groups. Opportunities and actions recommended to reach selected audiences are described in the table below:

**Table 3: Opportunities and actions recommended for target audiences**

| Target audiences                    | Opportunities   | Actions   |
|-------------------------------------|---|---|
| <b>Reach vulnerable populations</b> | Offline engagement, partnerships with grass roots organizations/NGOs or with private companies, and the champions programme constitute opportunities to reach people from the most vulnerable population who lack access to internet. | <ul style="list-style-type: none"> <li>▪ Overcome language barriers and provide more content on the Spanish, French and Arabic versions. Expand the number of languages provided by the website to include Portuguese, Chinese and Russian versions.</li> </ul> |

| Target audiences  | Opportunities  | Actions   |
|---|--|---|
|   |  | <ul style="list-style-type: none"> <li>Adapt communication and language style.</li> <li>Re-adjust the content available on the platform in order to become more relevant or accessible.</li> <li>Strengthen relationships with CSOs and the private sector.</li> </ul>  |
| <b>Reach young people</b>                                   | Social media are effective mechanisms for providing short messages and to regularly inform younger users about new EW campaigns, events, and opportunities launched on the website. This indicates that this population segment is looking for relevant, accurate, data-based and up-to-date information.  | <ul style="list-style-type: none"> <li>Facts, news, links of interest, campaigns and quotes as well as the use of more visual content, such as pictures and videos, can result in further engagement of this population group.</li> <li>Organize offline events and young entrepreneurs' trainings with the support of universities, NGOs or private companies.</li> </ul>  |
| <b>Reach developed and developing countries populations</b> | Most users of EW come from high-income countries, especially English-speaking countries. These countries have also registered the highest number of champions. This shows that there is a potential to achieve greater engagement in countries with a higher HDI and a higher internet penetration rate.   | <ul style="list-style-type: none"> <li>Create more content in French or Spanish.</li> <li>Launch initiatives or trainings addressed at women and men who work with vulnerable groups and who tackle gender equality issues.</li> <li>Launch initiatives or trainings addressed at women and men who are interested in promoting gender equality among their communities, families or at their workplace.</li> </ul>   |
| <b>Reach men</b>  | Men have expressed a higher level of interest, satisfaction, and use of the platform compared to women. These are mainly men whose work is focused on gender equality issues or who provide technical and financial support to women's organizations. They see themselves as agents of change.   | <ul style="list-style-type: none"> <li>Conduct additional research on men's engagement with WEE to better understand their motivation and aspirations and to be able to provide specific content of interest.</li> <li>Launch initiatives or trainings addressed at this specific group to encourage participation.</li> </ul>  |
| <b>Reach women at the work place</b>                        | Investing in women's employment is now considered to be the key that unlocks growth in developing countries. There are many studies that demonstrate that economic growth is more robust and sustainable when women and men alike participate fully in the labour market. Companies that invest in women's employment gain an important competitive advantage. | <ul style="list-style-type: none"> <li>Provide materials and specific content that empowers women in their places of work, as well as tools to advocate for their equal rights as women.</li> <li>This approach will have to be complemented by working directly with private sector organizations that can promote gender equality policies in companies. The WEPs provide an opportunity as an entry point for the private sector to engage with EW.</li> </ul> |

The sustainability of EW can also be ensured through an alignment with UNW's Flagship Programme Initiatives (FPI) on WEE. EW can become an opportunity for the FPIs as a space where knowledge, best practices, and lessons learned related to the different subject areas can be disseminated and shared. It could also represent a virtual space that enhances connectivity between users through communities of practice, which could be created in line with the FPIs' thematic priorities. At the same time, EW can benefit from an alignment with the FPIs as this would allow for an integration of EW's activities into global, regional and national work plans, presenting an opportunity to improve synergies between EW's team and UNW's programme teams. Additionally, there is an opportunity to leverage the organizational member section (formerly Business Hub) in combination with the newly integrated WEPs as an entry point to improve engagement of the business community with UNW. This could also become an opportunity for resource mobilization.

## Conclusions

The previous section presented and analysed findings of the evaluation that correspond to EW's relevance, effectiveness, HR&GE approach, efficiency and sustainability. Based on these findings, this section summarizes the main conclusions reached; the subsequent section presents lessons learned, and ultimately a set of recommendations is presented that propose improvements for EW's future approaches and project implementation.

- **Conclusion 1:** EW has proven to be a relevant initiative regarding both UNW's strategic priorities related to WEE as well within the context of international standards and conventions on GE and women's rights. (*Relevance*)
- **Conclusion 2:** EW is an innovative project that has been evolving and adapting to new realities over time, while maintaining the overall alignment of the activities subsequently added with the projects' objectives. This has resulted in an enhanced relevance of the activities for a wide range of stakeholders, although there are still opportunities to improve editorial cohesion and to provide a clearer segmentation of the target audiences (*Relevance*)
- **Conclusion 3:** Collaborations with external organizations and with departments of UNW have contributed to the projects' relevance, effectiveness and efficiency through adding content and resources to the platform, supporting technology development and innovation, and providing outreach and capacity building online and offline. (*Relevance, Effectiveness and Efficiency*)
- **Conclusion 4:** EW has been successful in creating outreach on a global scale, attracting women and men from 198 countries. However, a clear trend can be identified of users coming from urban areas with higher education levels and from English speaking countries. Therefore, EW has the opportunity to test new approaches for improved ways to reach wider audiences from lower income countries, as well as concentrating efforts on more effectively reaching out to Arabic, French and Spanish speaking communities. (*Effectiveness*)
- **Conclusion 5:** The user profiles show that EW is a platform that attracts professionals as well as individuals from all sectors, confirming that WEE is a topic of broad societal interest. The majority of EW users are self-employed or work in the NGO sector. Employees from public institutions or from multilateral organizations represent a smaller share of users, suggesting that EW attracts more users from the grassroots level than from international and global institutions. (*Effectiveness*)
- **Conclusion 6:** Despite the broad outreach to 551.360 users and 14.437 registered members that the platform has attracted over the past three years, the active engagement on the platform is limited to a core group of active users, most of them champions. Social media provide an important complementary space for engagement with wider audiences. (*Effectiveness*)
- **Conclusion 7:** EW has generated positive results both at the output and outcome level, indicating that EW effectively contributes to increased knowledge, access to capacity building, as well as increased networking opportunities for its users. In addition, users benefit from EW in terms of increased skills and capacities to advocate for WEE and take individual or collective action on WEE. Data also indicate that EW makes a contribution to generating changes at the individual, organizational, and systemic level. (*Effectiveness*)
- **Conclusion 8:** While all of the activities implemented by EW - planned or unplanned - have contributed to producing results in different ways, the GCCI (Global Champions for Change Initiative) needs to be highlighted as the most important and innovative activity of the project. It has significantly increased EW's visibility and outreach online and offline and has also delivered most of the engagement on the online platform. (*Effectiveness and Sustainability*)

- **Conclusion 9:** EW is an evolving project that takes an innovative approach to WEE and adequately responds to stakeholders' needs and interests. However, there is no evidence that demonstrates that EW has reached the most vulnerable women (*HR&GE , Effectiveness*)
- **Conclusion 10:** EW has been successful in engaging with and sensitizing women and men to understand the interplay between the personal and the political realms, raising their awareness and encouraging their collective action. (*HR&GE and Effectiveness*)
- **Conclusion 11:** Despite limited financial resources and a reduction in human resources, EW's team has been able to manage a platform that has incorporated new activities and has experienced an unexpected level of growth. (*Efficiency*)
- **Conclusion 12:** EW's team has so far missed out on the opportunity to strengthen and better integrate a results-based management culture that can help improve performance and enhance working practices by facilitating the monitoring of results and the production of robust data for informed decision-making, effective communication, and mobilization of resources. (*Efficiency*)
- **Conclusion 13:** EW has the opportunity to reach wider audiences, such as vulnerable populations and young people, in order to be inclusive and "leave no one behind". (*Sustainability*)
- **Conclusion 14:** Taking into consideration that the financial sustainability of EW is currently not guaranteed, an alignment of EW with UNW's FPIs could facilitate the allocation of UNW core funds for key project activities, while resources from donors or the private sector could complement this core funding to further sustain EW's innovative nature. (*Sustainability*)

### **Lessons Learned**

- **Lesson learned 1:** Design thinking and a human-centered approach facilitates bottom-up innovation and ensures the project's relevance.
- **Lesson learned 2:** The willingness to take risks and test new approaches facilitates innovation.
- **Lesson learned 3:** Adopting a combination of complementary online and offline engagement channels using a partnership approach leads to effective results.
- **Lesson Learned 4:** Open and democratic online spaces, such as EW, facilitate participation and ensure that every voice is heard.
- **Lesson Learned 5:** Leveraging technology and innovation through partnerships with the private sector provides an important contribution towards achieving sustainable development goals.
- **Lesson learned 6:** Weak progress and results monitoring limits the capacity to take evidence-based decisions and to demonstrate and communicate results.

## **Recommendations**

- **Recommendation 1:** Leverage the recently created Flagship Programme Initiatives in the area of WEE and align EW with them. (Based on Conclusion 2, 3, 14)
- **Recommendation 2:** Create a resource mobilization action plan for phase two that includes financing key project activities through UNW core funds, while project funds from external organizations – public or private – should be added to maintain EW's flexibility and innovative nature. (Based on Conclusions 12, 14)
- **Recommendation 3:** Develop a thorough partnership strategy for WEE that identifies those organizations that have the potential to contribute to UNW's EE section and to EW in particular, and that deliver the highest added value. In addition, prioritize the quality of collaborations over quantity. (Based on Conclusions 3, 4, 9)
- **Recommendation 4:** Leverage the GCCI (Global Champions for Change Initiative) in order to continue reaching wider audiences, including vulnerable populations. (Based on Conclusions 6, 8, 9, 10, 13)
- **Recommendation 5:** Improve internal communication with UNW and leverage UNW's structures in a better way to facilitate project implementation more efficiently and improve results. (Based on Conclusion 3, 4)
- **Recommendation 6:** Improve the online platform to enhance clarity on EW's objectives and target audiences, to increase user friendliness and to better meet users' needs. (Based on Conclusions 2, 4, 5, 10, 13, 14)
- **Recommendation 7:** Develop a Monitoring & Evaluation framework with a results-based management approach in order to systematically collect and analyse standardized data for informed decision making. (Based on Conclusions 8, 9, 12)
- **Recommendation 8:** Assign a specific section within the platform exclusively to the private sector in order to engage the business community in a more proactive way and maintain the relevance of the WEPs (Based on Conclusions 2, 14)

# 1. Background and Purpose of the Evaluation

This report is the final evaluation of the UN Women's "Knowledge Gateway on Women's Economic Empowerment" project or "Empower Women" (EW) as it has become known since 2015. A team of independent external experts conducted the evaluation during the period July to December 2016. It was managed by EW's project manager with support from the Independent Evaluation Office (IEO) and with the participation of an internal and external reference group, for revision and feedback on key evaluation products.

This final evaluation report presents the analysis of data collected through the evaluation process from a wide range of stakeholders and synthesizes key findings, conclusions, and recommendations. It covers the period from 28 March 2012 to 30 September 2016, which represents the first phase of the EW project. As UN Women is currently working on the conceptualization of the second phase of EW (2016-2021), the objectives of this evaluation are twofold: firstly, to look back at the project implementation over the past four years, assessing the results achieved against the stated objectives, outcomes, and outputs and beyond; secondly, the evaluation aims to identify best practices and lessons learned in a forward-looking manner in order to provide useful recommendations for the second phase of EW.

More specifically, the main purpose of this final evaluation is to assess the EW initiative, through:

- Identifying concrete results achieved against the project goals, outcomes, outputs, and targets. This includes lessons learned, best practices, and innovations that could be scaled up or replicated in phase two of the project, as well as pinpointing the strategic, policy, programme and institutional factors that have led to these outcomes.
- Assessing the knowledge that has been generated and which could be packaged into information products and capacity building materials, in order to create further impact and to support the work of UN Women (UNW) on women's economic empowerment (WEE).
- Revisiting and updating EW's original and current theory of change and value proposition in line with the current (external and internal) policy agenda for women's economic empowerment, while responding to the growing user demand for resources about WEE, particularly from young women and girls.
- Providing recommendations on how to effectively and efficiently grow the EW movement, including on capacity building and knowledge exchange, seeking out new opportunities and partners, and identifying sustainable resources for the project's phase two development and implementation.

As EW is a global online initiative, the evaluation covers all geographical regions<sup>18</sup> through the involvement of 974 stakeholders, with data having been collected using various mechanisms. These stakeholders included EW's users, UNW staff, as well as organizations who have partnered with EW, collaborators from public, private, and civil society sectors and academia.

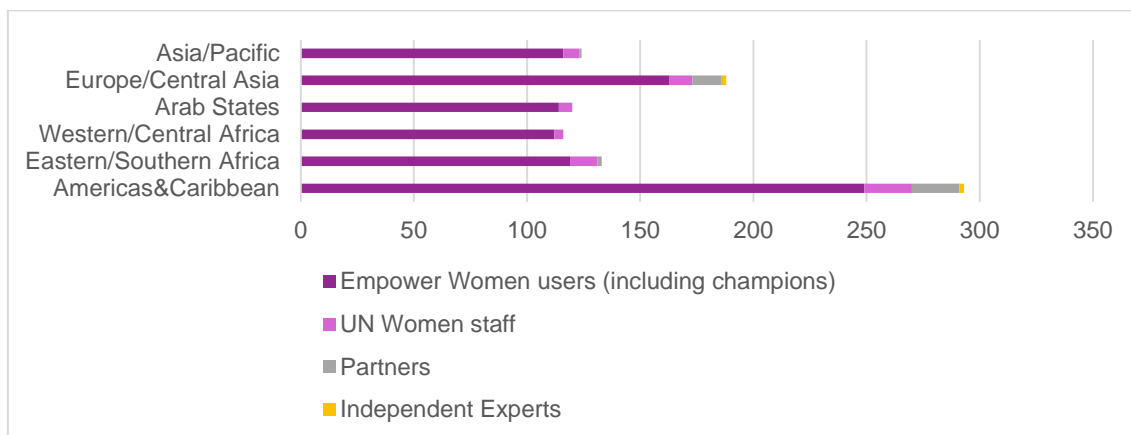
This evaluation is based on information collected from desk reviews, online surveys (900) and semi-structured interviews (74). From the stakeholders consulted, 87% were women and 13% were men. In addition, the consultants analysed online data (for example using Google Analytics or Facebook Insights) and more than fifty documents have been reviewed for contextual information analysis.

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<sup>18</sup> As per UNW's regional setup: Americas and the Caribbean, Eastern and Southern Africa, West and Central Africa, Arab States, Europe and Central Asia, Asia and the Pacific.

While EW users and UNW staff have participated from all regions, EW partners were consulted in four regions<sup>19</sup> and independent experts in only two regions. This was because most partner organizations are located in North America or in Europe and it was in these two regions where global experts on ICT and online platforms for women’s empowerment could be identified.

**Figure 3: Total number of stakeholders consulted by stakeholder type and region**



Source: CAD

The evaluation team integrated a human rights and gender based approach<sup>20</sup> by: (1) ensuring adequate representation of key stakeholders in the evaluation process (i.e. duty bearers and rights holders, including those whose voices are not usually heard, UNW staff, partner organizations, and EW users); (2) integrating Human Rights and Gender Equality (HR and GE) aspects into the data analysis as a cross-cutting theme. In addition, a separate HR and GE criterion has been added, and this is analysed in a dedicated section of the report.

The evaluation also takes into account the evolving and innovative nature of the EW initiative. The assessment includes the continuous development and refinement of the online platform with its numerous features and partnerships, as well as the different online and offline activities associated with the initiative, taking into account that they have taken place over time in a highly flexible manner. Consequently, this evaluation cannot assess a project that has been fully planned and developed since its beginning, but needs to pay attention to the development process and the new features and initiatives that have been added at different points in time. In order to fully meet the purpose and objectives of this evaluation, mixed methodologies have been applied in a flexible manner that responds to the nature of the EW initiative.

Throughout all phases of the project, the consultants were committed to adhering to the norms, standards, and ethical principles established by the United Nations Evaluation Group<sup>21</sup> and hence implemented the assignment in adherence with professional codes of conduct such as impartiality, integrity, honesty, and transparency.

The main audience for this evaluation is the management and project staff of UN Women, as well as a number of selected partner organizations, including the Government of Canada who is the main donor. The evaluation findings will be used for: (1) reporting to the Government of Canada; (2) strategic decision making, organizational learning, and knowledge management of lessons learned, best practices, and innovations; (3) information for the next phase of the project (2016-2021) as UN Women explores new sources of funding and new partnerships.

<sup>19</sup> EW partners were consulted in Asia/Pacific, Europe/Central Asia, Eastern/Southern Africa and Americas/Caribbean. (Small numbers are hardly visible in figure 3).

<sup>20</sup> For a detailed description of human rights and gender based approaches for evaluations, please see UNEG Guidance Document 2014, *Integrating Human Rights and Gender Equality in Evaluations*, access at: [file:///C:/Users/User/Downloads/UNEG\\_HRGender\\_web\\_final%20\(1\).pdf](file:///C:/Users/User/Downloads/UNEG_HRGender_web_final%20(1).pdf)

<sup>21</sup> United Nations Evaluation Group, *Norms and Standards for evaluation in the UN System*, access at: [http://www.uneval.org/normsandstandards/index.jsp?doc\\_cat\\_source\\_id=4](http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4)

## 2. Programme Description and Context

WEE is a key theme of UNW's Strategic Plan. Economic empowerment programmes promote the ability of women to secure decent jobs and become entrepreneurs, accumulate assets, as well as influencing institutions and public policies that determine growth and development.

Since mid-2015, UNW has been developing four Flagship Programme Initiatives (FPI) for WEE. The goals of these FPI include: achieving higher incomes and improving both access to and control over resources such as land, finance, information, technology, and markets; increased resilience to climate change impacts; greater social security; and women's access to and their participation in sustainable energy solutions. Another FPI currently under development aims to address gender disparities in education and ICT skills.

Within UNW's overall engagement with WEE, the organization collaborated with the Government of Canada and launched the "Knowledge Gateway on Women's Economic Empowerment" (KG) in 2013, now known as "Empower Women" (EW). The online platform was designed to be a comprehensive and interactive one-stop shop for learning, knowledge sharing, and networking on WEE, and in doing so, filled a gap in the online offer regarding this topic. The project aimed to empower women economically by equipping women and men from the public and private sectors, as well as from civil society, with resources and opportunities for learning, networking, and knowledge sharing and thus helping them become advocates, leaders, and change agents for WEE in their respective communities. The decision to create the KG was the direct result of an international conference on WEE held in Ottawa in October 2011, organized jointly by UNW and the Government of Canada. The first phase of the project originally ran from 28 March 2012 until 31 March 2016, but has been extended twice without cost implications: firstly until 30 September 2016 and subsequently until 31 March 2017.

The former Canadian International Development Agency (CIDA), now Global Affairs Canada, supported the initiative with a grant worth CAD 5,100,600.00 (USD 5,103,658.50<sup>22</sup>). Additionally, the project received USD 78,500 in donations from three partner organizations<sup>23</sup> for specific project activities. An important contribution was also made by PwC, providing pro bono support worth USD 3.5 million for the redesign and relaunch of the platform during 2015-2016, as well as for fixing bugs in the website's coding.

The project targets three main beneficiary groups that include duty bearers and rights holders:

1. Ultimate beneficiaries: women entrepreneurs, workers, and farmers.
2. Intermediaries who can help reach these ultimate beneficiaries, both through raising awareness of EW and through implementing the knowledge that they have acquired via the platform on how to target people from this group (for example: entrepreneurship and business networks, labour unions, professional associations, NGOs, training institutes, impact investors, private sector corporations, as well as interested individuals (women and men) from all sectors that can act as change agents).
3. The wider support system, in order to create an enabling environment through gender-responsive laws and policies, which would ultimately benefit people from the first group (for example: International organizations, UN, governments, parliaments, policymakers, researchers, teachers, students, and donors).

Over the past four years, the project has been marked by a number of key developments that are summarized in the below graphic. Most of these had not been foreseen in the initial project design, but were a result of an innovative design-thinking approach and based on constant

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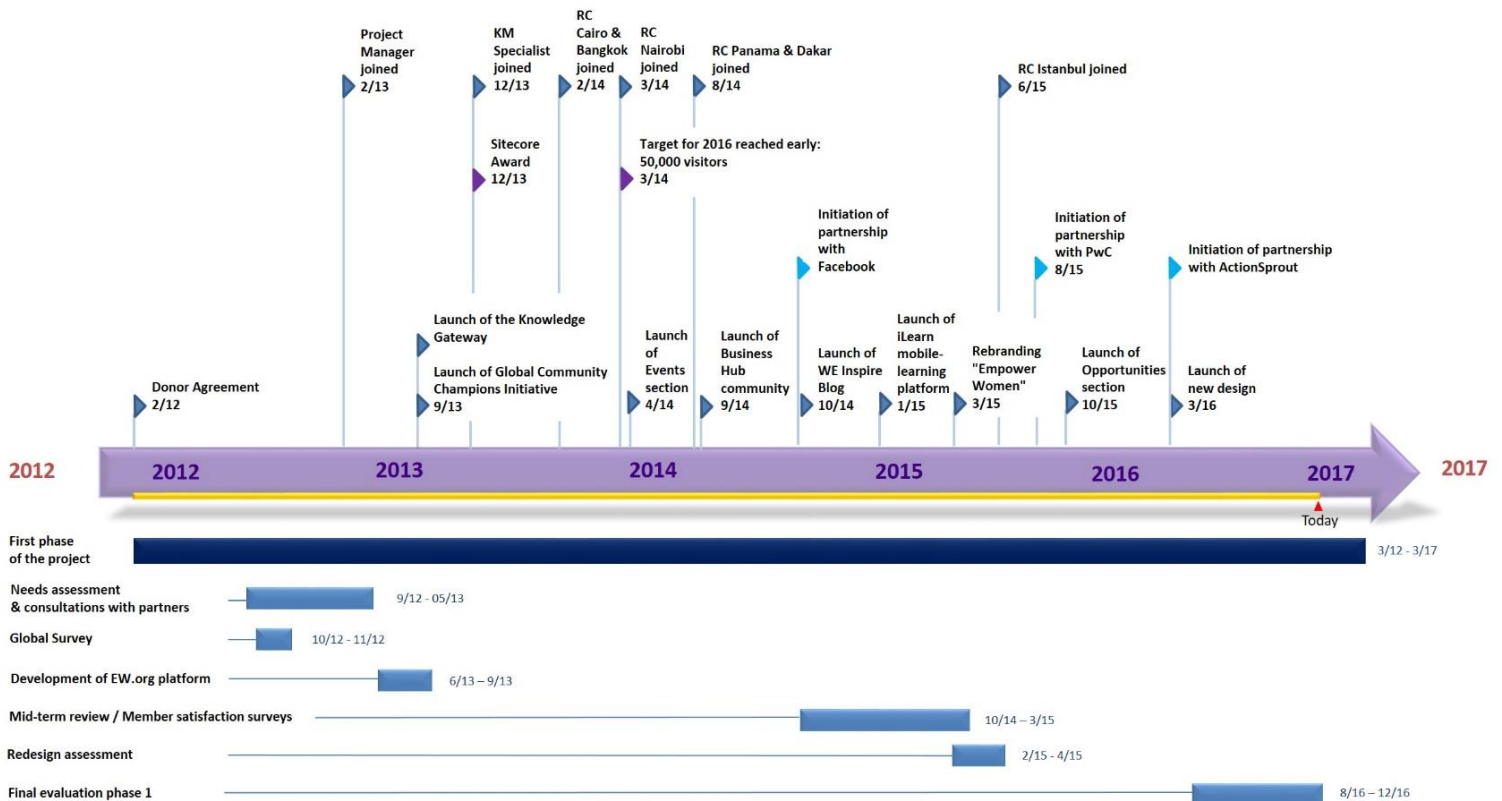
<sup>22</sup> This was the equivalent at the project start. The budget valued as at 2016 was USD 4,641,464.84 with USD 462,193.66 "lost" due to exchange rate fluctuations

<sup>23</sup> USD 5,000 was received from Dermalogica, USD 50,000 from UNCDF, and USD 23,500 from Catapult. A contribution of USD 30,000 from Garanti Bank is currently pending.



consultations with users and other stakeholders, which aimed to deliver continuous improvement by testing new approaches and adapting to the needs of both the users and partners.

Figure 4: Empower Women's key developments



Source: CAD

The project was initially planned and designed under the guidance of an advisory board (KGAB), which was in charge of providing leadership and support to the management of the KG. The KGAB was composed of six experts from CIDA, FAO, the International Association for Feminist Economics (IAFFE), ILO, UNW, and the World Bank<sup>24</sup>. The design phase consisted of a series of consultations in Geneva, New York, and Washington D.C. and regular meetings with the KGAB. The advisory board decided to implement a review of existing online sites that were promoting WEE at that time. Through this mapping exercise, it was confirmed that no portal was existing that included new opportunities for learning and knowledge creation in the area of WEE, using a variety of learning activities and communities of practice<sup>25</sup>.

In addition, UNW's networks and partners were consulted via a global survey in Arabic, English, French and Spanish. The survey received 1,636 responses, with stakeholders from different regions being able to share their priority interest areas relating to WEE, as well as being able to recommend the perceived benefits of the future platform. Most of the responses to the survey came from urban women of working age (25-44) with a master's degree and affiliation to a civil society organization in the Americas and the Caribbean. However, the survey was also completed, to a lesser extent, by female entrepreneurs, members of governments and parliaments, rural women, and respondents from the private sector. Men constituted 25% of the respondents to the survey.

<sup>24</sup> Minutes KGAB meeting, 2013

<sup>25</sup> Global survey, summary of findings, 2013

Based on this feedback, the project manager, who joined in early 2013, coordinated the platform development and the KG was launched in September 2013<sup>26</sup>. In December of that same year, a knowledge management specialist joined the team and the platform won the Sitecore “Award Site of the Year 2013 - North American Category”, for being the best non-profit site.<sup>27</sup>

In 2013, the KG also initiated the Global Champions for Change Initiative (GCCCI) through a competitive selection process<sup>28</sup>, with nominated champions representing the project for six months. During this time, they need to identify local challenges in their communities, and with support from the project team, develop their own projects and initiatives to advocate for or advance WEE in different ways, ranging from online campaigns to offline training and workshops with vulnerable population. Using this innovative approach that had not been included in the initial project design, the KG started to create a movement of people engaged with WEE and established direct communication channels with the “real world”, rather than confining itself to the online space only.

With the aim of continuously improving the online platform using a human-centered design approach, as early as November 2013, users were given an informal opportunity by EW’s team (through the online discussions board) to propose suggestions on how the usability of EW could be enhanced.<sup>29</sup> This resulted in a number of new developments on the site, including a better integration with social media channels that had been launched at the same time as the website. These channels were also not foreseen originally, but had been identified as essential by the project management in order to create outreach and engagement.

In 2014, a number of key developments took place that had not been planned initially but responded to the needs of the user base, as well as to the interests of partners. Among them were the development and launch of the iLearn platform, the WE Inspire Blog, the events calendar and the Business Hub (now called Organizational Members, because it includes both private sector registered members as well as NGOs and CSOs). The iLearn section was developed in collaboration with an advisory committee that was led by the Global Business School Network, with participation from the Lagos Business School, the George Washington University School of Business, the International Council for Small Business, the Enterprise Development Center, the Pan-Atlantic University, gMaarifa, Thunderbird for Good, and the Thunderbird School of Global Management. The SEED Initiative and UNIDO have also contributed by facilitating contact with their networks of entrepreneurs.

The year 2014 also witnessed an important development that enhanced the team, achieved through the incorporation of regional coordinators in Thailand, Egypt, Kenya, Senegal, and Panama. By having a presence in the regions, it was possible to add more regionally relevant content to the platform, increase local outreach online and offline, and better liaise with UNW’s offices as well as with external partners. At the same time though, staff fluctuation in the regions has posed a challenge to the continuity of these activities.

At the end of 2014, a mid-term review was conducted that included a user survey and focus groups. The aim of the MTR was to assess members’ satisfaction with the platform, how the project could be further improved, and to identify the progress achieved in delivering results. Participants in the survey were mainly registered members, UNW staff, partners, and champions. The surveys were complemented with focus groups that included some of the most active members of the platform. This review concluded that the KG had been effective in providing users with access to information, knowledge, and networks, and that it had

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<sup>26</sup> A soft launch took place in August 2013.

<sup>27</sup> <http://www.sitecore.net/en/customers/awards-and-recognition/2013-finalists-north-america/un-women>

<sup>28</sup> Candidates for the champion’s role need to show their engagement and motivation by actively engaging with the platform through uploading resources, participating in discussions, and posting on social media.

<sup>29</sup> <https://www.empowerwomen.org/en/community/discussions/2013/11/suggestions-on-improving-the-knowledge-gateway-platform>

contributed to user's confidence and ability to promote and advocate for WEE, to network with others, as well as developing their ability to generate change and achieve their personal economic empowerment. The main recommendations were to increase the platform's interactivity and to provide more learning and training opportunities. The report also highlighted that social media still need to be better leveraged to engage users and attract traffic to the platform.

Responding to these recommendations, an important partnership was initiated in October 2014 with Facebook. This partnership led to the launch of the iLearn platform through Facebook's internet.org/Free Basics initiative, which aims to increase internet access for low-income populations in developing countries, providing them with free access to a reduced number of websites.

The corporate evaluation on UNW's work on WEE that was conducted between May and December 2014 highlighted that "the Knowledge Gateway was consistently held up as a good practice, and has begun to position UN Women as a knowledge hub on WEE, enabling the exchange of information and practice amongst a diverse groups of stakeholders".<sup>30</sup> The evaluation also emphasized the potential for the platform to become the centerpiece of UNW's future work on knowledge management, and stressed that the project has increased UNW's ability to work with a more diverse network of partners. Furthermore, it found that the platform "is the only site in its network to have successfully met the needs of its audience in terms of regular interaction, community formation and expression of shared identity."<sup>31</sup>

In early 2015, additional surveys were conducted with champions, partners, and the staff of UNW. Shortly after that, as part of the ongoing enhancement and improvement of the project, with the aim to better meet users' needs, the "Knowledge Gateway on Women's Economic Empowerment" was rebranded as "Empower Women" and the platform was launched in Spanish, French and Arabic languages. In addition, the events calendar was further developed into the Events and Opportunities section. In 2015-2016, Empower Women underwent a substantial redesign exercise, with support from a recently forged alliance with PwC, in order to make it more user-friendly. This process was based both on the results of the MTR and informal feedback channels with users, which led to the conclusion that a redesign was necessary to improve user experience and the user friendliness of the platform. It also included a needs assessment based on additional user surveys, interviews with champions, and an in-depth analysis of the site. As no budget for a redesign had been foreseen, the project management team looked for partners that could provide pro bono support and initiated collaboration with PwC. The redesigned version of the platform was launched in March 2016, first in English and then in the other three languages.

An additional team member came on board in 2015, with the regional coordinator in Turkey adding to EW's outreach and engagement activities in the Europe and Central Asia region.

In January 2016, EW started to collaborate with ActionSprout to improve social media performance and joined the #SheMeansBusiness campaign globally and subsequently in Brazil (#ElaFazAcontecer). ActionSprout also helped to translate iLearn into Portuguese, allowing EW to join the campaign.

Overall, since its launch, the platform features have been continuously expanded based upon the interests of the target groups, as well as being complemented by different offline initiatives. This has been complimented temporarily by a growing team, but setbacks have been suffered due to the loss of regional coordinators in Panama, Thailand, and Senegal. Nevertheless, the platform has been strengthened through a number of partnerships with other organizations, including UN agencies, private sector companies, CSOs, foundations, governments, and

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<sup>30</sup> Corporate evaluation of UN Women's contribution to women's economic empowerment, 2014, p. 12

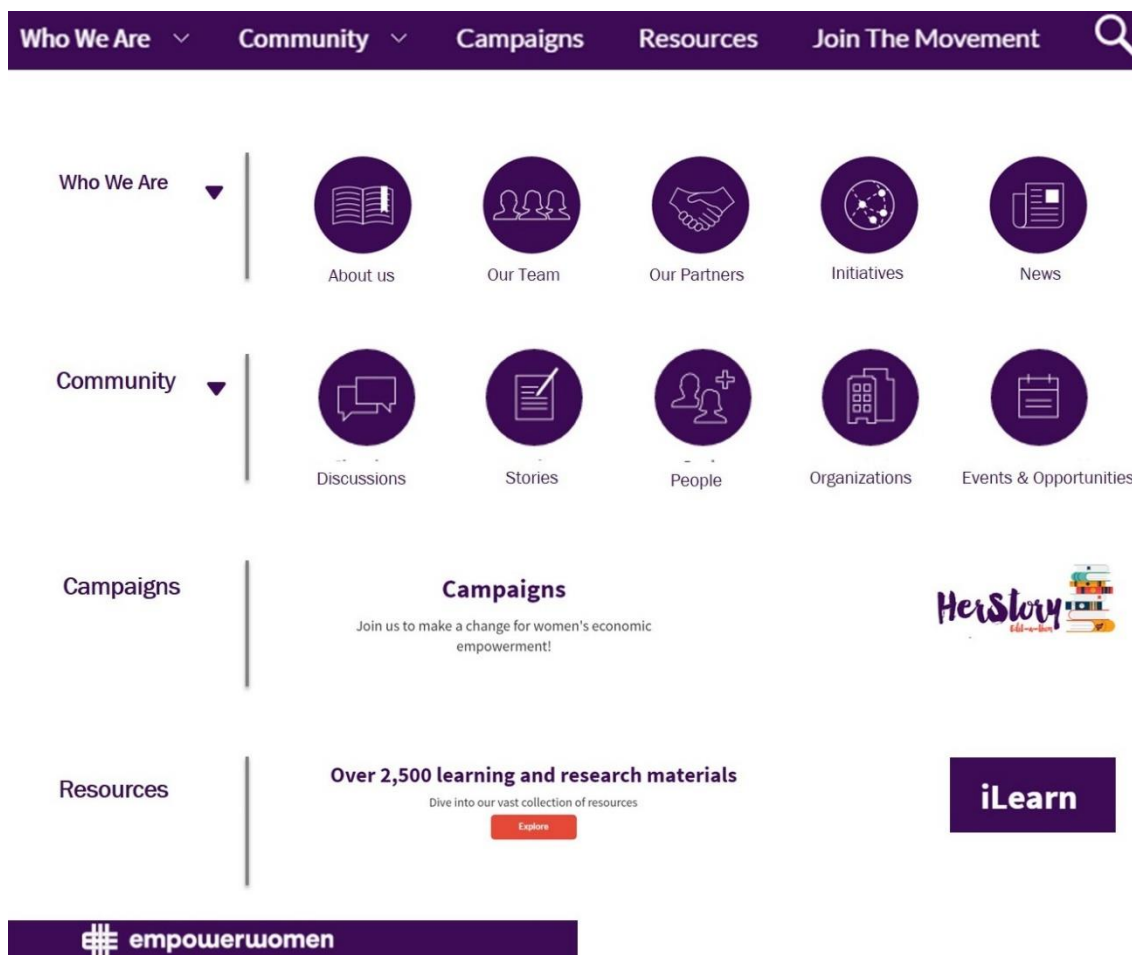
<sup>31</sup> Ibid., p. 108

academia and also by the network of active champions who promote EW online and offline and who add fresh content to the platform.

## 2.1 Empower Women platform

The platform [www.empowerwomen.org](http://www.empowerwomen.org) hosts information about the project's online and offline activities and is structured into four main sections, each containing different sub-sections:

Figure 5: Empower Women platform sections



Source: CAD

### i. Who We Are

This section includes information about the project, the EW team, champions and partners, initiatives, as well as the internal news area.

### ii. Community

The community section is the interactive part of the platform and facilitates networking, consensus building, and knowledge sharing. This is a result of discussions, stories (including articles on campaigns, impact stories, news articles, interviews, and the WE Inspire blog), the global network of registered users (people), the Organizational Members (previously Business Hub), as well as online and offline events and opportunities. Registered users can contribute to this section by uploading their personal stories or initiating discussions, posting comments, and proposing events.

### iii. Campaigns

The recently added campaigns section features specific EW campaigns for WEE. These campaigns are mostly online driven and disseminated through social media, but can also

include offline events as well as support for UNW's advocacy efforts to mobilize resources and opportunities for women worldwide.

#### **iv. Resources**

In the resources section, users can find a vast collection (2,500+) of documents and videos on nine main topics and 101 sub-topics regarding WEE, submitted from different countries and regions. Registered users can contribute to the resources collection by uploading documents and videos to the platform (these are quality checked, cleared, and published by the EW team). This section also links to the iLearn platform, a global mobile learning platform for women entrepreneurs. iLearn can be accessed from computers, tablets, and smart phones as well as through Facebook's "Free Basics" mobile application<sup>32</sup> (accessible also from regular feature phones), and is currently available in eight languages in around thirty-eight countries.

Social media have also been integrated with the online platform (Facebook, Twitter, Instagram, and Pinterest), which, together with the monthly online newsletter, have created an extended space for user engagement.

In addition, Empower Women combines its online presence with offline workshops and events to maximize the impact on women's economic empowerment at an international, regional and national level. Offline activities are used as a strategic tool to: (1) train new (unconnected/potentially connected) users; (2) recruit new members; (3) test new learning material, concepts, and approaches for creating online content.

As of 30 September 2016, 14,437 women and men from the private sector, civil society, academia, governments, and international organizations across 198 different countries, are registered members and the platform has been visited almost 800,000 times. In addition, more than 200,000 people follow Empower Women via social media, while 208 champions from 64 countries play a further crucial role in bringing the initiative to life and extending its outreach at a national level.

Empower Women is managed by a core project team based at UNW's Headquarters in New York, as well as by regional coordinators operating from UNW's regional offices (ROs). Regional coordinators add relevant content from the regions to the platform and also manage the relationships with EW champions, coordinate activities regionally, create local partnerships and represent the initiative at events.

### **2.2 Intervention Logic**

During the inception phase of this evaluation, the evaluation team revised the original project documentation and its corresponding logical framework. In a consultative process with EW's project team and the IEO, it concluded that the original intervention logic cannot be used as the only reference for assessing the results achieved, as it does not adequately reflect all of the activities that have been implemented. Therefore, the consultants developed a Theory of Change (ToC) for the project that aims to capture the common logical denominators that have shaped the project work during the period under evaluation. Due to EW's evolving and innovative nature, the thinking around how change is generated has also developed over time. To reflect this, the evaluation team integrated elements from the original logical framework described in the initial documents with new ideas formulated at later stages.

The diagram below summarizes Empower Women's reconstructed ToC. It has been produced on the basis of information taken from the strategic project documents, as well as through

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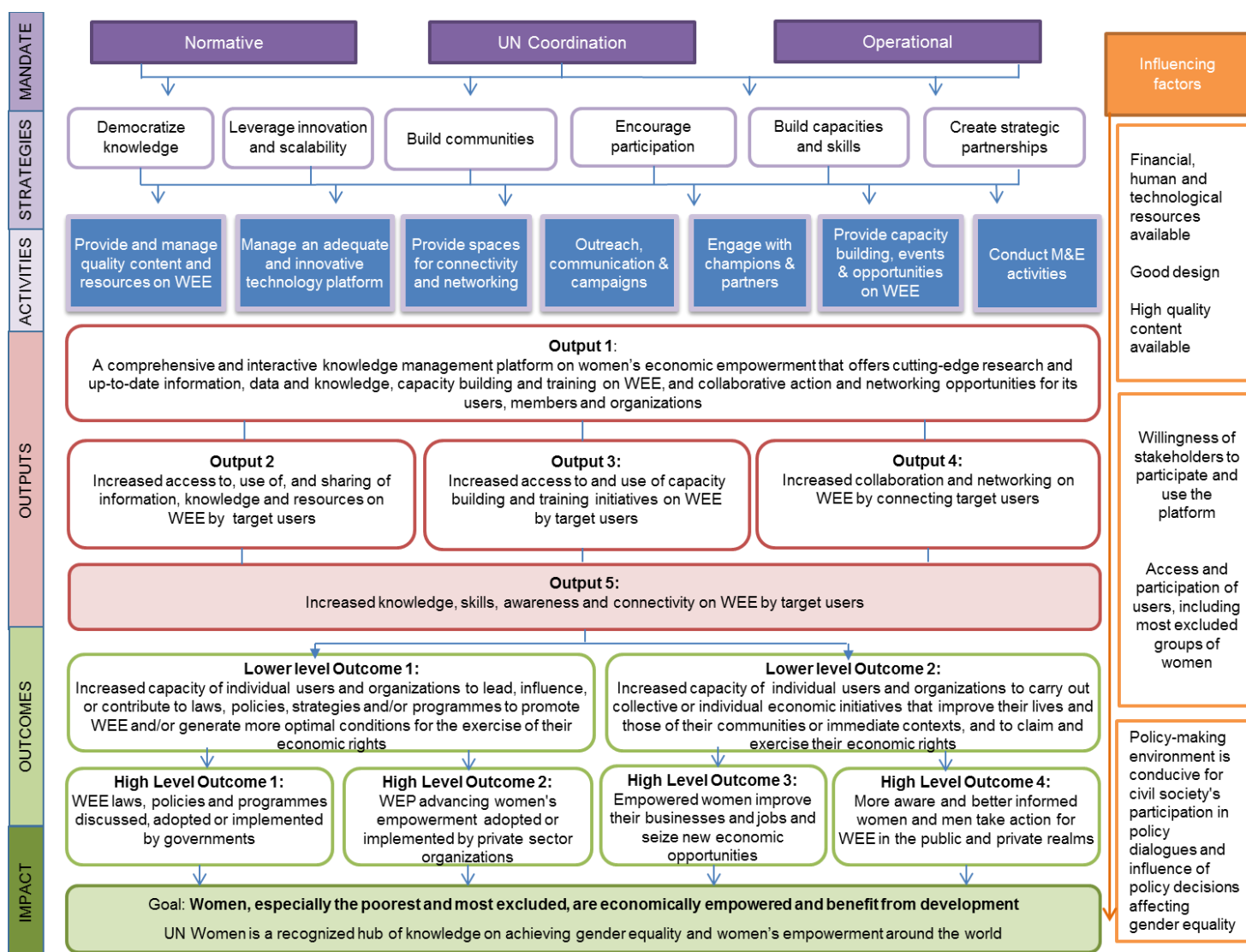
<sup>32</sup> Free Basics is an application that allows users who have SIM cards issued by phone operators who have entered into agreements with Facebook, to access a limited number of websites free of charge, with limited data transmission. Through this service people, especially from low-income populations that cannot afford to pay for internet, have the possibility to access it.

collaboration with EW project staff, evaluation experts, and interviews with selected key stakeholders.<sup>33</sup>

While any graphical representation of the ToC suggests a linear sequence of strategies, activities, outputs, and outcomes, it needs to be highlighted that Empower Women is an innovative project that is prototyping, piloting, and testing new approaches that UN Women is engaging in. Notable among these, is the use of online technology.

During the evaluation exercise, the evaluation team has used the reconstructed ToC as a basis to develop concise evaluation questions and related indicators on which data has been collected with the participation of different stakeholders. The evaluation team has integrated into this a gender equality and human rights approach by ensuring that the views of a wide range of stakeholders, including different user groups, are represented and actively involved in the validation of the ToC, and by interrogating the transformational and innovative nature of EW in its achievements of broader gender equality and implementation of human rights.

Figure 6: Empower Women's ToC 2012-2016



Source: CAD

<sup>33</sup> Government of Canada, EW regional coordinators

The ToC aims to describe the logical results chain of change that takes place at the individual and group level, organizational level, and systemic level through the implementation of project activities. The underlying logic is that, through the resources and opportunities offered by the initiative, women and men acquire new skills, knowledge, awareness, and improved connectivity on WEE, which in turn translates into increased capacity to become leaders and change agents for WEE. This empowerment at the individual level will boost both individual and collective action, resulting in a change at the organizational level and ultimately creating long-term ripple effects at the systemic level.<sup>34</sup>

### 2.3 Key assumptions and causal connections

The violet and red parts of the graphic represent aspects of the ToC for which UNW has full accountability (activities and outputs). The lower part represents aspects of the ToC that Empower Women hopes to contribute to (lower level outcomes). The final part represents expected results with no direct causal linkages, but contributions together with other factors (higher-level outcomes and impact). The orange boxes in the graphic represent key assumptions about the factors required to progress from one level of the ToC to the next one. The table below summarizes key assumptions and the nature of the causal connections between the different elements of the ToC.

**Table 4: Key assumptions and causal connections**

| TOC component:               | Main assumptions:  | Causal connection:  |
|------------------------------|--|---|
| <b>Activities to Outputs</b> | <ul style="list-style-type: none"> <li>▪ Financial and human resources are available within UN Women and its key partners to implement the planned activities.</li> <li>▪ Adequate and high quality content available to publish on the site, which results in motivation for users to actively participate in Empower Women.</li> <li>▪ User-friendly structure and design of the EW platform.</li> </ul> | Attribution (direct causal linkage).  |
| <b>Outputs to Outcomes</b>   | <ul style="list-style-type: none"> <li>▪ Target users (including the most excluded groups of women) participate and have access to the internet, as well as having the technical capability to use the EW platform.</li> <li>▪ Target users are willing and committed to form networks, develop capabilities, share information, and be advocates for women's economic empowerment.</li> </ul>             | Contribution (no direct causal linkage).                                      |
| <b>Outcomes to Impact</b>    | <ul style="list-style-type: none"> <li>▪ Political, cultural, social, and the economic context facilitate advocacy on gender equality.</li> <li>▪ The policy-making environment is conducive for civil society's participation in policy dialogues and influence of policy decisions affecting gender equality.</li> </ul>   | Plausible contribution (contributing factor, next to other external factors). |

<sup>34</sup> A more detailed description of the ToC and its individual elements can be found in the Annex of this report.

### 3. Evaluation Methodology

This evaluation follows the evaluation criteria defined by the OECD DAC: relevance, efficiency, effectiveness, anticipated sustainability, and potential impact of the programme. A Human Rights and Gender Equality (HR&GE) dimension has also been added to evaluate the ways in which EW has integrated and responded to HR and GE equality principles and it has been mainstreamed throughout all other criteria. In addition, the evaluation aims to identify any lessons learned and best practices that can support programme implementation and future initiatives.

**Table 5: Evaluation criteria**

| CRITERION            | SHORT DESCRIPTION   |
|----------------------|---|
| <b>Relevance</b>     | <p>Assesses how well Empower Women is aligned with the overall UNW Strategic Plan (2014-2017) as well as with the MTR priorities on WEE and with the SDGs. With a forward-looking view, relevance also addresses the alignment of the project with UNW’s recently created Flagship Programme Initiatives (FPIs) on WEE.</p> <p>In addition, the extent to which the project strategies and activities of the project have been appropriately designed to achieve the intended outputs, outcomes, and goals; how much the project design has been guided by international conventions, principles, and protocols; and whether it has integrated adequate GE and HR analysis. Moreover, whether GE and HR principles were considered in the objectives of the intervention, whether the design process of EW was informed by the needs and interests of the diverse groups of stakeholders, and whether it has employed GE and HR responsive methodological approaches.</p> <p>Finally, how relevant the Empower Women initiative is for different target audiences and stakeholders.</p> |
| <b>Effectiveness</b> | <p>The extent to which intended outputs were achieved and whether the project contributed to the achievement of the outcomes in a GE and HR responsive way. For this purpose, the consultants drew on their understanding of the revised ToC. They also extracted the accelerating factors and obstacles that have influenced the achievement of both the results and missed opportunities. The consultants also looked to identify effective management and partnership arrangements for program implementation.</p>   |
| <b>Efficiency</b>    | <p>The extent to which the funding, personnel, administrative arrangements, partnerships, governance arrangements, time, and other inputs either contributed to or hindered the achievements of the results. The efficiency criterion captures how resources have been utilized in EW and converted into outputs and outcomes. Also, if project activities have been developed or produced at a reasonable cost and over a reasonable period, and if any mechanisms (e.g. monitoring, use of technology, or strategic partnerships) have been put in place to maximize results.</p>   |
| <b>HR and GE</b>     | <p>To what extent the human rights approach and gender equality principles are integrated into both the programme design and the implementation process of EW. Also, the extent to which the most excluded groups (including rural women and those at the grass-roots level) have access to EW and in turn, have benefited from it, as well as the structural elements that enable or hinder the access, use, and benefits for these groups.</p>  |



|                                 |   |
|---------------------------------|---|
| <b>Potential Impact</b>         | The extent to which positive and negative changes and effects have resulted from the project. Any unintended effects generated (both positive and negative) and how the effectiveness of EW's online initiatives compare with alternative interventions (e.g. offline activities).  |
| <b>Potential Sustainability</b> | The extent to which the outcomes of the programme are likely to continue beyond 2016, while taking into account the existing capacity required for maximizing results in the future and minimizing limiting factors and risks. In addition, to what extent the production of knowledge products and the implementation of capacity building activities have transferred knowledge and created further impact over the time period under evaluation (2012-2016). Key lessons learned from Empower Women, as well as analysis of the challenges, opportunities, and best practices. Identification of key elements for a clear strategy of Empower Women that engages broader and newer audiences, in particular young women and girls. |

The evaluation criteria have been translated into specific evaluation questions in order to answer different information needs.<sup>35</sup> Each evaluation question has been answered by collecting information on specific indicators that have been defined to provide evidence on the relevance of the intervention, the efficiency of the implementation processes, the progress towards achievement of results, as well as the potential impact and sustainability of the results achieved.

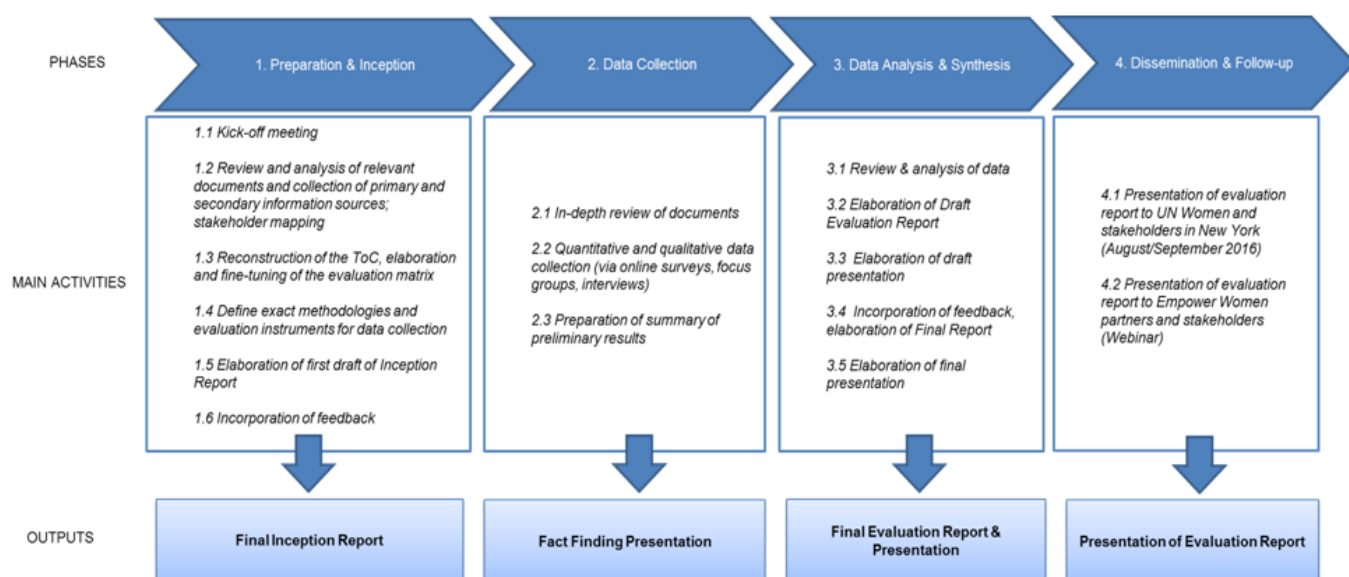
### 3.1 Evaluation Process

The consultants have conducted the evaluation project in four phases. Throughout all of these implementation phases, the consultants have guaranteed the quality of processes and outputs in accordance with the ToR requirements by establishing transparent guidelines and mechanisms for all team members, as well as ensuring constant collaborative communication with UNW's Evaluation Manager and the internal and external Reference Groups.<sup>36</sup> The evaluation has been conducted in a gender equality and human rights responsive way, including through the adequate participation of duty bearers and rights holders, a gender analysis of the evaluation, and analysis of power relations and self-awareness of the evaluator role in the evaluation process.

<sup>35</sup> The evaluation questions with their corresponding indicators and assumptions are included in the evaluation matrix that can be found in the Annex of this report.

<sup>36</sup> A list of members of these groups can be found in the annex of this report.

Figure 7: Project phases:



Source: CAD

### 3.2 Sampling for Data Collection

Sampling for data collection has been based on a thorough stakeholder analysis containing a list of all the internal and external stakeholders and their categorization, according to their type and role within the EW project and their relevance to the data collection process. This stakeholder mapping has been designed with a gender equality and human rights lens to identify relevant information sources for the evaluation, as well as assessing the scope of the data collection. This has been based upon the number of stakeholders identified, a classification of stakeholder types, and a prioritization of key participants. The stakeholder analysis can be found in the Annex of this report. It includes the following stakeholder types:

Table 6: Stakeholder types and numbers

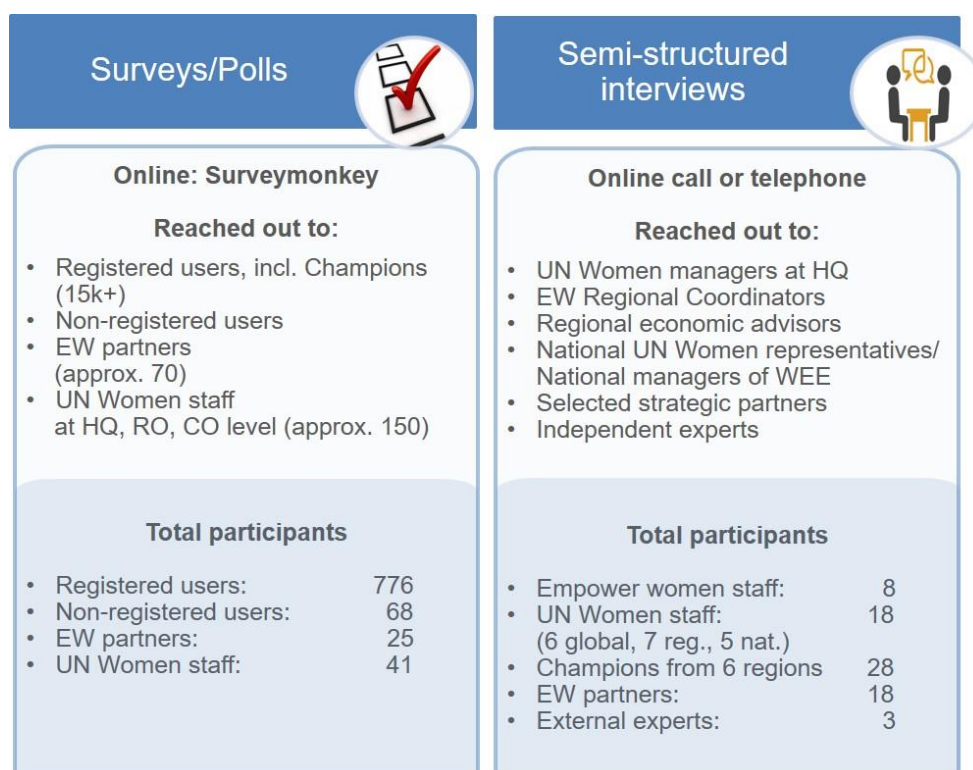
|  |  |
|--|--|
| <b>Duty bearers:</b> they have decision-making authority over the intervention such as governing bodies or those who have direct responsibility for the intervention, such as program managers.  | No. of individuals included in the stakeholder list: |
| UNW senior management and other relevant staff at HQ, and regional coordinators that manage EW in the regions.   | 33   |
| Government of Canada as the main donor to the project.   | 13   |
| <b>Secondary duty bearers: private sector and partners</b>   |  |
| Other UNW sections, departments, and offices that do not have a direct responsibility for Empower Women but collaborate with the project team to create synergies and add relevance to the initiative.   | 84   |
| Partner organizations of Empower Women: Empower Women collaborates with different organizations as strategic partners, including other departments of UN Women, other international organizations, NGO's, foundations, private companies, academia, and research and training institutions. They provide content, collaborate in offline activities, and contribute to expanding the platform. | 141  |

|  |                       |
|--|-----------------------|
| Experts, service providers, or consultants: contributed to the platform development or offline initiatives in some way by providing expertise and services.                | 21                    |
| <b>Rights holders:</b> (individually or through civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention. |                       |
| EW registered users (including 208 champions).   | 14.437                |
| EW non-registered users.   | 536.923 <sup>37</sup> |
| Registered organizations.  | 21                    |
| CSOs that are not registered, but have participated in offline activities.   | 20                    |
| <b>Total number of known stakeholders</b>  | <b>551.693</b>        |

### 3.3 Data Collection Tools and Analysis Methods

As no travel had been anticipated in the ToR of this evaluation, data has been collected through three different tools: Online surveys, and semi-structured interviews implemented online or over the telephone. Although focus groups with champions were included in the design of the evaluation, it was not possible to conduct them due to the unavailability of different champions on the scheduled dates. For this reason, champions could only be interviewed individually or in groups of two through semi structured interviews.

Figure 8: Data collection tools and implementation



Source: CAD

<sup>37</sup> Google Analytics data shows that from 2013-2016, EW has had 551.360 unique users. If the registered users are subtracted from this number, it can be concluded that there are 536.923 non-registered users.

With the EW project including a dynamic and evolving online platform covering a variety of activities, multiple social media channels, offline activities, and a wide range of stakeholder groups at a global level, both quantitative and qualitative indicators have been used for data collection.

In order to facilitate an analysis sensitive to both gender and human rights, wherever possible, information on the indicators has been collected disaggregated by sex and other relevant socio-economic criteria, such as age, geographic location, and affiliation to certain groups such as grass-roots' women, non-profit, private or public sector etc. Hence, it has been possible to identify which groups are benefiting most from Empower Women, and which groups may encounter barriers regarding access and the effective use of resources and opportunities.

In addition to primary data collection, desk research has taken place to analyze relevant information about the project and contextual information. It included the review of related documents and reports for context analysis, as well as of online data, for example, from Sitecore, Google Analytics, or Facebook Insights to assess platform and social media performance.<sup>38</sup>

The evaluation team processed the collected quantitative data using a standardized data processing template that facilitated data aggregation and analysis. Aggregated data was then included in the evaluation matrix along with the specific evaluation questions that were used to assess the implementation and results of the Empower Women initiative.

The qualitative data has been processed by systematically screening the notes and recordings from the interviews for themes and patterns that can be grouped into meaningful categories in order to answer the evaluation questions. Conducting this exercise allowed raw data to be transformed into a simplified format that can be more easily understood within the context of the different questions. Wherever possible, qualitative data has also been quantified to complement data from the other sources.







Quantitative and qualitative information extracted from different data collection tools have been distributed based on the different levels of analysis and by stakeholder characteristics in order to allow cross-checking and data triangulation.

The following graphic illustrates an example of data processing into the evaluation matrix:

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<sup>38</sup> A list of reviewed documents is included in the Annex of this report.

Figure 9: Example of data processing into the evaluation matrix

| Evaluation question x: Are implementation arrangements for the programme effective to achieve planned objectives? |            |                                   |  |  |
|---|------------|-----------------------------------|--|--|
| Assumptions   | Indicators | Information sources               | Methods and tools for data collection                    | Data collected   |
| xxx   | xxx        | UN Women HQ                       | Document review  | Relevant documental information       |
| xxx   | xxx        | Registered users                  | Online survey  | Relevant data from online survey      |
| xxx   | xxx        | Empower Women staff at HW,RO, COs | Semi-structured interviews                               | Relevant data from interviews         |
| xxx   | xxx        | Empower Women champions           | Group discussion   | Relevant data from group discussions  |
| xxx   | xxx        | Social Media                      | Online review of Facebook, twitter, Pinterest, instagram | Relevant social media data            |
| xxx   | xxx        | Google analytics                  | Online review of platform data                           | Relevant EW data                     |

Source: CAD

After data processing, a combination of rigorous mixed methods and techniques has been applied to obtain evidence-based information, using a blend of qualitative and quantitative data analysis and data triangulation. Wherever possible, data analysis was implemented in a gender sensitive way by using sex disaggregated data sets.

### 3.4 Limitations

The evaluation faced a number of constraints and limitations that the evaluation team looked to mitigate, but at the same time could not fully eliminate:

- GE and HR approach:** The consultants included diverse groups of stakeholders in the evaluation process, including in the review of the ToC and the design of the evaluation instruments, as well as in the data collection process. However, some groups could not be included, especially the most vulnerable communities. In the first place, this is because vulnerable and marginalized groups<sup>39</sup> could not be clearly identified as direct beneficiaries of EW. Secondly, even though some of the project activities (e.g. GCCI) were targeted at vulnerable groups, there was no specific contact information available and as data collection took place only online over a limited period of time, it was not possible to reach out directly to these groups.
- Non-response bias:** In the same way, while for interviews purposeful sampling could be implemented (to ensure participation of stakeholders from all regions and stakeholder types), online surveys had to be sent out to all the registered users, as well as being posted on EW's social media channels, but the evaluation team had no control

<sup>39</sup> While it could be argued that women and girls in general fall into the category of vulnerable and marginalized groups, for the purpose of this evaluation, vulnerable and marginalized groups are defined as low income population with low education levels, including rural women, domestic workers, migrants and low-skilled women.

over who would respond to them. In total, there have been 776 responses on the user survey which represent 5.3% of the registered users. Evaluators assume there is a certain bias towards more active and engaged users who responded, and that fewer responses have been received from less active users. It cannot be said for certain whether marginalized groups have participated or not.

- **Data gaps:** The consultants have spent a considerable amount of time on identifying and compiling relevant information that was not readily available for analysis in centralized databases. Some data could not be obtained though, most important being Twitter statistics (i.e. number of tweets, retweets, mentions since the beginning), as this data has not regularly been extracted into offline files, and it is only available online for a limited period of time. The complete number of offline and online events, including the number of participants, could also not be captured due to the lack of monitoring of such events. The latter limited the possibility of evaluating the effectiveness of offline events (trainings, workshops) vs. online events (webinars), as no data collection could be carried out with participants of such events. Furthermore, part of the data in Google Analytics was not reported correctly between May 2014 and March 2016, as tracking codes were implemented incorrectly, leading to metrics in Google Analytics that were not completely reliable. Additionally, other data such as the number of downloaded documents from the website or the number of users who have accessed EW via the newsletter, were not tracked correctly by Google Analytics, which further limited the analysis. Finally, it was not possible to completely separate iLearn Free Basics users from the overall number of users tracked by Google Analytics.
- **Availability of stakeholders:** While the evaluation team has managed to include a high number of diverse stakeholders in the data collection process, some key stakeholders from UNW were not available for interviews and thus their perceptions on, and experiences with EW, could not be captured.

## 4. Findings

The following section provides an overall assessment of EW according to the defined evaluation criteria: relevance, efficiency, effectiveness, human rights and gender equality (HR and GE), sustainability, and potential impact. For each evaluation criterion, an overview of key findings is provided at the beginning of the section, followed by an in-depth analysis.

### 4.1 Relevance

Under the relevance criterion, the evaluation analyzes the following key questions:

**Table 7: Overview of key findings for the relevance criterion**

| <b>Evaluation Questions:</b>   | <b>Key Findings:</b>   |
|--|--|
| <b>1. How has EW contributed to the realization of the strategic priorities of UNW with regard to WEE at a global and regional level?</b>  | 1. EW is aligned with the goals and intended results of the Strategic Plans 2011-2014 and 2014-2017 and makes a direct contribution to advancing the 2030 agenda on WEE both globally and regionally.  |
| <b>2. Is the program designed in the most appropriate way to achieve the intended outcomes and results?</b>  | 2. EW was created through a consultative and participatory process that involved different types of stakeholders and it has been evolving based on user feedback and consultations that have taken place during the implementation process.<br><br>3. The original log frame does not adequately describe the project design and intended results. The evolving nature of EW is now represented in a revised ToC that reflects the actual project implementation process used to achieve the intended outputs and outcomes.  |
| <b>3. Have the project's activities been consistent with the overall goal of the project and the anticipated results?</b>  | 4. EW has been evolving over time in order to adapt to changing realities. This has resulted in the incorporation of new and innovative activities such as social media, GCCI, or offline events.<br><br>5. In general, the stakeholders perceive all project activities to be relevant and consistent with achieving the project's goals, although some activities are perceived to be more relevant than others. Users are satisfied with the different aspects of the initiative, but they also see opportunities for improvement.<br><br>6. Stakeholders perceive that EW lacks overall clarity regarding its intended target audience, as well as in its overall editorial concept. |
| <b>4. How has EW built synergies and partnerships with other organizations and companies, including those within the UN system and with other sections of UNW, in order to add value to the growth and relevance of the project?</b> | 7. EW has collaborated with around 100 organizations at both global and regional levels. Global collaborations have mainly been established with international organizations and private companies while at the regional level, the focus has been on NGOs and private sector organizations. A large part of the collaborations has been built around three focus areas: capacity building, content sourcing, and communication and outreach.<br><br>8. Most of EW's partners perceive their collaboration with  |

|  |  |
|--|--|
|  | <p>EW to be relevant and aligned with their own objectives. Partners have expressed their interest in continuing to collaborate with EW and most of them would like to upscale or redefine their cooperation in the future.</p> <p>9. Most of UNW's staff consulted perceive EW as relevant or very relevant for their own work and see great potential for collaboration.</p> |
|--|--|

#### 4.1.1 Empower Women's alignment with human rights declarations and conventions

The advancement of WEE, as supported by UNW, is framed under international human rights declarations and conventions which provide the policy, legal, and institutional framework. Through its objectives and activities, EW aligns with the following international frameworks, although this alignment was not made explicit in the project design:

- The International Covenant on Economic, Social, and Cultural Rights includes reference to the right to work (art. 6). The Covenant recognizes everyone's right to enjoy fair and favorable conditions at work, in particular safe working conditions (art. 7). Reference is also made to the right to enjoy sufficient food, clothing, and housing, as well as the on-going improvement of living conditions as part of the right to an adequate standard of living for an individual and their family (art. 11). All these rights are guaranteed under international human rights law.<sup>40</sup>
- ILO's conventions and recommendations that promote gender equality, including a new convention and recommendation aimed at improving the working conditions of domestic workers worldwide<sup>41</sup>
- The Beijing Platform for Action (1995) which recognized that eliminating poverty requires the involvement of women in economic and social development. It calls for the advancement of women's economic independence, including employment, and eradicating female poverty by addressing the structural causes through changes in economic structures.<sup>42</sup>
- The outcome document of the twenty-third special session of the General Assembly on "Women 2000" and the 2015 review document, covering both the implementation of the Beijing Declaration and Platform for Action and as well as the outcomes of the twenty-third special session of the General Assembly
- The Convention on the Elimination of all forms of Discrimination against Women (CEDAW), which generated commitment from different States to undertake a series of measures to end discrimination against women in all its forms, including measures to ensure the complete elimination of discrimination against women by people, organizations, and/or enterprises.

EW is also aligned with other international commitments to women's economic empowerment including the Millennium Summit (2000), the International Conference on Financing for Development (2002), the follow-up International Conference on Financing for Development (2008) and the high-level plenary meeting of the General Assembly on the MDGs (2010). In addition, declarations from the Program of Action for the Least Developed Countries (2011-2020) have been integrated with the aim of advancing the empowerment of rural women in the least developed countries, as critical agents for enhancing agricultural and rural development and food and nutritional security<sup>43</sup>.

<sup>40</sup> UNHCR (2014), Women Rights are Human Rights

<sup>41</sup> [www.ilo.org/ilolex/cgi-lex/convde.pl?C189](http://www.ilo.org/ilolex/cgi-lex/convde.pl?C189)

<sup>42</sup> Beijing Declaration and Platform for Action

<sup>43</sup> Programme of Action for the Least Developed Countries for the Decade 2011-2020

<sup>43</sup> A/CONF.219/3



#### 4.1.2 Empower Women’s alignment with UN Women’s Strategic Priorities

The strategic priorities of UNW are defined in the 2014-2017 Strategic Plan (SP). This plan prioritizes different strategic impacts using the six key impact areas where UNW is aiming to contribute to development results. More specifically, impact area number two relates to the area of WEE, stating “women, especially the poorest and most excluded, are economically empowered and benefit from development”<sup>44</sup>.

The area of WEE aims to empower women through increasing income, growing assets and wealth and developing business leadership through regional and national interventions. This area supports women’s increased access to sustainable livelihoods, productive assets and decent work, increased resilience in disaster risk reduction and climate change mitigation, poverty reduction and women’s participation and leadership in economic policy and decision-making in that regard<sup>45</sup>.

Although EW was initially designed to report to the management results framework (MRF) of the SP, rather than directly contributing to the development results framework (DRF), EW does also align with impact area two of WEE. More specifically, the project design corresponds with the UN Women’s strategic plan outcome 2.3, that states: “Gender equality advocates influence, economic, and poverty eradication<sup>46</sup> strategies to promote women’s economic empowerment and sustainable development”. One of the stated objectives of EW in the initial project document (ProDoc), was to make a contribution to improving policies, strategies, and programs on women’s economic empowerment<sup>47</sup>.

EW has contributed to the achievement of the strategic priorities of UNW and is aligned with the main strategies as reflected in the mid-term review of the 2014-2017 SP.

**Table 8: Alignment of Empower Women with UN Women’s Strategic Plan 2014-2017**

| Strategic Plan strategies, MTR Strategic Plan 2014-2017  | Empower Women’s alignment:  |
|--|---|
| <b>Strategic partnerships: The strategic plan includes the engagement of women’s organizations as important partners while it also aims to integrate different and more innovative partnerships such as those with the private sector.</b>   | Empower Women aims to promote strategic collaborations and partnerships with international organizations, NGOs, and the private sector, in order to advance WEE.  |
| <b>Knowledge hub: UNW looks to generate and disseminate knowledge of the gender equality agenda through different partnerships with academic institutions and universities.</b> <sup>48</sup>  | EW also aims to create further engagement with academic institutions and universities to strengthen the knowledge hub function of UNW.  |
| <b>Resource Mobilization: In order to continue increasing the support provided for the ambitious 2030 Agenda, UNW has recognized the need to attract more resources while pursuing innovative sources of financing, including from both the private and philanthropic sectors.</b> <sup>49</sup> | EW has responded to this strategic priority by attracting funds from the Government of Canada and has also improved its ability to secure new funding opportunities from other traditional and non-traditional donors such as the private sector. |

<sup>44</sup> UN Women’s strategic plan 2014-2017, p. 9

<sup>45</sup> UN Women’s strategic plan 2014-2017

<sup>46</sup> UN Women’s strategic plan 2014-2017

<sup>47</sup> Pro Doc Knowledge Gateway 2013

<sup>48</sup> Strategic plan mid-term review, p. 22

<sup>49</sup> Strategic plan mid-term review, p. 34

|   |   |
|---|---|
| <b>Advocacy and communications</b>  | EW is relevant as far as delivering successful advocacy campaigns is concerned, as well as by raising awareness on WEE at global, regional, and national levels   |
| <b>Principle of Inclusiveness: To ensure that nobody is left behind in the implementation of the 2030 Agenda, and in line with the strategic plan's principles of inclusiveness and focusing on the poorest and most excluded groups, UNW aims to tackle the root causes of multiple and intersectorial discrimination and structural inequalities.</b> | EW integrated the principles of inclusiveness within its design by providing a voice for women and girls and for female entrepreneurs, including disadvantaged and under-represented female groups such as rural women <sup>50</sup> . It aims to promote open innovation between users and champions in support of transformational results. |
| <b>Nurturing innovation</b>   | EW is relevant in several ways, including improving the use of technology to advance women's empowerment. It has also facilitated the delivery of mobile technologies such as the iLearn platform for women entrepreneurs and has linked new technologies with education which constitutes a priority for UNW.                                |

During the design phase of EW, a regional approach was taken into consideration to allow for the integration of different realities into a single, global online platform. From its very beginning, EW identified different regional contexts with specific challenges and opportunities, as well as the need for different languages in each region, taking into consideration some of the UN official languages such as English, Spanish, French and Arabic<sup>51</sup>. In order to maintain the relevance of EW at the regional level, the platform envisaged the involvement of regional offices and national offices from the outset and it was planned that they would have a critical role in monitoring, maintaining, and sustaining the platform. The creation of the regional coordinators' posts looked to contribute to the platform from a regional perspective and to ensure its on-going relevance at regional and country levels.

The regional strategic notes<sup>52</sup> that the evaluation team has had access to, demonstrate the integration of different advocacy and capacity building needs for WEE, confirming that EW is relevant in contributing to the achievement of UNW's strategic regional priorities for WEE. ROs have also started to integrate the FPIs that need to be implemented at regional and country levels. This process is managed at the country level through technical support from the Regional Economic Advisors based in the ROs, providing an opportunity for EW to further establish itself as a knowledge management hub for the different regional and national initiatives.

In addition, 60% of UNW's staff who responded to the survey perceived EW as being relevant or very relevant for WEE stakeholders working in their country or region. Considering this, EW presents an opportunity for it to be an advocate for WEE at regional and national levels by sharing resources, news, stories, and fresh opportunities, as well as organizing knowledge exchange events and trainings. However, 9% of UNW's staff considered EW to be only slightly

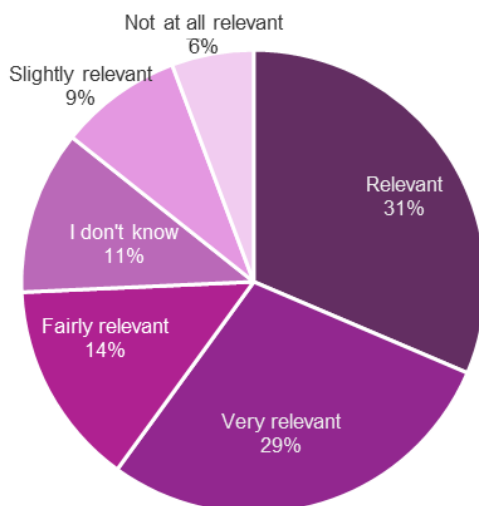
<sup>50</sup> Knowledge Gateway Pro Doc 2012

<sup>51</sup> EW did not include Russian and Chinese due to a lack of available resources

<sup>52</sup> Regional note strategy on WEE West Africa and Eastern and Southern Africa, and concept note on WEE in Asia/Pacific

relevant, while 6% did not perceive EW to be relevant at all and 11% of UNW's staff who responded to the survey could not say to what extent it was relevant.<sup>53</sup>

**Figure 10: How relevant do you perceive Empower Women to be for WEE stakeholders working in your country/region?**



Source: UN Women staff online survey; Total answers: 35

Those respondents who stated that EW has limited or no relevance in their regional or national context, mostly cited language barriers as the reason. These barriers result in poor visibility and limited usability of the platform in countries that do not have English, Spanish, French or Arabic as their main languages.

Those respondents that recognized a higher relevance of EW, linked this to the important resources and information available on the platform, as well as to the networking and knowledge sharing opportunities on best practices.

#### 4.1.3 Design of Empower Women

As highlighted in the Program Description and Context section, EW was initially conceptualized as the Knowledge Gateway on Women's Economic Empowerment, with a particular logical framework that has evolved over time in response to new realities and needs that have been identified during the implementation process. EW was created to meet the demand for a dynamic platform to facilitate the sharing of examples, best practices, and experiences that was outlined by participants of the International Conference on Women's Economic Empowerment in Ottawa<sup>54</sup>

The original logical framework contained three outcomes and three related output levels with respective metrics. As the project was the first of its kind, it was challenging for both UNW and for the donor to establish adequate definitions of how to measure the results. Hence, the logical framework showed some flaws in the formulation of linkages between the expected outcome

<sup>53</sup> From the UNW's staff who responded to the survey, 89% stated they are familiar with EW and 11% said they were not familiar with it. The 11% that stated they do not know about EW's relevance to stakeholders are related to the share of respondents not familiar with the project.

<sup>54</sup> See UN Women/CIDA Joint Statement of Action at [www.unwomen.org/2011/10/un-women-and-cida-joint-statement-of-action](http://www.unwomen.org/2011/10/un-women-and-cida-joint-statement-of-action) as well as Conference Proceedings at: [www.unwomen.org/events/28/conference-on-womens-economic-empowerment](http://www.unwomen.org/events/28/conference-on-womens-economic-empowerment)

and output levels. Additionally, some indicators were formulated in a complex way, making it difficult to verify them<sup>55</sup> (for example for Outcome 1), while others did not provide a sound basis for demonstrating the project's success (for example, indicators for Output 1 do not provide information on the platform's comprehensiveness or interactivity). Moreover, while Outcome 1 has its own related indicators, no indicators have been defined for either Outcome 2 or 3.

**Table 9: Initial Knowledge Gateway logical framework:**

|  |   |  |  |
|--|---|--|--|
| <b>GOAL (UN Women's Strategic Plan DRF 2): Women, especially the poorest and most excluded, are economically empowered and benefit from development</b>  |   |  |  |
| <b>UN Women's Strategic Plan MRF 2.2: UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment around the world</b>  |   |  |  |
| <b>OUTCOME 1: Strengthened national laws, policies, strategies and programs to promote women's economic empowerment</b>  |   |  |  |
| <p><b>Indicator 1:</b> Percentage of registered users reporting that using the information, knowledge and skills gained through the Knowledge Gateway improved women's lives and those of their communities by, for example, (i) building their businesses, farms and enterprises; and/or (ii) successfully marketing their products and services locally, nationally and internationally and/or (iii) improving their working conditions and getting better paid<br/> <b>Baseline:</b> 0<br/> <b>Target:</b> 80 percent by 2016<br/> <b>Source:</b> Knowledge Gateway surveys and polls</p> | <p><b>Indicator 2:</b> Percentage of registered users reporting that the information, knowledge and skills gained through the Knowledge Gateway increase the effectiveness of gender equality advocates and analysts in representing women's economic empowerment concerns in national plans and economic policies<br/> <b>Baseline:</b> 0<br/> <b>Target:</b> 30 percent by 2016<br/> <b>Source:</b> Knowledge Gateway surveys and polls</p> | <p><b>Indicator 3:</b> Number of countries from which registered users report that the information, knowledge and skills gained through the Knowledge Gateway increased the level of effectiveness of women entrepreneurs and gender equality advocates in representing women's economic empowerment concerns in the development of national trade policies affecting business and investment climate<br/> <b>Baseline:</b> 0<br/> <b>Target:</b> 10 by 2016<br/> <b>Source:</b> Knowledge Gateway surveys and polls</p> |  |
| <b>OUTPUT 1: A comprehensive and interactive knowledge management platform on women's economic empowerment ("Knowledge Gateway"), established and maintained</b>   |   |  |  |
| <p><b>Indicator 1.1:</b> Number of visitors<br/> <b>Baseline:</b> 0<br/> <b>Target:</b> 50,000 by 2016<br/> <b>Source:</b> Google analytics and Knowledge Gateway analytics</p>  | <p><b>Indicator 1.2:</b> Number of registered users<br/> <b>Baseline:</b> 0<br/> <b>Target:</b> 15,000 by 2016<br/> <b>Source:</b> Knowledge Gateway analytics</p>  | <p><b>Indicator 1.3:</b> Number of countries represented by registered users<br/> <b>Baseline:</b> 0<br/> <b>Target:</b> 80 by 2016<br/> <b>Source:</b> Knowledge Gateway analytics (data will be disaggregated by affiliation of registered users, including Governments)</p>   | <p><b>Indicator 1.4:</b> Number of references to the Knowledge Gateway in relevant media outlets, websites, blogs and social media platforms worldwide<br/> <b>Baseline:</b> 0<br/> <b>Target:</b> TBC<br/> <b>Source:</b> UN Women media monitoring</p> |
| <b>OUTCOME 2: Increased access to, use of, and sharing of information, knowledge and resources on women's economic empowerment by users: women entrepreneurs, development practitioners and policy makers from developing and developed countries</b>  |   |  |  |

<sup>55</sup> Best practice for results measurement metrics is to be SMART: specific, measurable, adequate, reliable, time bound. Outcome 1 metrics especially do not fulfil these criteria.

|   |   |   |
|---|---|---|
| <b>OUTPUT 2: Cutting-edge research and up-to-date information, data and knowledge on women’s economic empowerment produced and/or quality assured and provided online</b>   |   |   |
| <b>Indicator 2.1:</b> Number of (quality assured) resources available on the Knowledge Gateway<br><b>Baseline:</b> 0<br><b>Target:</b> TBD<br><b>Source:</b> Knowledge Gateway analytics  | <b>Indicator 2.2:</b> Percentage of registered users satisfied with the ease, relevance and quality of the resources available<br><b>Baseline:</b> 0<br><b>Target:</b> 90 percent by 2016<br><b>Source:</b> Knowledge Gateway surveys and polls |   |
| <b>OUTCOME 3: Increased collaboration and networking on women’s economic empowerment by connecting users (e.g. women entrepreneurs, development practitioners, policy-makers from developing and developed countries) in five communities of practice</b> |   |   |
| <b>OUTPUT 3: Communities of practice established and managed</b>  |   |   |
| <b>Indicator 3.1:</b> Number of communities of practices established and managed<br><b>Baseline:</b> 0<br><b>Target:</b> 5 by 2016<br><b>Source:</b> Knowledge Gateway analytics  | <b>Indicator 3.2:</b> Number of registered users participating in each community of practice<br><b>Baseline:</b> 0<br><b>Target:</b> 1,000 by 2016<br><b>Source:</b> Knowledge Gateway analytics  | <b>Indicator 3.3:</b> Percentage of satisfied participants in interactive forums and communities of practice<br><b>Baseline:</b> 0<br><b>Target:</b> 90 percent by 2016<br><b>Source:</b> Knowledge Gateway surveys and polls |

Source: Empower Women ProDoc

From the beginning of the project, a research and development phase involving participation of stakeholders had been put in place, to ensure that the platform was developed based on the needs of its different users. In this sense, the project has taken a human-centered design approach and made sure that it remains relevant to its target groups. Based on these consultations, new thinking around EW has evolved that was put on paper during this evaluation, in the form of the revised ToC<sup>56</sup>, integrating six major strategies and seven activities that have been designed to achieve the intended outputs, outcomes, and goals.

#### 4.1.4 Relevance of the activities of Empower Women

There are seven major project activities included in the revised ToC that have been implemented to achieve the intended outputs and outcomes. Many activities, such as the use of social media, the GCCI or the implementation of offline activities, have been added during the implementation process in order to respond to the changing realities of EW and the needs of its user base. This reflects an innovative and bottom-up approach that has allowed EW’s team to continuously adapt the content and format of the activities. The relevance of these activities has been assessed in this evaluation through consultations with registered users, champions, partner organizations, and UNW’s staff.

Figure 11: Activities of EW based on the revised Theory of Change:



Source: Revised ToC developed by CAD

#### a) Activity 1: Provide and manage quality content and resources

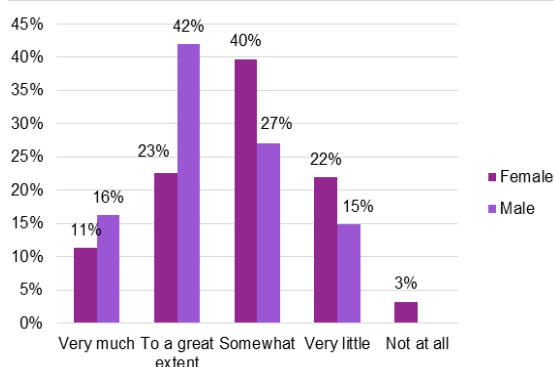
All stakeholders consulted perceived the content and resources activity as relevant. They agreed that the aim of the content and resources section should be to provide easy access to

<sup>56</sup> A full description of the revised ToC is included in the annex of this report

quality content for everyone. In addition, 62% of respondents to the user survey perceived the EW content to be relevant or very relevant with regard to their national, political, and economic contexts.

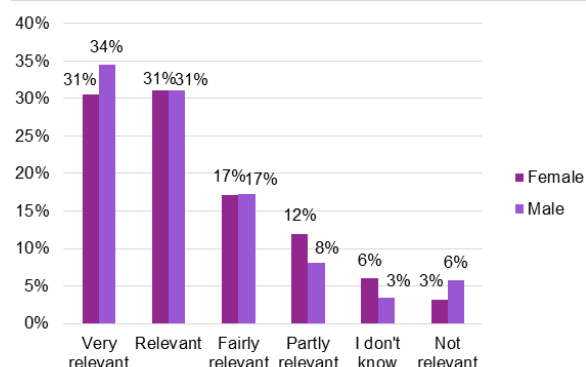
Overall, women believe their national contexts to be more adverse to WEE than men do, because women relate more to personal experiences while men rather refer to context information (e.g. laws or policies in place). Regarding responses from the different regions, survey results showed that users from developed countries, especially the USA, Canada, Australia, and Western Europe, evaluated their national contexts to be more favorable for advancing WEE than respondents from African, Asian or Latin American countries.

**Figure 12: To what extent does your country favour WEE?**



Source: Online user survey (only registered users)  
Total answers: 507 (433 female; 74 male)

**Figure 13: How relevant is the content of WEE for your national context?**



Source: Online user survey (only registered users)  
Total answers: 588 (501 female; 87 male)

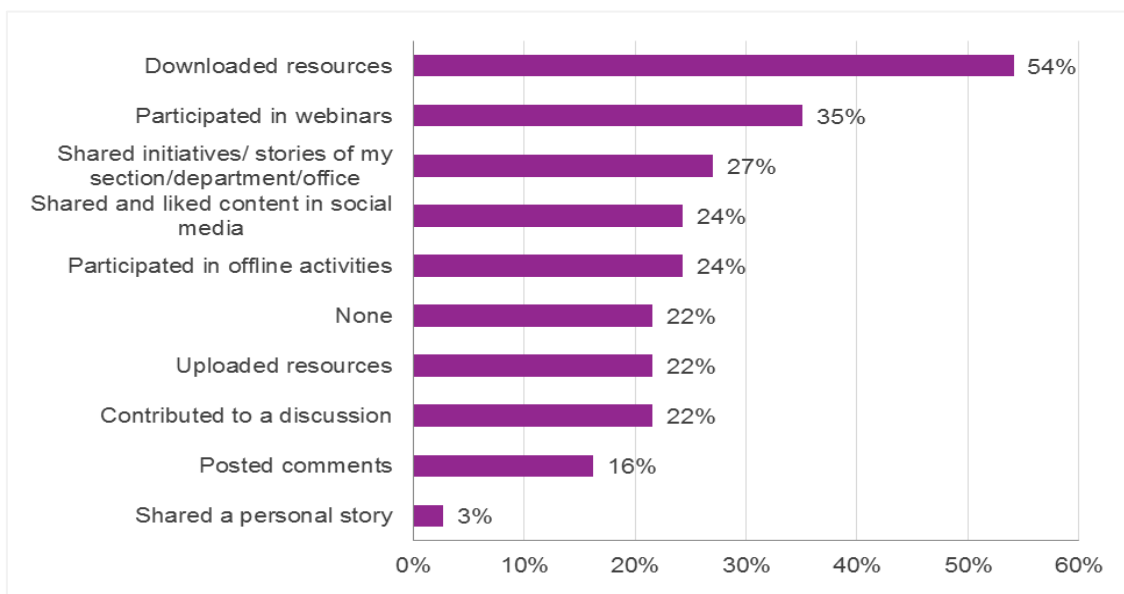
UNW staff survey respondents positively valued accessibility to research documents and reports, as well as the ability to read about other people's experiences and lessons learned regarding WEE, based on inputs from different regions. 52% of staff responding to the survey perceived EW to be relevant or very relevant for the target groups, including vulnerable women. The main concerns expressed in this regard were language barriers and access to the internet by marginalized groups, as many of them do not speak any of the four official UN languages included on the platform. Respondents have also expressed the need for tailoring content to local needs.

Most of the staff survey respondents believe EW to be relevant to advance the implementation of UNW's strategic priorities on WEE at the global and regional levels (77%). However, members of staff have expressed their opinions that there is too much information available, which in turn makes it difficult to carry out a search for a precise piece of data or information on concrete subject areas. Some prefer to consult other more specific websites in order to acquire quality information that is relevant and meets their particular need. At the same time, both the user survey and the UNW's staff survey confirmed that the majority of users are more active downloading resources than they are uploading them.

Responses showed users to be more active than UNW staff in participating in the online space through posting comments and sharing or liking content on social media.

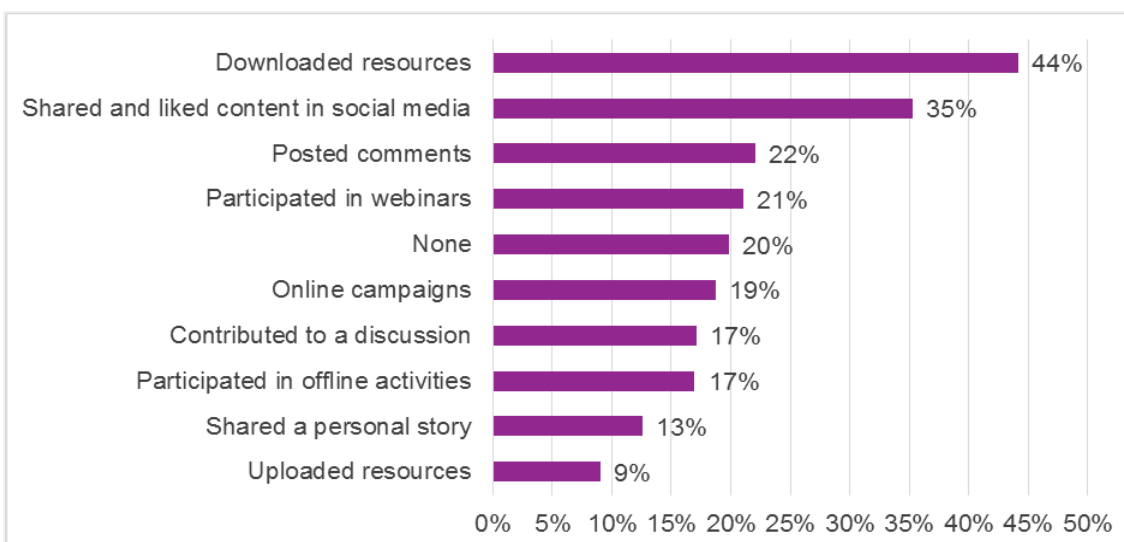
## In which of the following Empower Women activities have you participated?

Figure 14: UN Women's Staff



Source: UN Women Staff online survey; Total answers: 37

Figure 15: Registered Users



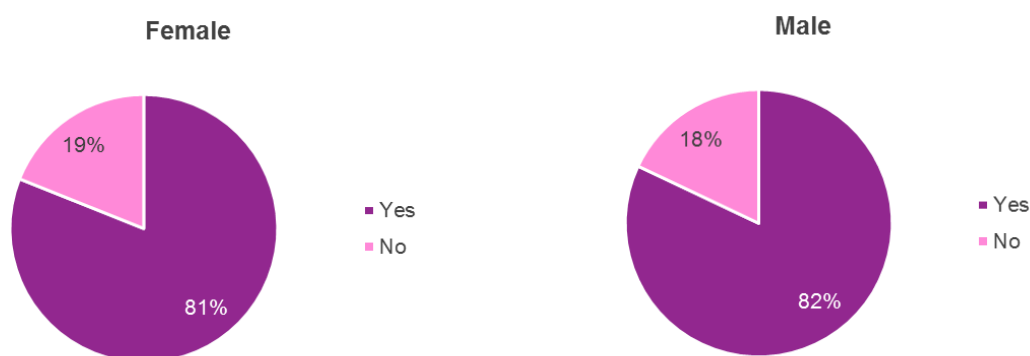
Source: Online user survey (only registered users); Total answers: 666 (577 female; 89 male)

Champions also stated that they rarely look at the resources section and prefer to follow EW on social media in order to receive the latest news and updates. In the same line as UNW staff, some were of the opinion that the information available is dense and it is difficult to find the right content pieces. Various champions prefer to use general search engines to look for relevant online content on WEE. While acknowledging that it is important to have a resource pool, the majority believe it can only benefit users from higher education levels, not only because of the complexity of finding their way through the existing 101 sub-topics, but also because of the content itself. Champions also mentioned that downloading long reports is cumbersome, suggesting that EW should provide more mobile friendly and easier to understand content, such as short videos, info graphics, etc.

## b) Manage an adequate and innovative technology platform

Respondents to the user survey perceived the technology platform to be satisfactory, as well as being innovative. The redesigned version has generally been received positively; champions think its visual look is more appealing and that it has become more user-friendly. Additionally, 81% of the respondents to the user survey confirmed that they were able to find what they were looking for, with only one percentage point difference between women and men.

Figure 16: Were you able to find what you were looking for on Empower Women?



Source: Online user survey (only registered users); Total answers: 664 (575 female; 89 male)

However, interviewees stated that overall, the platform lacks clarity and direction in the sense that it is not always obvious what EW is about and that the website lacks editorial cohesiveness.<sup>57</sup> Some champions also expressed the need for the platform to be more interactive, as it is currently not possible to network directly through the platform (i.e. through a private chat function). Instead, many use Facebook to interact with each other.

Although the platform is available in four languages, some consulted users and stakeholders identified the need for the site to be translated into other languages, especially Portuguese, Russian, and Chinese to help broaden accessibility at the regional level.<sup>58</sup>

## c) Provide spaces for connectivity & networking

Community building and networking opportunities are relevant in facilitating user engagement of Empower Women. The registered members and discussions' space aims to provide a platform for connecting users and allowing them to engage in debates around WEE.

However, opinions differed regarding the activities that facilitate spaces for connectivity. While some champions liked to engage in e-discussions, other said they do not perceive the discussion space as being relevant. The main concern was the EW community already "thinks the same", so that no meaningful debates take place. Champions also mentioned that discussions require improved moderation and that there should be an automated alert when users post a new comment to an open discussion. This would encourage users to return to the discussion and increase engagement. The registered members' space is appreciated, but champions would like to see better ways to connect directly to the platform. Although users have the possibility to check other users' profiles through EW, champions that were interviewed stated they mostly use social media for networking and in this sense, Facebook is perceived as being a highly relevant complementary space.

<sup>57</sup> Editorial cohesiveness stands for the need to provide a more structured, curated and easily accessible content and the need to define clear subject areas.

<sup>58</sup> In the user survey, a number of other languages were mentioned as well, For example: Swahili - Kiswahili, but also Quechua, Turkish, and Urdu.



From a private sector perspective, a number of partners and UNW staff see the need for privacy to allow peer-to-peer discussions to take place between different companies. According to them, businesses are not always willing to reveal the challenges that they face in an open domain and hence require a different approach to interacting with each other, as they cannot engage in real time discussions due to the need to convey internally approved messages. In addition, the Organizational Members section (formerly the Business Hub) is currently not perceived to be a relevant space for networking and engagement. In this regard, the enhancement of the platform with the WEPs taking over from UN Global Compact in the coming months can increase relevance for this user group.

#### **d) Outreach, communication & campaigns**

EW aims to create outreach through communication via various channels, including the online platform, social media, online campaigns, and the newsletter.

EW's advocacy work through online campaigns has proven to be interesting for many registered users, including the champions. The #iamwoman campaign was successful and EW succeeded in attracting 300 stories from their users. With this campaign, the EW team realized that users are more interested in both sharing information that talks about the users themselves and in the story telling approach. This finding was taken into account in 2015, when EW was redesigned, by creating a dedicated stories section. EW also managed to add and edit more than 700 articles on Wikipedia with the #HerStory campaign in 2016, including around 100 articles in Arabic.<sup>59</sup>

As the campaigns are implemented through social media, many champions stated that they find it easier to follow these campaigns using social media channels than by regularly accessing the platform. On the other hand, campaigning on social media is a relevant channel to drive user traffic to the website. In order for the latter to become more relevant with regards to communication and campaigning, interviewees have suggested that more mobile friendly content should be made available on the platform, which in turn can be easily shared on social media, such as short videos, info graphics, a picture gallery, etc. These materials, as well as social media channels, are also perceived to be more relevant for vulnerable groups, as they are more easily accessed and more widely used.

The educated public, as well as the NGO sector, are the groups most satisfied with the language and communication style of Empower Women, while most interviewees are of the opinion that the communication and language style, as well as the content available on the platform, are not directly relevant to or accessible by vulnerable communities. Content on the platform, especially in the resources section, is perceived to be too complex and sophisticated for vulnerable groups (this does not include iLearn, which most interviewees were unaware of). There is also a language barrier for those communities that do not speak Arabic, English, French, and Spanish. In this regard, many interviewees highlighted that EW should leverage NGOs and grass-roots organizations that have direct contact with these groups.

In the same way, interviewees from private sector organizations or international institutions working with the private sector highlighted that the language style and content are too generic to attract users from this target group. According to some partner organizations, a different communication strategy should be used by EW in order to cultivate a business friendly

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<sup>59</sup> For an overview of the articles added, please see: [https://en.wikipedia.org/wiki/Wikipedia:WikiProject\\_Women\\_in\\_Red/Meetup/18#Outcomes](https://en.wikipedia.org/wiki/Wikipedia:WikiProject_Women_in_Red/Meetup/18#Outcomes)

perception among the private sector. According to these partners, EW needs to be more business oriented and provide information that is data driven.<sup>60</sup>

#### **e) Engage with champions & partners**

GCCI is generally perceived as being highly innovative and relevant, contributing positively to the advancement of WEE. GCCI brings an innovative approach to the UN system by providing a public and inclusive space for people to make their voices heard regarding WEE, as well as promoting open innovation. GCCI facilitates permanent and on-going activities by maintaining engagement with EW on a long-term basis. This engagement is generally perceived as positive, with many champions expressing their desire to continue their activities beyond the championship period of five to six months.

Likewise, there was a general perception that it is important for EW to generate partnerships with relevant organizations, including the private sector, in order to increase outreach and achieve its goals. According to the interviewees, EW has the opportunity to broker partnerships with organizations that UNW would otherwise not be able to engage with.

#### **f) Provide capacity building, events & opportunities on WEE**

Webinars and similar opportunities were highlighted as being important by different stakeholders. Several webinars have been organized in collaboration with, or through the participation of, UN partners or private companies, as well as with academic institutions. However, the perceptions of the relevance of these activities depend on the target groups. For example, interviewees from the private sector mentioned that they would have greater interest in organizing a webinar if the audience had been more clearly defined.

Offline activities are generally perceived as relevant to complement online activities and increase engagement with EW. Collaboration with local organizations also facilitates the organization of offline events to reach the most vulnerable population. While the majority of offline activities take place at a global, regional and national level in collaboration with partner organizations, champions' initiatives are extremely relevant in this regard. Champions have expressed that they would like to see more support from the EW team in implementing their activities. They also would appreciate if UNW's structures at regional and national levels could be leveraged for offline engagement.

#### **g) Conduct Monitoring and Evaluation activities**

Monitoring and Evaluation (M&E) activities are considered relevant because the design of the project called for continuous updating based on users' needs. With the digital space rapidly changing, only regular monitoring of performance KPIs can ensure that EW stays relevant for its target audience. In addition, M&E is a key means of measuring the results achieved and to facilitate the taking of informed decisions on the future direction and activities, as well as to attract the interest of potential new partners and donors.

In this regard, private sector stakeholders have expressed their need to know concrete results achieved by EW in order to make decisions regarding their future contributions and engagement with EW. Other interviewees from the champion's community and from UNW's staff highlighted that it would be relevant for them to receive information on the key results achieved by EW's activities.

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<sup>60</sup> In this regard, one of the interviewed partners said "*The information that companies want to know is a clear and specific description of what you are doing, how this activity is increasing economic benefits to the community and how it impacts my business in a positive way. They want to know the return on investment*".

#### 4.1.5 Relevance of the synergies and partnerships with other organizations, including those within the UN system and synergies with other sections of UNW

Partnerships and collaborations with external organizations, as well as internal synergies with other sections and departments of UNW, are critical to the success of EW, as the project team alone has limited resources to achieve the expected outputs and outcomes.

Throughout the past four years, EW has engaged in around 100 collaborations with various types of organizations, as well as with experts in different fields. All of these collaborations are deemed relevant, as there is a general alignment between both the objectives of EW and those of the partners, while these collaborations have helped to improve EW's growth and outreach.

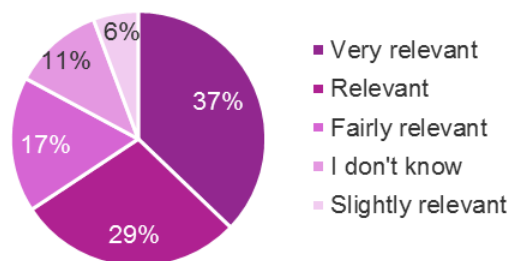
**Table 10: Overview of collaborations**

| Type of organization:                                       | No. of organizations: | Examples:   |
|---|-----------------------|---|
| <b>Private organizations and foundations</b>                | 37                    | Facebook, PwC, ActionSprout, Cherie Blair Foundation for Women, Dermalogica. The Coca-Cola Company, Wikimedia Foundation  |
| <b>Civil society and NGOs</b>                               | 25                    | Ashoka, Girls on the Road, Teens Club, Cairo Runners, St. Andrew's Refugee Services, Caritas Nairobi, Oxfam, CARE, The SEEP Network, Wikimedia Foundation   |
| <b>International organizations and specialized agencies</b> | 20                    | UNDP, UN Foundation, UN Global Compact, UNV, UNWTO, UNCDF, UNCTAD, UNIDO, UNCDF, World Bank Group, FAO, ILO, ITC, and World Food Programme, The SEED Initiative, UNSG Youth Envoy office, UN Inter-Agency Network on Youth Development's Working Group on Youth and Gender Equality   |
| <b>Governments &amp; public agencies</b>                    | 7                     | Government of Canada, League of Arab States, African Women's Entrepreneurship Program (AWEP) - Kenya Chapter, US Department of State  |
| <b>Academic institutions &amp; universities</b>             | 9                     | United States International University Africa (USIU), The New School, University of California, Berkeley – Spring 2015, Global Business School Network, Lagos Business School, George Washington University School of Business, the International Council for Small Business; the Enterprise Development Center, Pan-Atlantic University; Maarifa; Thunderbird for Good, and Thunderbird School of Global Management. |
| <b>A particular fund</b>                                    | 1                     | Uwezo Fund  |

Likewise, EW has made an effort to create synergies with other sections and departments of UNW, which is highly relevant in two ways: firstly, to increase the projects' contribution to UNW's overall work on WEE, and secondly, to add value to EW as a knowledge management platform that captures initiatives and best practices on WEE from UNW's offices worldwide and facilitates knowledge exchange within the organization and with external stakeholders.

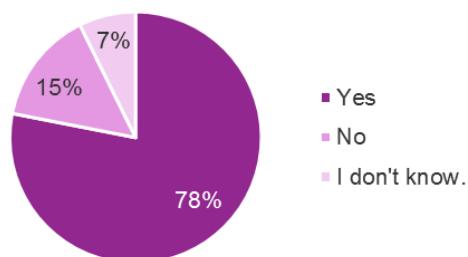
Consequently, most of UNW staff survey respondents were aware of the existence of EW and 66% of the respondents consider it relevant or very relevant to their own work.

**Figure 17: How relevant do you perceive EW to be for the work of your own section/ department/office?**



Source: UN Women staff online survey  
Total answers: 35

**Figure 18: Does your department/ section/ office collaborate with Empower Women?**



Source: UN Women staff online survey  
Total answers: 41

None of the respondents said that EW is not relevant to their work. Additionally, 78% of UNW staff who responded to the survey stated that their department or office collaborates with EW, for example through sharing information on their initiatives, stories, publications, or news. However, some of the staff from UNW that were interviewed, admitted that they have only a superficial knowledge of EW or lack a clear understanding of what the project aims to achieve, which was often related to a lack of time to engage with the platform, as well as to weak communication channels within UNW.<sup>61</sup>

Survey respondents highlighted that they perceive EW to be relevant as an excellent source of best practices, stories, and information to promote WEE, as well as to disseminate knowledge and to provide a networking platform for partners in the field. In interviews, UNW's staff also confirmed that EW is used as a relevant resource of information to feed into regional or local staff's work and to keep them informed about the latest developments regarding WEE.

Among the minority of survey respondents that perceived EW to be less relevant to their work, opinions were expressed relating to the shift in focus of EW, away from being a knowledge hub for policy makers and WEE advocates, to campaigns and communication. Some of the staff interviewed also stated that it would be useful to receive more information about the possibilities to collaborate with EW, beyond just information sharing.

<sup>61</sup> Synergies with other sections of UNW and with regional and national offices are analyzed under the effectiveness criterion.

## 4.2 Effectiveness and Potential Impact

Under the effectiveness criterion, the evaluation analyzes the following key questions:

**Table 11: Overview of key findings for the effectiveness criterion**

| EVALUATION QUESTION   | KEY FINDINGS   |
|---|--|
| <p><b>5. How effectively has the project delivered a relevant, global, comprehensive and interactive knowledge platform to advance WEE?</b></p>             | <ol style="list-style-type: none"> <li>1. Empower Women has successfully established a relevant online platform, achieving global outreach through its registered member base of 14.437 people from 198 countries. In addition, 551.360 unique users worldwide have visited the platform.</li> <li>2. On average, 35% of global users have been returning to the platform, which indicates that they see it as being both relevant and a useful site for information, knowledge exchange, and networking.</li> <li>3. The data shows that the more developed English-speaking countries are the ones with a higher number of users and the ones generating the most sessions, with the exceptions of Brazil and Turkey.</li> <li>4. According to user profiles, EW mostly attracts beneficiaries from the intermediary level (interested individuals, employees from NGOs and private sector), and is less successful in attracting people from the enabling environment (policy makers) or ultimate beneficiaries (vulnerable groups)</li> <li>5. Most users visit the platform to find information, rather than actively engaging with the site. Engagement and many of the contributions to the platform are initiated by a limited core group of users, mainly the EW champions and EW team.</li> <li>6. Most registered user survey respondents access Empower Women on a weekly or monthly basis and have a positive perception of the platform regarding its structure, content and user friendliness.</li> </ol> |
| <p><b>6. How effectively has the project made use of social media to enhance outreach and engagement to advance women’s economic empowerment?</b></p>       | <ol style="list-style-type: none"> <li>7. Social media are the preferred channel for networking and engaging in discussions, as they are more easily accessible and more interactive compared to the EW platform.</li> <li>8. EW has been effective in establishing a large community of followers and users on Facebook and Twitter to further engage and reach out to users.</li> </ol>  |
| <p><b>7. How effectively has the project made use of offline activities to enhance outreach and engagement to advance women’s economic empowerment?</b></p> | <ol style="list-style-type: none"> <li>9. EW has engaged in numerous offline activities that have complemented online activities, but mostly in collaboration with partner organizations, as the project does not have funding to support this area of activity.</li> <li>10. Concrete results of the offline activities cannot be evaluated due to a lack of reliable data. However, it can be assumed that offline activities have contributed to create outreach and usage of the online space, considering that most offline events have been taking place in countries that show higher numbers of users and sessions – usually the countries where UNW HQ and regional offices are located.</li> </ol>   |

|   |  |
|---|--|
| <p><b>8. How effective are the partnerships? What are the existing gaps and why do they exist?</b></p>  | <p>11. Partnerships have made an important contribution to EW's expected outputs, especially through the provision of content, the enhancement of technology, as well as the organization of events and opportunities to create outreach.</p>  |
| <p><b>9. What has been the progress made towards the achievement of the expected outputs and outcomes?</b></p>  | <p>12. EW has successfully increased users' access to information and knowledge, training and capacity building, peers and networks, and events and opportunities. The majority of survey respondents stated that Empower Women responds adequately to their knowledge, skills and networking needs.</p> <p>13. By accessing the different resources on Empower Women, users stated they have increased a number of capacities and skills. These included the capacity to advocate for the economic rights of vulnerable groups of women, as well as to lead, influence and advocate for WEE.</p> <p>14. UNW staff surveys show that most of UNW users consider the platform to be helpful by allowing them to network better with other people to promote WEE. It has also increased their capacity to lead and advocate for WEE although the lasting change it has created is limited to their immediate personal and professional environments.</p> |
| <p><b>10. What project approaches and strategies were the most effective in reaching the intended outcomes and enhancing awareness, knowledge, collaboration and action for women's economic empowerment?</b></p> | <p>15. The champions initiative (GCCCI) is the most important strategy, keeping the platform up-to- date and creating engagement, while at the same time resulting in local outreach at the country level, including vulnerable groups.</p>  |
| <p><b>11. What were the accelerating factors and obstacles for achieving results?</b></p>   | <p>16. Presence at a local level is important in order to generate engagement and results</p> <p>17. Language barriers have limited access by people from Arabic, Spanish and French-speaking countries because the versions of the site translated into these languages are lacking content compared to the English version of EW.</p> <p>18. Personal relationships, the individual motivation of staff members, and communication efforts are all critical if effective collaborations for increasing results are to be established.</p> <p>19. Obstacles mainly relate to the efficiency of the project implementation, in particular, the lack of resources to implement all the project activities effectively.</p>  |

In addition, under the potential impact criterion, the evaluators have looked at the following questions:

**Table 12: Overview of key findings for the potential impact criterion**

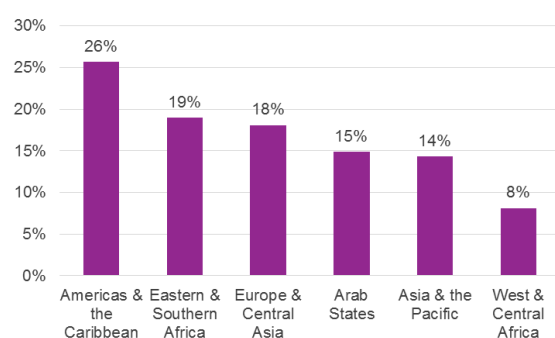
| EVALUATION QUESTION   | KEY FINDINGS  |
|---|---|
| 12. Are there any unintended effects of the project (positive and negative)?  | 20. EW has generated important effects at the outcome level that had not been anticipated in the initial project design. It has also attracted greater user numbers than had been expected, including a considerable number of male users. Negative unintentional effects have not been identified.   |
| 13. To what extent has EW been successful in positioning itself as the global knowledge hub on WEE internally (UNW) and externally? | 21. The majority of those responding to the user survey perceived EW to be the most comprehensive knowledge hub on WEE, and the majority of UNW staff survey respondents also agreed with this statement, indicating that EW has been successful in its positioning. On the other hand, a number of other websites are also considered as important information sources on WEE and there could be potential for EW to engage with them to create synergies. |

#### 4.2.1 Platform users and site traffic<sup>62</sup>

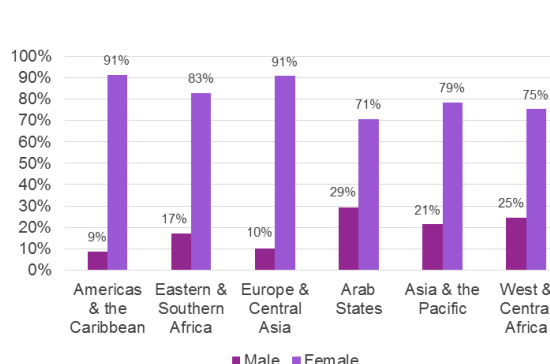
Based on information up until 30 September 2016, Empower Women has successfully established a relevant global online platform that has been visited by 551.360 unique users worldwide. It has 14.437 registered members, achieving global scale with representation from 198 countries and has experienced a consistent increase in registration numbers. Regions with the most registered members are: the Americas and the Caribbean; Eastern and Southern Africa; Europe and Central Asia.

With 16% of male and 83% of female registered users, EW has attracted a considerable number of men to the platform. Only 0.2% consider themselves to belong to other gender categories. The Arab States have the highest male registration rate with almost one third of all registered users being men, whereas the region with lowest number of male registered users is the Americas & the Caribbean, with only 9%. This shows that more men from regions with higher gender inequalities engage with EW, as they are probably more sensitized to WEE issues.

**Figure 20: Registered members by region in %**



**Figure 19: Gender distribution**

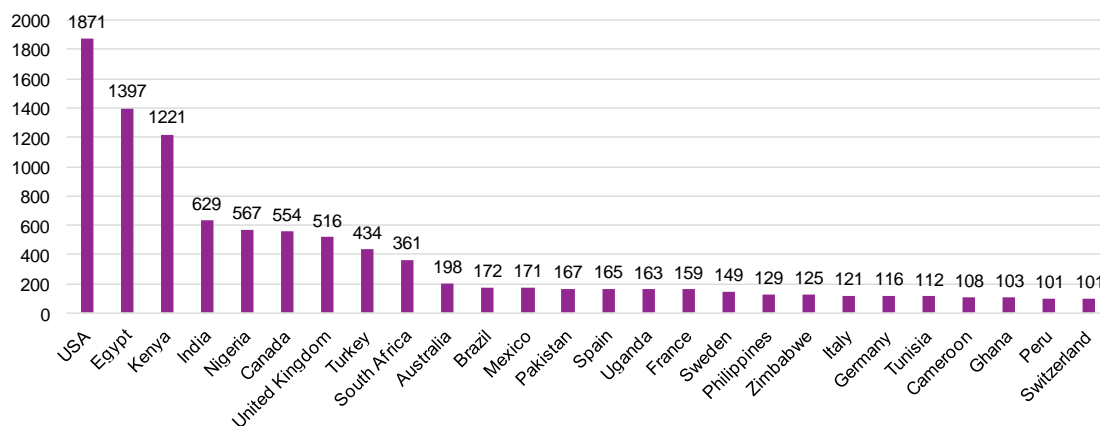


Source: Extracted from Empower Women Sitecore data

<sup>62</sup> The site traffic analysis is mostly based on data from Google Analytics. This data needs to be interpreted cautiously, as from 2014-2015 some data errors have occurred due to an incorrect tracking code. This has been corrected in early 2016. For this reason, other key metrics from Google Analytics such as page views, time on site or bounce rate are not included in this analysis, as the data are not reliable.

While registered members come from 198 different countries, there is a clear tendency for registrations to be concentrated in a small number of English-speaking countries (Turkey and Egypt are exceptions). Only three countries claim more than 1000 registered users each, accounting for 31% of total registered users. The sub-region with the lowest registration rate is Latin America and the Caribbean, accounting for only 7% of the registered users' total.

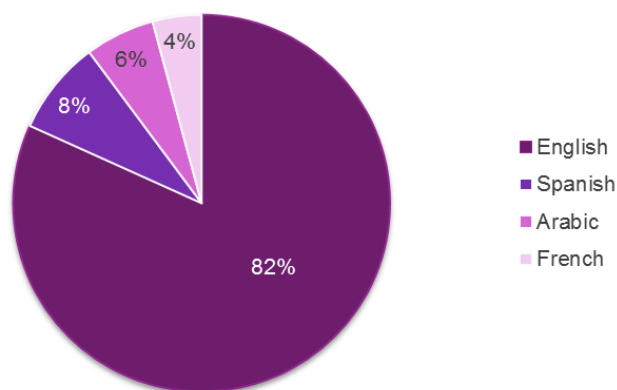
**Figure 21: Registered users by country (top 26)**



Source: Extracted from Empower Women Sitecore data

The analysis of EW usage is focused on the English version of the platform, as most of the activities are taking place on the English site. The French, Spanish and Arabic versions of the platform have significant information and engagement gaps compared to the English version and consequently, most visitors use the English site.

**Figure 22: Which language version of EW do you use the most?**



Source: Online user survey (only registered users); Total answers: 666 (577 female; 89 male)

Qualitative answers to the survey, provided by French and Spanish-speaking users, highlighted that the focus of platform content lies on the English speaking world, which limits the use of the platform by users who are not English speakers.<sup>63</sup>

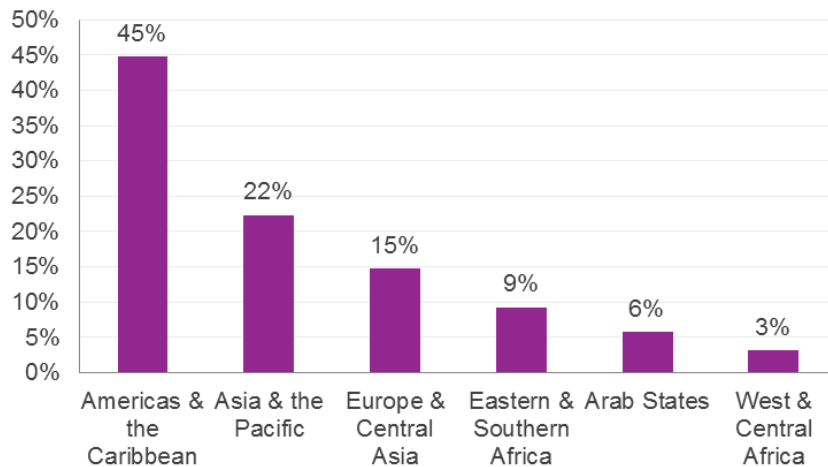
This becomes obvious when looking at the number of sessions: The total number of visits by all users to the EW platform during the period 2013-2016 amounted to 797.571. Out of this total, 45% of the sessions took place in the Americas & the Caribbean region (with the USA and Canada accounting for 84%, and Latin America and the Caribbean for 16% of the regional

<sup>63</sup> A similar finding has been made in the corporate evaluation of UN Women's work on WEE that states that EW still has the opportunity to become more inclusive by reaching out to non-English speaking users.



sessions). Globally, Latin America and the Caribbean only generated 7% of total sessions, just one percentage point more than the amount generated by the Arab States. By far the highest number of sessions per country during 2013-2016 is attributable to the USA with 275,789 sessions recorded, representing 34% of all sessions that took place during this time.

**Figure 23: Sessions per region 2013-2016**



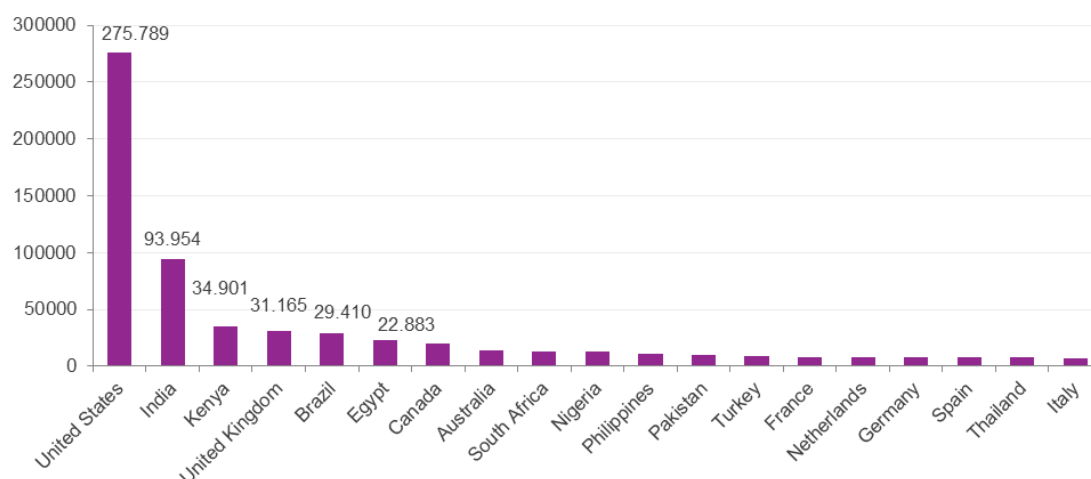
Source: Google Analytics

The region with the second highest number of visits is Asia-Pacific, mainly due to India where 93,954 sessions took place and which accounted for 12% of the total number of global sessions and 53% of the sessions taking place in the region.

The trend shows that the more developed English-speaking countries are the ones that generate the most sessions: USA, Canada, UK, and Australia accounted for 43% of all visits. The BRICS countries India and South Africa added a further 13%. The only exceptions to this rule are Brazil - this country has generated 4% of all sessions - and Egypt, which also accounts for around 3% of the sessions. The other 40% of the total is dispersed across a wide range of countries based in all regions.

One important point to highlight is that the countries where the EW team has a geographic presence are among those with the most registered users and sessions, indicating a link between local offline engagement and online activity - especially in the USA, Kenya, Egypt, and Turkey.

**Figure 24: Total sessions by country 2013-2016**



Source: Google Analytics

Over four years, the EW platform has seen the number of returning visitors average 35%. In the first year, this average was 39% and it has since declined to 30% in 2016. This is still a good achievement, showing that one third of users regularly return to the platform because they see it as relevant and useful for finding information, exchanging knowledge and networking. A decline over the years is to be expected, as the number of returning visitors is usually higher after the launch of a new website. Hence, based on this, it is important to highlight that Empower Women has successfully managed to retain users over the four years it has been in existence.

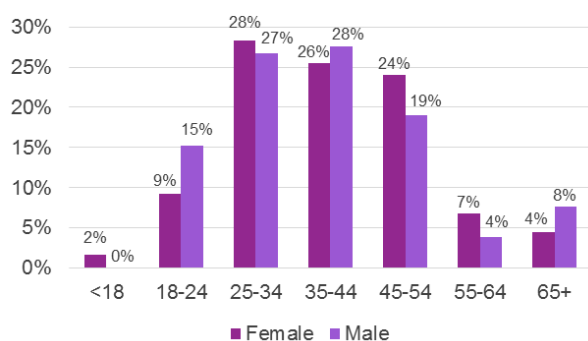
#### **4.2.2 User profile**

As the online platform collects limited data about the registered users, other than their gender and geographic location, the user profile has been analyzed based on the responses to the online user survey. Respondents to the survey came from 111 different countries, with most answers received from countries that generated the highest number of sessions on the EW platform. All regions though are represented.

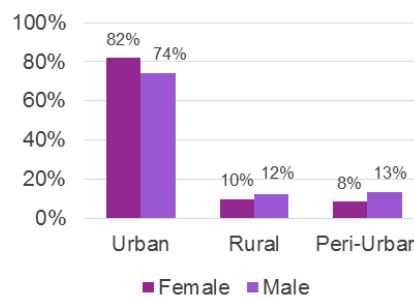
Out of the overall 844 respondents, there were 18 EW champions in total, two of which were male and sixteen who were female. The remainder was registered users who have not been engaged as champions on the platform. A smaller share of survey respondents' were not registered on the platform.

The survey results in relation to the profiles of the users are similar to other surveys that have been sent out previously, such as the needs assessment that took place in 2012 or the MTR carried out in 2014. The results of this online user survey captured 87% female respondents and 12% male respondents, with less than 1% "other".

**Figure 25: Gender of survey respondents by age:**



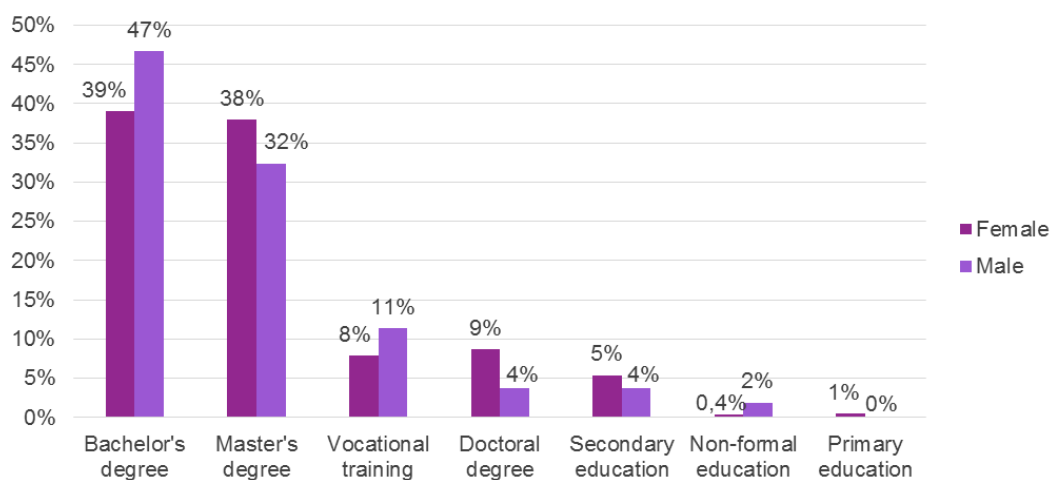
**Figure 26: Environment of survey respondents:**



Source: Online user survey (registered and non-registered users); Total answers: 842 (737 female; 105 male)

The profile of men who responded the survey can be summarized as follows, also representative of the total of registered users: one third of the men came from the Arab States and one third from Africa, with Egypt being the country with most male respondents, while most female respondents came from the USA. There is no significant difference between women and men in relation to age, education, or rural/urban environment. Numbers confirmed that EW mostly attracts urban users with higher education levels – a result that is very similar to the initial needs assessment that had been conducted in 2013. In this regard, EW seems to have responded well to the interests and needs identified by its stakeholder network at the project inception, while it has been less successful in attracting other target audiences, especially peri-urban or rural populations with lower education levels.

**Figure 27: Education of survey respondents**



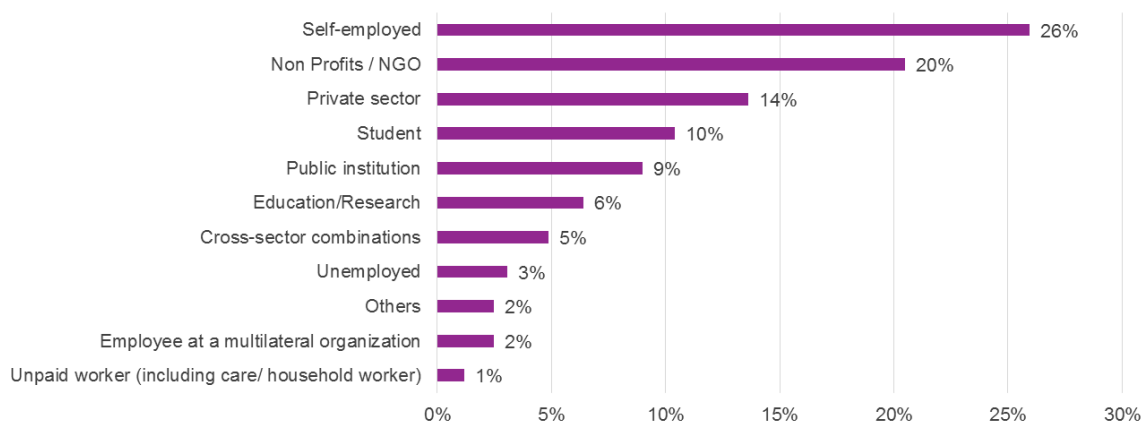
Source: Online user survey (registered and non-registered users); Total answers: 842 (737 female; 105 male)

Regarding professional affiliation, users came from all sectors, confirming WEE as a topic of broad social interest. The majority of survey respondents were self-employed (including entrepreneurs, business owners, and freelance workers), followed by employees from the NGO sector and the private sector. Students made up a smaller part of EW's users (slightly more than employees from public institutions), which shows that EW is successful in attracting younger population groups, but could do more to engage them.

This is confirmed when looking at differences between registered and non-registered users: out of the non-registered users who responded to the survey, most were students or they were working at a public institution. This suggests that there is potential for EW to create approaches that specifically reach out to these two groups in order to increase their interaction with the platform.

Unemployed or unpaid workers, users from academia, training centers and multilateral organizations were the ones that responded the least to the online survey. This indicated that vulnerable groups are underrepresented. In addition, those that fall into the category of policy makers or people that could directly influence policies in an institutionalized way (public institution and multilateral organizations) also seem to be less engaged with EW. Those that indicated “other” professional affiliations were mostly retired.

**Figure 28: Professional affiliation**



*Source: Online user survey (registered and non-registered users); Total answers: 842 (737 female; 105 male)*

Most survey respondents were interested in EW because they are engaged in providing education and training for women and girls, promoting WEE in their own workplace, or providing support services for female-owned businesses. This confirms that the platform is mainly used by professionals in the field of WEE, who are looking to connect and increase their knowledge and skills in order to be able to drive change.

No significant differences existed between women and men regarding the link they saw between EW and their work. There were two exceptions though: the number of women who run their own business was almost three times greater than male business owners (24% women vs. 9% men); and men who advocate an enhanced role for men and boys in promoting women’s economic empowerment were almost twice as many as women (45% men vs. 24% women).

**Figure 29: Please indicate how Empower Women is relevant to your occupation (multiple choice)**



Source: Online user survey (registered and non-registered users); Total answers: 813 (708 female; 105 male)

The majority of survey respondents have been registered on EW for less than a year, while 43% have been registered for between one and three years and a minority, for more than three years. One third of users access the EW platform once per week, while one third visits it once per month. Fewer survey respondents stated they only access the site a few times per year, with 6% stating they never visit the site at all, although 5% of respondents answered that they visit EW on a daily basis. Based on this, 65% of survey respondents can be classified as active users, while 35% as sporadic users. It is notable that from the survey answers, men reported a higher level of access to EW; while only 25% of women claimed that they accessed EW once a week, 41% of male respondents said they did. At the same time, 30% of male respondents claimed they access the platform once a month, with 25% of women claiming the same.

Of those users who said they never visited the website, most explained that they had only recently come across the initiative. Some mentioned time constraints were preventing them from accessing the platform, while others stated that their information needs were satisfied by reading the EW newsletter.

On average, according to Google Analytics data, 50% of users accessed EW through a desktop device, 45,2% used a mobile, and 4,8% on a tablet. This aspect is important to bear in mind when analyzing user behavior and engagement with the site.

#### 4.2.3 Platform offer and user engagement

The EW online platform offers a variety of resources and content to users: a resources library, stories and articles, a discussion forum, as well as information on initiatives from UNW, partners and registered organizations, EW news, campaigns, and a space for registered members and organizations. Registered users can contribute to the EW platform by uploading personal stories and resources, engaging in discussions, and posting comments.

The content offer and level of engagement varies between the different language versions of the platform. While it needs to be taken into account that the French, Spanish and Arabic versions of EW were only launched in early 2015, the EW team has found it challenging to properly populate the different language versions with content and successfully manage

engagement, due to a lack of human resources that could be dedicated to this time consuming task on a full-time basis. While two regional coordinators have been tasked to manage the French and Arabic language versions, and the Spanish version is currently jointly managed by the communications specialist of EW and a UNW staff member (from the RO based in the LAC region), the workload of these team members is too high for them to be able to effectively fulfill this task. Consequently, the additional language versions have not yet contributed in a meaningful way to increasing the inclusiveness of the platform, as can be seen from the data on users and sessions.

As of October 27 2016<sup>64</sup>, the following overall assessment can be made:

**Table 13: Number of uploads and contributions by language version**

| Platform offer               | English version | French version | Spanish version | Arabic version |
|------------------------------|-----------------|----------------|-----------------|----------------|
| <b>Resources (documents)</b> | 2111            | 53             | 111             | 19             |
| <b>Resources (videos)</b>    | 182             | 1              | 7               | 3              |
| <b>Stories</b>               | 790             | 23             | 23              | 16             |
| <b>Discussions</b>           | 732             | 3              | 9               | 5              |

Source: Sitecore Data

In the interviews, some champions from French-speaking countries have also expressed that it is more difficult for them to engage and to implement their initiatives, as they are not provided with any support in French due to the regional coordinator from West and Central Africa having left and no replacement appointed (because of UNW HR rules and regulations<sup>65</sup>). Similar concerns have been expressed by some of the UNW country offices who said they would be interested in increasing engagement, yet the language barrier limits the usefulness of EW within their country contexts.<sup>66</sup>

Regarding **resources**, these include studies, reports, fact sheets, and other types of documents that can be downloaded, as well as videos. They are structured by nine main topics and a total of 101 sub-topics. In many cases, the same documents can be found in more than one sub-topic. By far the most resources that are available on Empower Women are grouped under the main topic "Enabling policy" (2,623). Concepts of WEE is the sub-topic with most uploads (616) in this category; followed by the business case for WEE (353), inclusive growth (253) and socio-cultural (240). Considering user profiles that indicate the majority of users are engaged in the field of education and training for women and girls, business development services or women's rights at the workplace, EW might find it worth to rethink the available categories and better adapt resources to users' interests.<sup>67</sup>

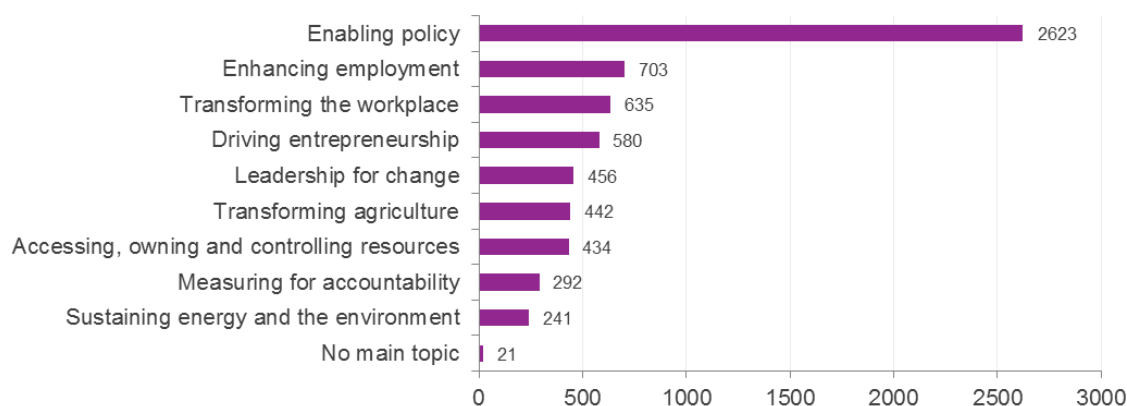
<sup>64</sup> The database for the analysis of uploads dates from 1 August 2013 to 27 October 2016.

<sup>65</sup> The contract needs to be awarded for more than one year, which was not possible due to the end of the phase one project approaching.

<sup>66</sup> Especially true for the whole of the Central Asian region, as well as for Eastern Europe, these regions would benefit from Russian. But concerns have also been expressed from Arabic or French speaking staff because of the lower number of resources and lower engagement levels for these language versions.

<sup>67</sup> Unfortunately, no information on the most downloaded resources was available for this evaluation. This would be important to know in order to learn about users' information needs.

**Figure 30: Uploads by topic**

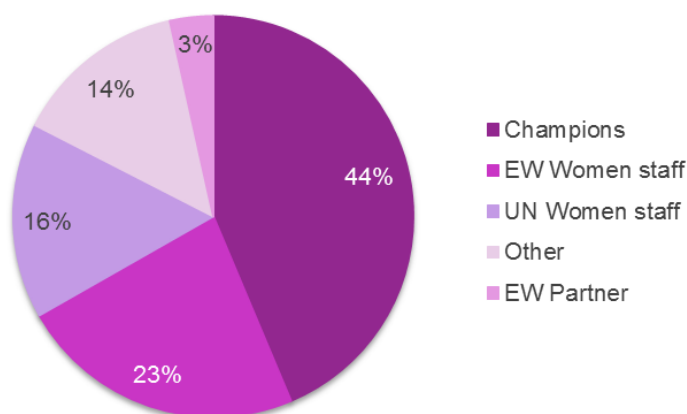


Source: Extracted from Empower Women Sitecore data

The next three main topics with the most resources (1,918 in total) are related to the private sector, namely employment, the workplace, and entrepreneurship.

Most resources have been uploaded by champions (44%) and by the staff of EW (23%) who oftentimes receives resources from partners or users and is in charge of uploading them after conducting a quality check. EW staff also quality checks and clears resources uploaded by users before publishing them.

**Figure 31: Uploads by user type**



Source: Extracted from Empower Women Sitecore data

For **stories**, a total of 272 users have been engaged through sharing. About 52% of the stories have been uploaded by 15 users, five of which are champions and the rest are Empower Women team members' who received stories from users and partners by email and are in charge of uploading them. The majority of contributors who have uploaded stories to the platform (166) have shared one story each.

Contribution to a **discussion** means that a user started a discussion either as a moderator or by posting a question or an opinion. A total of 742 discussions have been started during 2013-2016 by a total of 233 users (including team members from EW). However, 60% of all discussions have been started by a core group of 41 users. Excluding contributions from EW

team members, 38 users (all but one are or were champions) still generated 53% of all the discussions, with between 5 and 38 discussions started per user. Among this core group, female users started all of the discussions except for two men from India who also contributed. The user credited with beginning the most discussions in total, was a female champion (2015-2016) from the USA. 191 users that have started between one and four discussions each, account for the remaining 40% of the discussions.

A **comment** can be any comment posted under a discussion, story, or other type of content on the website. Comments are the most popular type of contributions made by the registered users, with 935 members having participated by making 7,897 comments. The analysis of comments provides a similar picture to that of the discussions. While the number of overall comments is quite high, a small group of 25 active members (again mostly champions) generated about 50% of all the comments. The most active user in terms of making comments was a female champion from Uganda, contributing 612 comments, which represented 7.7% of the total comments made on the site. The majority of 472 registered users have made one comment each.

Overall, taking into account that EW has 14,437 registered users, the engagement level of active users that contribute to the platform with content, discussions, contributions and comments is, on average, only 8,6% of all registered users; this ranges between 1,6% for discussions, 1,7% for uploads, and 6,4% for comments. This indicates that the majority of users are looking for information from the site and that they do so before contributing their own content. Data from the user survey also confirms this: while overall, 44% of respondents said they have downloaded resources, only 9% confirmed any upload activity, 12% reported sharing a personal story, 17% contributed to a discussion, and 22% posted a comment.

The lower level of engagement on the site is linked to the limited interactivity that, according to interviews with champions, is seen as a constraint to being more active. It was often mentioned that due to the lack of a chat function, real time discussions cannot take place, and that it is time consuming to have to go back to the site every day to check if a new comment has been made. Champions were also of the opinion that it would be beneficial to receive an email alert if someone contributed to a discussion that they had participated in or made a comment about an article that they have uploaded. This alert would bring them back to the platform and engage them further in follow up comments. Likewise, champions expressed they wanted to receive an alert confirming a story or an article that they had uploaded, had been published by EW's team.<sup>68</sup>

Most of the users that actively contribute to EW are champions, which is probably due to the fact that, as part of the selection process to become a champion, candidates have to show their motivation and engagement by being active on the site. Accordingly, the activity in contributions for most users is usually concentrated around the championship period.

Interestingly, while the majority of registrations and sessions originated from the USA, North American users are not among the most active users on the site. Looking at the top active users who contributed to EW, 60% came from Africa (35% Eastern and Southern, 25% West and Central Africa), 20% from Asia-Pacific, 15% from the Americas & the Caribbean, and 5% from Europe and Central Asia. None is from the Arab States. This could be attributable to the fact that the digital world is still emerging in Africa versus other regions where the technology has matured, and hence more users from Africa are interested and curious about engaging online. Cultural patterns could also play a role.

However, the registered user survey did not confirm the Sitecore data analysis finding, that women are more active on the site than men: a higher percentage of men compared to women

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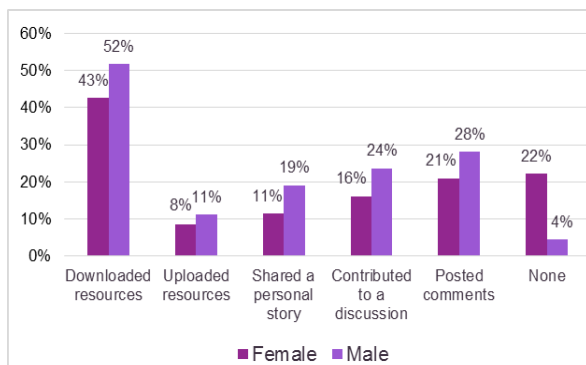
<sup>68</sup> These interactive features, according to EW management, are expensive to add to the platform and budget constraints have so far prevented EW from fulfilling these user requirements.



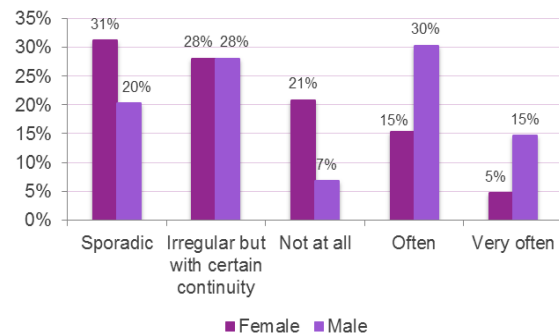
reported participation in activities on EW<sup>69</sup>. It is also important to note that while only 4% of men answered that they do not participate in any of the activities, 22% of women selected that multiple-choice option. According to the survey responses, male registered users also seem to have higher levels of interaction with the platform.

This result from the user survey could be explained by the fact that most of the female participants are looking for information to help their career, education, personal development and their contribution to society, while the smaller number of men connected to EW are those with strong beliefs in gender equality and WEE and thus engage more.

**Figure 33: In which of the following EW activities have you participated?**



**Figure 32: How often?**



Source: Online user survey (only registered users); Total answers: 666 (577 female; 89 male)

### User interests and satisfaction

When reviewing the interest levels of users in the different content offered by EW, the results between women and men were similar: 76% of women and 72% of men are interested or very interested. According to the survey's results, users were also satisfied with the content offer. However, all content types have been mostly rated in a similar way with "satisfied" before "more than satisfied" or "very satisfied", indicating that there are opportunities for improvement. Content that received the highest satisfaction ratings were the news and resources section (including documents and videos), as well as stories and initiatives. Survey respondents were slightly less satisfied with the online training offer and e-discussions. Satisfaction with the iLearn platform was also lower, but this was due to the fact that many survey respondents were not aware of this content offer.

Overall, men were slightly more satisfied with the quality and usefulness of the different resources and were also more satisfied with the structure and design of the platform, the ease of navigation, the interactivity of the platform, and the access to relevant organizations and individuals, when compared with women.

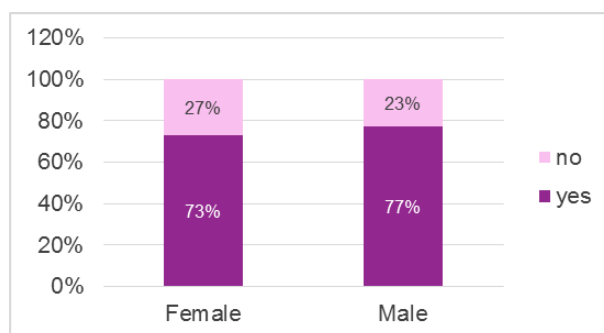
During the interviews, various opinions about EW's platform content were expressed by the champions, UNW's staff, and partner organizations, all with differing views. While the stakeholders in general appreciated the content offer, especially the resources section, more critical voices suggested that the platform contained too much information, resulting in confusion and a lack of clarity.

User survey participants responded in a similar way. Regarding overall satisfaction with the EW content offer, 74% of the respondents to the user survey stated that EW adequately responds to their knowledge, skills, and networking needs, with more men than women confirming this.

<sup>69</sup> As user contribution reports from the platform backend clearly show that the most active users are women, it is assumed that the survey includes a response bias from very active male users.

Those that believed EW was not adequately responding to their needs made numerous comments as to the reasons why. The most frequent reasons cited were: content is not specific enough; the site is too focused on the English speaking world. Some respondents also mentioned that while the content met their needs, they were unsatisfied with the networking opportunities.

**Figure 34: Does EW adequately respond to your knowledge/ skills/ networking needs?**



Source: Online user survey (only registered users)  
Total answers: 510 (431 female; 79 male)

There were also comments made in interviews that the content shared, especially through the stories and discussions sections, was interesting for the general public, but not so much for professionals engaged in policy making. Some interviewees stated that since EW's launch, a shift has taken place, from focusing on being a knowledge hub for WEE for policy makers, to concentrating more on communications, advocacy and campaign work targeted at a broader audience. In the same way, private sector organizations and other stakeholders commented that EW does not offer content which is specific enough to attract the business community to the platform, while all interviewed stakeholders were of the opinion that EW is currently not effective when it comes to reaching the most vulnerable groups.

The latter is because the platform is perceived to be too sophisticated for this target group and the general opinion was that EW needs first to engage in research on the information requirement of the most vulnerable, and then develop appropriate formats based on this research. In this regard, EW has the opportunity to add value to these groups through the planned integration of the WEPs section and the creation of the Virtual Skills School. This new online learning and capacity building center will be closely linked to EW, and one of the main target audiences will be girls and women who have been excluded from formal education. As EW does not currently attract this target audience, one of the main channels to reach out to these women and girls could be the NGOs and CSOs, who are already working with them directly.

Along the same lines, with its aim of reaching out to everyone and "leaving no one behind", EW risks being too generic for certain target groups. A number of stakeholders recommended that EW should improve the definition of what the project is looking to achieve and for which target audiences, by developing a clear value proposition and prioritizing quality over quantity when it comes to populating the website with content.

Another important point made by various interviewees was that the different regions and countries are not visible on EW. Some stakeholders wanted to learn more about WEE in their specific region, but it was difficult to find such information. Suggestions were made that EW should create regional sub-sites.

#### 4.2.4 Social Media

As mentioned earlier, social media was not part of the initial project design, but had been added at the end of 2013 because the project management team was aware of the crucial role that social media plays in achieving outreach and user engagement. Over the years, social media has proven to be an important complementary channel to EW and performance continuously improved through a “learning from doing” approach.

Survey respondents’ access to EW’s social media is similar to that of the website – 44% of respondents visit EW’s social media once a week or once per month, and 23% a few times per year. More respondents said they accessed EW’s social media daily (10%), but at the same time, more respondents also stated they never look at the social media channels (10%).

In interviews, champions confirmed that they value social media as complementary channels for networking, sharing content and engaging in discussions, as they compensate for the limited interactivity of the website.

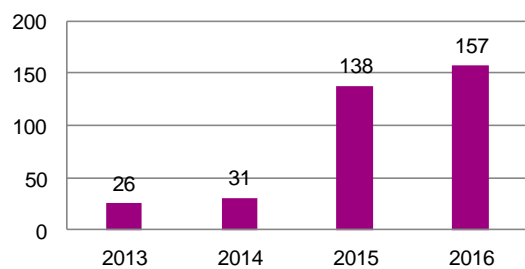
EW’s team sees social media as a marketing tool to promote the website and is aiming to direct traffic from social media onto the online platform. This approach has been successful: 18% of user traffic on EW is generated via Facebook and Twitter. In addition, based on the survey respondents, social media was the second most selected answer to the question regarding how users learned about EW (the UNW website was first).

At the same time, social media are integrated into the EW platform, which facilitates access and information sharing. Users can register via Facebook and Twitter, and the website features the latest tweets on the social wall. Users also have the option to share platform content from the EW website directly onto their social media channels.

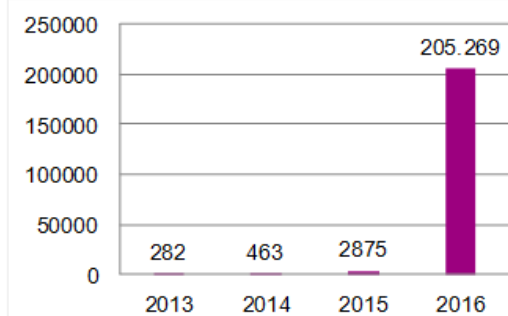
While EW’s social media activity was limited in 2013-2014 due to a lack of human resources, with a dedicated social media manager who joined the team a quantitative leap in the number of Facebook posts published by EW during 2015-2016. This came about thanks to an improved social media strategy developed with support from the company ActionSprout. This company also provided EW’s team with training workshops on how to increase social media performance.

In early 2016, user activity showed exceptional growth, especially the average number of likes on posts each month:

**Figure 35: Average number of Facebook posts per month during 2013-2016**

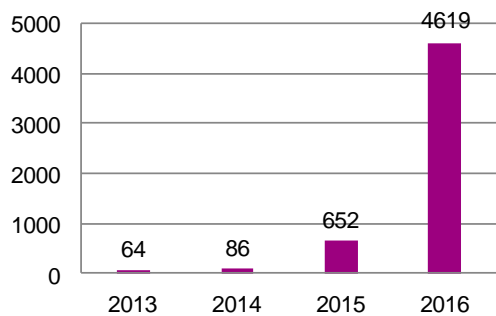


**Figure 36: Average number of likes on Facebook posts per month during 2013-2016**



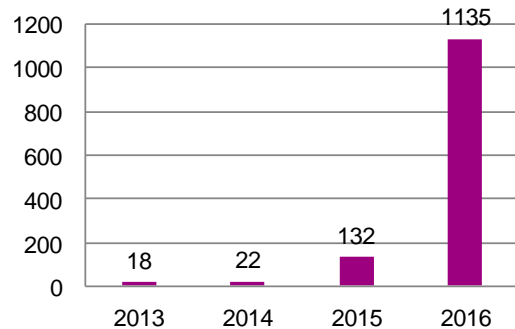
Likewise, the number of shares and comments on Facebook increased significantly in 2016:

**Figure 37: Average number of shares on Facebook posts per month during 2013-2016**



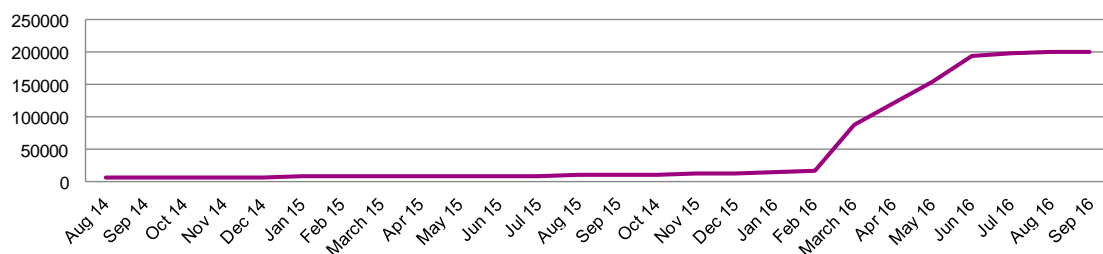
Source: Facebook Insights

**Figure 38: Average number of comments on Facebook posts per month during 2013-2016**



The number of page likes has also increased significantly since March 2016, reaching 199,594 as of September 30 of this year.

**Figure 39: Number of Facebook page likes**



Source: Facebook Insights

This steep increase came about mainly due to paid advertising, sponsored by Facebook, which had been implemented via ActionSprout from March to July 2016. This in turn helped to boost the outreach of Facebook posts to a wider audience. Another activity that contributed to the significant increase in user engagement was Facebook’s #SheMeansBusiness campaign that started in January 2016, in which EW participated by promoting the iLearn platform and entrepreneur’s stories. From the top thirty posts that have achieved the most likes, comments, and shares among EW’s Facebook community over the past three years, twenty posts are with the hashtag #SheMeansBusiness. No other online campaign has been as successful, although posts with the hashtags #iamwoman and #HerStory also received greater attention from the social media community compared to other posts. Reach of Facebook posts increased from 4,503 in August 2014 to more than 200,000 in September 2016. Between February 2016 and August 2016, the reach of posts even exceeded more than 1 million Facebook users, which is thanks to the activities mentioned above.

The iLearn platform was first launched in 2015 via Facebook’s Free Basics platform and allowed users from 28<sup>70</sup> countries in Latin America, Africa, and Asia to access the iLearn platform on a mobile device or regular feature phone free of charge. This has also contributed to higher usage of EW, with a total number of 254,697 users as of September 2016.<sup>71</sup>

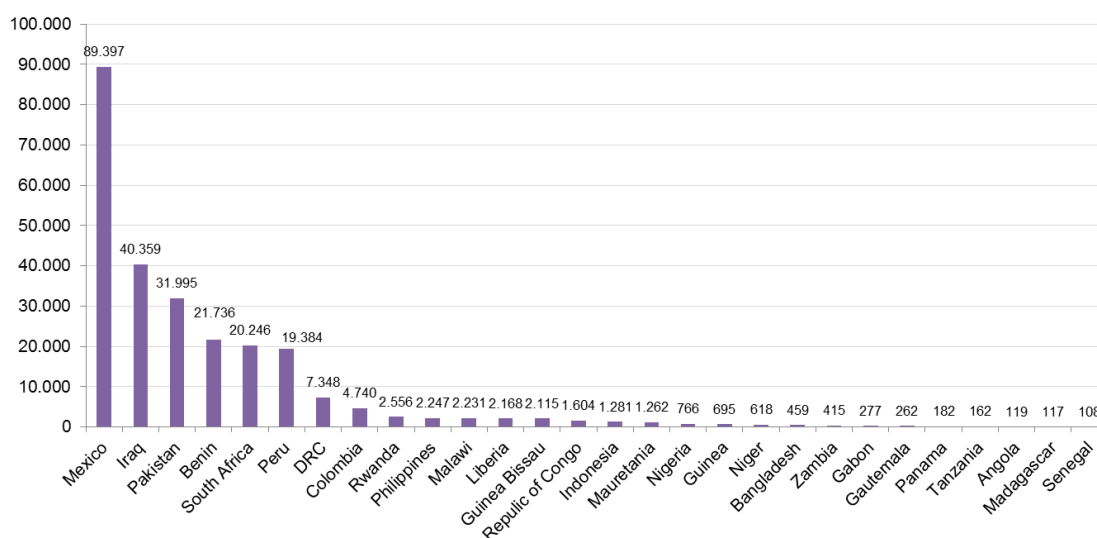
iLearn has also proven to be effective in reaching users from countries that were not among the countries with highest numbers of sessions or registered users, adding to the inclusiveness of

<sup>70</sup> Based on data that is available via Free Basics.

<sup>71</sup> The exact ratio of iLearn Free Basics users to the EW platform users cannot be defined, because a part of iLearn users are included in the Google Analytics data of EW – if users access iLearn from a device that supports java-script, they are tracked by Google Analytics. As Google Analytics does not allow for a separation of iLearn and general platform users, it is not valid to add the number of iLearn users obtained from Facebook to the number of platform users from Google Analytics in order to obtain overall user numbers.

EW. More Spanish-speaking users, especially from Mexico and Peru, are among those who are accessing iLearn, as 100% of the content on this platform is available in Spanish (and in seven other languages also).

Figure 40: iLearn Free Basics monthly active users as of September 2016



Source: Free Basics Insights

Through these different activities, EW has become more successful in effectively leveraging social media for outreach, communication, and advocacy campaigns. However, as the extraordinary success of Facebook has only happened from early 2016 onwards, it will need to be monitored in the future, to check whether EW is able to maintain this higher level of engagement and attract even more users to the online platform.

In addition to Facebook and Twitter, Empower Women is also active to a limited extent on YouTube and Pinterest. The table below summarizes the activity of both of these channels.

Activity on Pinterest is low with only 127 pins and 207 followers, and this platform is not seen as being effective for engaging users. The project management team has recognized the limited effectiveness of Pinterest and has decided not to invest more resources in this channel but instead, concentrate on Facebook and Twitter.

YouTube is an application where EW’s team uploads all relevant videos for its users, including webinars or events with champions. The majority of videos are accessed via the EW site, within YouTube, or via social media. However, given the low user engagement (likes, comments, shares), there is more opportunity to leverage interaction with YouTube users, EW videos and the platform.

Table 14: User engagement on YouTube

| Indicator:   | Number: |
|--|---------|
| Number of videos uploaded to YouTube                       | 77      |
| Number of views (in total / per video / per type of video) | 11,512  |
| Number of channel subscribers                              | 196     |
| Number of likes  | 162     |
| Number of shares   | 236     |

|  |  |
|--|--|
| <b>Number of comments</b>                                    | 46   |
| <b>Watch time (minutes &amp; percentage of video viewed)</b> | <ul style="list-style-type: none"> <li>▪ 75,442 minutes viewed</li> <li>▪ Videos of less than 15 minutes are viewed to 50% of its lengths on average</li> <li>▪ Videos of longer than 15 minutes are viewed to 16% of its lengths on average</li> </ul>  |
| <b>YouTube user profile (gender, geography, age)</b>         | <ul style="list-style-type: none"> <li>▪ 26% - Men</li> <li>▪ 74% - Women</li> <li>▪ Most users are from the following countries: USA – 21%; Peru – 17%; UK – 5.5%; Kenya – 5.3%; Canada – 3.1%; Colombia – 3.1%; Mexico – 3.0%</li> <li>▪ By far the largest groups of YouTube viewers are from the age group 25 to 34 (41.8%) and 35 to 44 (26%). Viewers aged between 18 to 23 and 55 to 64 make up an equal part of all YouTube viewers (about 12%)</li> </ul> |
| <b>Traffic sources</b>                                       | <ul style="list-style-type: none"> <li>▪ Various but mainly: YouTube, empowerwomen.org, social media.</li> </ul>   |
| <b>Playback locations</b>                                    | <ul style="list-style-type: none"> <li>▪ 52% - Videos are embedded in external websites and apps</li> <li>▪ 48% - YouTube</li> </ul>   |
| <b>Most viewed videos</b>                                    | <p>Top 5 videos:</p> <ul style="list-style-type: none"> <li>▪ Empodera a las Mujeres - Seminario Virtual I</li> <li>▪ Freedom of Movement and Women's Economic Empowerment</li> <li>▪ Beijing+20 and Women in Decision-making - Time to Shatter the Glass Ceiling</li> <li>▪ 2015 Champions - Orientation Session</li> <li>▪ Transforming Economies: Empowering Women and Girls</li> </ul>   |

Source: YouTube Analytics

The role of social media to attract and retain users should not be underestimated, especially as around 50% of EW's users normally use mobile devices to access the platform. Social media are much more mobile friendly compared to websites, which is one reason why many interviewees said they prefer to look for updates about EW on Facebook or Twitter rather than visiting the platform. In addition, considering that vulnerable groups usually do not have access to desktop devices, but are using mobile phones more and more, social media can be an effective means to reaching out to this target population.

#### 4.2.5 Online and offline events

In addition to managing the online platform, its content, and the social media channels, EW also organizes or participates in online and offline events globally, regionally and at a national level. This is another activity that was not included in the original project design but has proven to be a successful tool to create outreach and engagement, as well as providing opportunities to target groups for offline capacity building.

Online events are usually webinars that aim to build capacities and skills in different areas, or online campaigns for the advocacy of WEE. The EW team sometimes organizes these webinars directly, but mostly participates in them, collaborating with third party organizations or UNW. Offline events include outreach and marketing presentations, panel discussions, conferences, capacity building workshops, as well as campaign events. Sometimes, online and offline events have been combined. For example, online campaigns have been complemented by offline events, or offline events have been broadcast live online and are usually promoted on the platform and through EW's social media. As EW has no budget for the organization of events, the team leverages partnerships in most cases to participate in the events of other

organizations or to attract contributions. During the time period under evaluation, the EW team has been engaged in a total of 119 events, 29 of which were online events and 90 were offline.<sup>72</sup>

All online events have been global in nature and have been organized by EW's team at HQ, while offline events took place at both regional and national levels. The most active regions in this regard were the Americas and the Caribbean (with 23 in North America and five in LAC), Europe and Central Asia, and the Arab States. The Arab state region registers the highest number of capacity building offline activities

**Table 15: Online and offline events**

|   | Global    | Americas & the Caribbean | Arab States | Asia & the Pacific | Eastern & Southern Africa | Europe & Central Asia | West & Central Africa | Total      |
|---|-----------|--------------------------|-------------|--------------------|---------------------------|-----------------------|-----------------------|------------|
| Capacity Building (Webinar)             | 20        | 0                        | 0           | 0                  | 0                         | 0                     | 0                     | 20         |
| Capacity building (Live Webcast)        | 6         | 0                        | 0           | 0                  | 0                         | 0                     | 0                     | 6          |
| Capacity building (Google Hangout)      | 2         | 0                        | 0           | 0                  | 0                         | 0                     | 0                     | 2          |
| Capacity building (offline)             | 0         | 3                        | 18          | 0                  | 0                         | 0                     | 0                     | 21         |
| Outreach/ communication event (offline) | 0         | 22                       | 1           | 1                  | 8                         | 24                    | 1                     | 57         |
| Interactive event (online)              | 1         | 0                        | 0           | 0                  | 0                         | 0                     | 0                     | 1          |
| Interactive event (offline)             | 0         | 3                        | 4           | 4                  | 0                         | 1                     | 0                     | 12         |
| <b>Total</b>                            | <b>29</b> | <b>28</b>                | <b>23</b>   | <b>5</b>           | <b>8</b>                  | <b>25</b>             | <b>1</b>              | <b>119</b> |

Source: EW website, input from EW regional coordinators Arab States, Europe and Central Asia

The most frequent events have been offline outreach and communication activities, followed by online and offline capacity building.

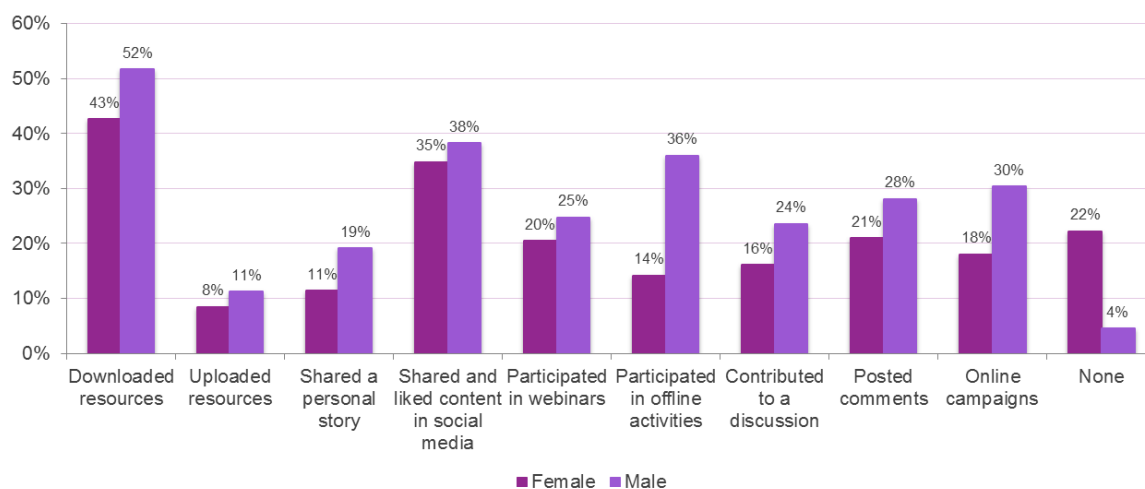
Regarding the actual results of these events, it is not possible to conduct analysis as no systematic monitoring has been taking place regarding the number and type of participants or the related outputs. However, it can be highlighted that EW has managed to engage in a high number of events each year despite no resources being allocated to this type of activity. It can also be assumed that offline activities have contributed to creating outreach and usage of the online space, considering that most offline events have been taking place in countries that show higher numbers of users and sessions – usually the countries where UNW's HQ and regional offices are located.

As far as online events are concerned, the champions especially, have rated these positively during the interviews held. However, according to the user survey, participation rates could be improved. Only 21% of the survey's respondents confirmed they have participated in webinars, and only 20% state they participated in online campaigns. The reason for this low participation

<sup>72</sup> As no centralized database exists that captures all events, the evaluation team has compiled information manually from different sources and cannot guarantee the completeness of the table.

is unknown, but it is assumed that this is not because of a lack of interest, as users have indicated that webinars and trainings are relevant to them.

**Figure 41: Which of the EW activities have you participated in?**



Source: Online user survey (only registered users); Total answers: 666 (577 female; 89 male)

In addition to the events organized by EW or those where EW’s team members have participated, the important role that the champions play in this kind of activity needs to be stressed. During their championship period of five to six months, EW’s champions have to develop their own initiatives to promote WEE in their respective countries. EW’s team members serve as mentors, advising the champions on the initiatives that they should undertake, but implementation is usually carried out by the champions alone, either individually or in groups. The 208 champions from 64 countries that have been engaged with EW during the period 2013-2016, have organized numerous online and offline initiatives that range from online advocacy campaigns to capacity building workshops for vulnerable communities. Many champions have also indicated that they continue implementing activities beyond their championship period. Unfortunately, no monitoring system currently exists that is tracking this important asset of EW, so no analysis can be provided on the numbers and type of initiatives implemented and the results achieved. Individual stories published on EW though do suggest the significant potential that these initiatives have for the organization. The EW team should capitalize on this in future by collecting key information on each champion’s activity in a standardized manner<sup>73</sup>. The success of GCCI is also demonstrated by the continually growing number of applications for the roles: in the first global recruiting session for champions, EW received 150 applications; in 2015-2016, 650 users applied.

#### 4.2.6 Partnerships

The EW team has engaged in collaborations with around 100 external organizations over the past four years. They can be categorized into a small number of long-term strategic partnerships, project partnerships, and ad hoc collaborations. 25% of EW’s partners, who responded to the survey, stated that they had a single collaboration only with EW; 30% had multiple collaborations and 45% said they enjoyed a permanent and ongoing collaboration or partnership.

Most collaboration comprise of activities that can be repeated over a longer period of time, such as the provision of documents for the resources library or co-organizing webinars or offline events. Frequently, collaboration is also focused on online marketing through link exchanges on

<sup>73</sup> Only the Eastern and Southern Africa region has recently started to collect final reports from champions that summarize initiatives, target population reached, and related outputs.



websites or featuring EW on other sites. More recently, private sector partnerships have evolved around specific projects, for example the development of training modules on soft skills for women in conjunction with the Garanti Bank in Turkey. Only a few collaborations are long-term: for example, those with Facebook and PwC.

50% of all collaborations have been established at a global level while the rest have been developed regionally. Few global partnerships, similar to the tie-ups with Facebook or PwC, have translated into a collaborative approach at the regional or country level.

Global collaborations have been mainly established with international organizations and private companies while few global partnerships exist with governments or with the NGO sector. Among the global collaborations, Empower Women has managed to establish connections with a total of fifteen UN organizations and specialized agencies: UNDP, UN Foundation, UN Global Compact, UNV, UNWTO, UNCDF, UNCTAD, UNIDO, World Bank Group, FAO, ILO, ITC, the World Food Programme, the UN Inter-Agency Network on Youth, Development’s Working Group on Youth and Gender Equality, and Youth Envoy. All of these have been established at a global level; at the regional level no collaborations with other UN organizations exist.

At a regional level, the focus of partnerships is with NGOs and private sector organizations, with the aim of creating outreach to the target audiences, mostly through offline activities. These collaborations have proven to be relevant in driving Empower Women’s growth, although they are usually geographically limited to the country where the UNW’s regional office is located. The Eastern and Southern African region has been the most active region (29) implementing different types of collaborations with diverse experts and organizations, followed by the Arab States region (12). In Europe and Central Asia, as well as in Latin America and the Caribbean region, a smaller number of partnerships with relevant private sector organizations have been initiated, which is mainly due to regional coordinators being engaged for a shorter period of time compared to the other two regions. For West and Central Africa, as well as for Asia-Pacific, no relevant partnerships have been identified.

**Figure 42: EW Partners by global and regional level:**

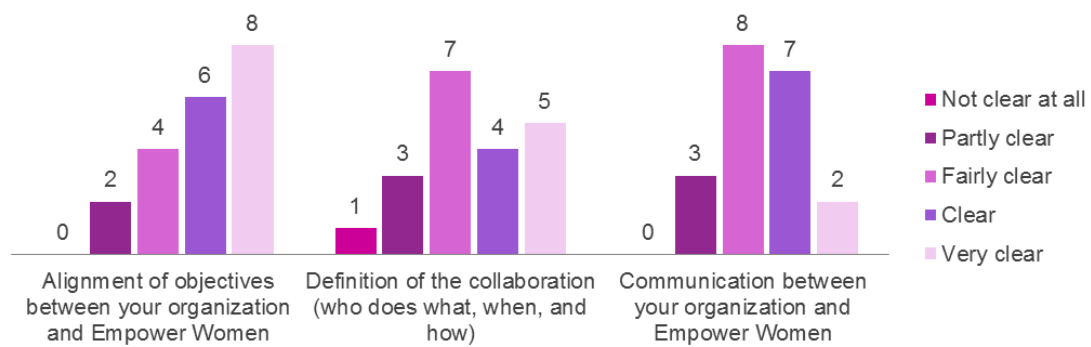


Most of the partners perceive collaboration with Empower Women to be relevant and aligned with their own objectives, as their work is focused on subject areas that are relevant to WEE. In addition, they also work with a specific gender focus.

Source: *Empower Women*

Moreover, most of the respondents to the partner’s survey confirmed that the roles assigned in their partnership were clear while communication between their organizations and EW was seen as being between ‘partly clear’ and ‘fairly clear’. Some partners claimed that clarity around the definition of specific objectives for the collaboration were lacking, making it impossible to measure results effectively. This is mostly due to the ad hoc approach that EW has taken in terms of collaborations with external stakeholders.

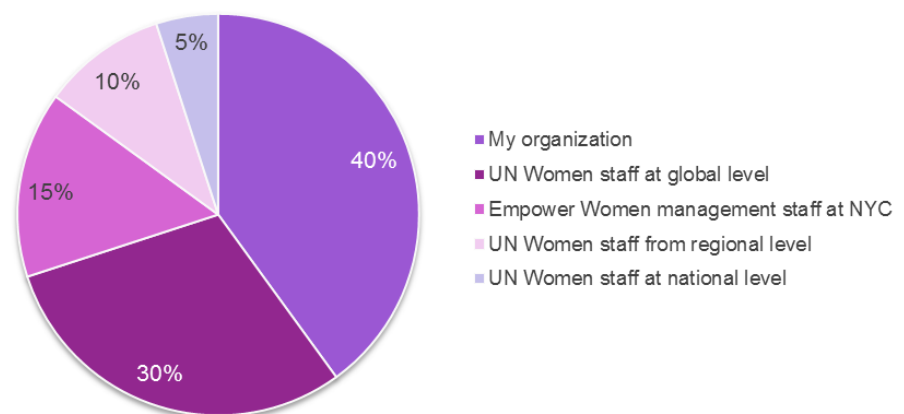
**Figure 43: What is your perception of the collaboration with Empower Women regarding:**



Source: EW Partner online survey

Collaborations with partners were initiated either because of the initial interest of the partner organization or interest shown from EW’s management team. A few of the collaborations came about due to a particular interest from UNW’s staff at a national or global level.

**Figure 44: Who initiated the collaboration between your organization and Empower Women?**

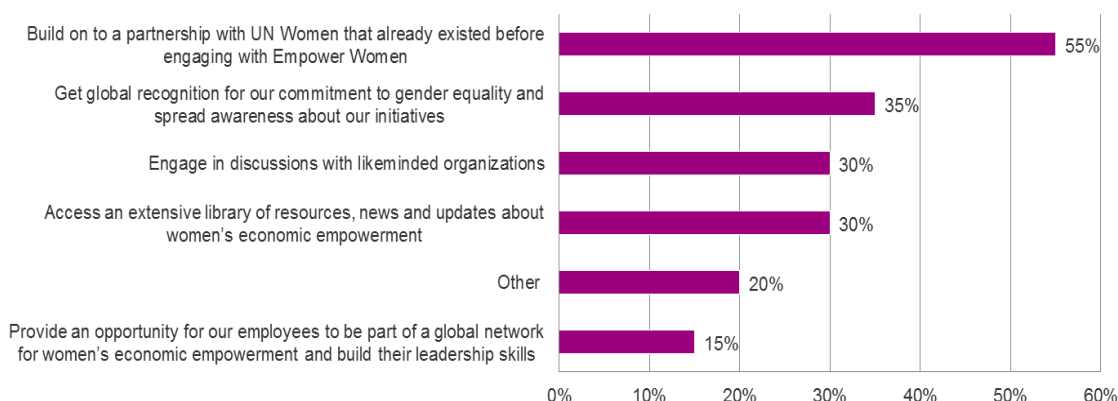


Source: EW Partner online survey

In the majority of cases, organizations were interested in collaborating with EW, not only to build on an existing partnership with UNW, but also to showcase their commitment to GE and actively engage with the platform, as well as to access the resources pool.

Other responses indicated that partners were also interested in using EW as a channel to connect with target audiences and to find ways to interact with the communities.

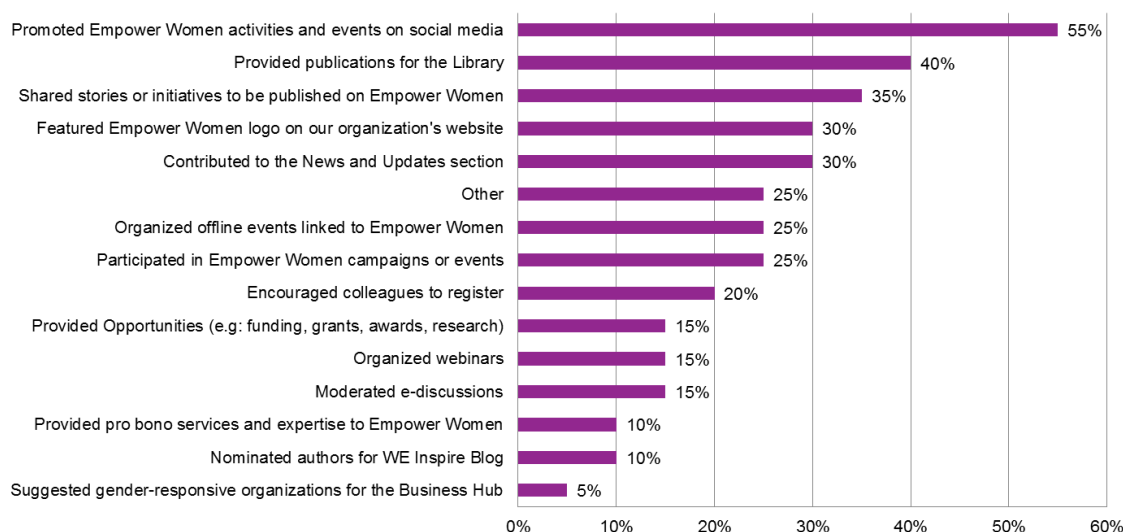
**Figure 45: Why did you decide to collaborate with Empower Women?**



Source: EW Partner online survey

A large part of the collaborations with partner organizations has been built around three focus areas: capacity building, content sourcing, and communication and outreach. Organizations and experts have found EW’s platform suitable for posting a large amount of different publications and articles related to WEE. Many organizations have also collaborated with EW to implement communication and outreach activities that have helped to spread information regarding EW and its activities to a wider audience. These partners have supported the launch of different campaigns and initiatives such as the “HerStory” campaign endorsed by Wikipedia, or the Business Hub (now Organizational Members section) launch that was supported by various private companies including Airtel Kenya. International organizations, the private sector, universities, and academic institutions have also collaborated with Empower Women to organize webinars and offline trainings on different subjects related to women’s economic empowerment. These organizations have contributed resources to conduct webinars and trainings on many different subjects including negotiation skills, career employment and entrepreneurship, development of WEE in an inclusive market system, women in the work place, and data visualization for young people. Some of these organizations are also talking with the EW team about the possibility of supporting future collaborations with the Virtual Skills School.

**Figure 46: What has been your key contribution(s) to Empower Women as a partner?**



Source: EW Partner online survey

Most of the collaborations and partnerships have taken place informally, i.e. without signing a Memorandum of Understanding (MoU). While this approach has given EW the flexibility to engage with numerous organizations that have added value to the project without administrative stress, on the other hand, usually no joint planning or concrete milestones have been established for these collaborations. Consequently, partner organizations that were interviewed confirmed that they were not aware of the results that their collaboration had generated for EW. However, partner's survey respondents indicated that the most important results for their organizations were: enhanced global visibility for their work on WEE; being part of a global community on WEE; participation in events with UNW; and being updated on initiatives related to WEE. To a lower extent, partner organizations confirmed they have strengthened their organizational knowledge, skills and capacities on WEE. None of the survey respondents said that they had increased employee engagement or that they had implemented policies to advance women's empowerment due to their collaboration with EW.

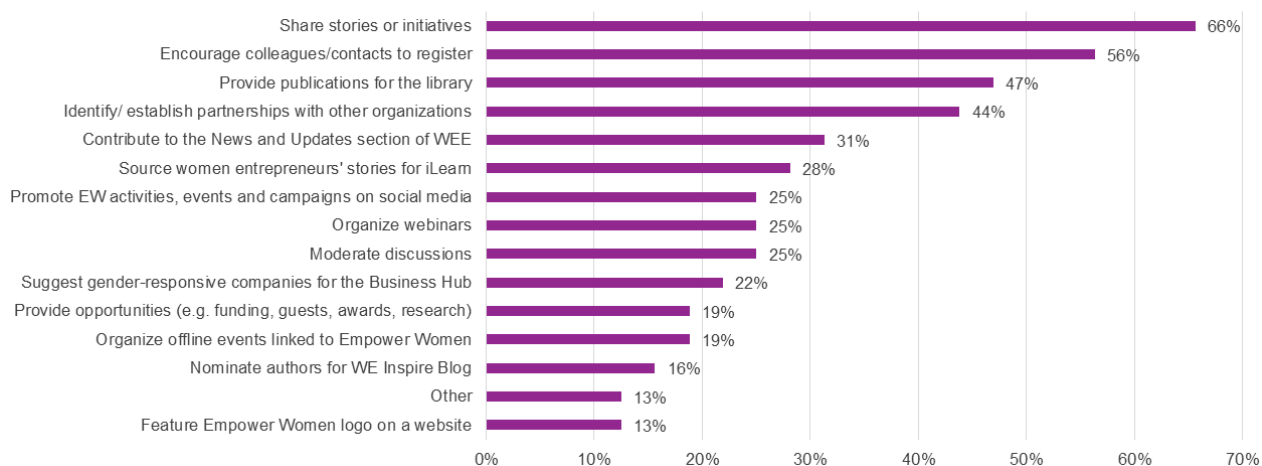
In interviews, a number of partners have expressed concerns regarding the broad audience of the platform, the challenges faced by vulnerable populations to access the site due to technology limitations, and the fact that there is a need to include offline activities in order to reach the most vulnerable communities. Some partners were also of the opinion that the platform needs to be more interactive and that it should showcase the results achieved in a better way.

While 75% of the survey's respondents stated they were satisfied or very satisfied with their collaboration with EW, and 100% of survey respondents said they would like to continue collaborating with EW, 75% of them have expressed their interest in upscaling or redefining their collaboration in the future, which indicates that they would like to improve upon their current cooperation. In this regard, interviewees have expressed their interest in collaborating with EW by focusing on certain topics through a planned approach, with the aim of achieving specific results.

### UNW synergies

EW's team has involved other sections and departments of UNW both globally and regionally. Out of the 41 staff members that answered the survey, 78% confirmed that their department or section had collaborated with EW. The nature of these collaborations was manifold, but was mainly concentrated around three areas: content sourcing, outreach and communication, and engagement with partners.

Figure 47: In which way have you collaborated?



Source: UN Women Staff online survey, Total answered: 35

Synergies are created through two channels: directly through the project management team at HQ who establish contacts both at HQ and at the regional level, or through EW's regional coordinators who liaise with the regional offices and mostly reach out to country offices in their respective regions.

#### Synergies at HQ level

Regarding synergies initiated by the HQ team, most of them have been with other departments based at HQ, such as the Fund for Gender Equality (FGE), Civil Society section, Strategic Partnerships division, or the Communications division, among others. However, synergies have not been created to an extent that could have been possible, mostly due to time and resources constraints on both sides. Another challenge for fruitful cooperation is that EW is an untypical project for UNW that is not integrated into the organization's programmatic approach. This poses a challenge for some departments to fully understand the potential for cooperation, even more so, as it has been expressed in interviews that UNW's staff generally does not feel well informed about EW's activities and results. A number of interviewees expressed the wish to receive more information. A staff member that responded to the online survey proposed that information about EW should be part of UNW's on-board pack for new employees, as this staff member had been working in the organization for six months without having heard of EW. Other interviewees suggested that EW could make better use of UNW's internal communication mechanisms to inform the organization about the initiative's progress.

#### Synergies at regional level

In some cases, EW's management team at HQ is also in direct contact with regional offices (ROs), for example in Eastern and Southern Africa or the Americas and the Caribbean.

In addition, the team based at HQ holds regular communication with three regional offices through EW's regional coordinators, and is also in contact with the regional economic advisors. Moreover, the EW team at HQ has had contact with various national offices such as Brazil, India, Kenya, South Africa, and China. However, with the exception of the CO in Brazil and the RO in Nairobi, these contacts have been sporadic or came about to address a specific purpose or activity.

So far, the Eastern and Southern African region has been the most successful in creating a coherent collaboration between the regional coordinator, the economic advisor, and some of the country offices, which in turn has facilitated the implementation of different activities including events, experience sharing, joint communication efforts, and the use of the same connections and networks in order to advance WEE. In Latin America, the previous regional coordinator also had close contact with the regional communications department, which helped to establish direct channels with communication staff at the country level. The coordinator had also initiated a knowledge network on WEE by regularly involving the regional and country offices in meetings for knowledge exchange. As the regional coordinator concluded her contract and could not be replaced due to UNW's HR regulations, this approach has not been pursued further. Nevertheless, it can be highlighted that this collaborative approach to engage with UNW's WEE specialists and focal points in the regions, is a best practice that can lead to improved results for EW if properly implemented.

However, smoothly integrating the regional coordinator's post into the ROs in some cases has been challenging. It became evident through the interviews that some staff from the ROs is not sufficiently informed about EW to understand either its concrete objectives or which activities are being implemented. This limits the willingness to engage with the coordinators of EW, and instead, ROs use EW's coordinators as additional headcount to work on other tasks, thus limiting the time they can spend working on EW's activities. In addition, in some cases the activities that regional coordinators intended to implement have been perceived as interfering with RO's activities, rather than as an opportunity to collaborate on joint objectives. On the other

hand, regional coordinators can be considered as assets for UNW, acting as advisors to the ROs by contributing to the development of the different work activities of those offices, in addition to EW's activities.

### Synergies at the country level

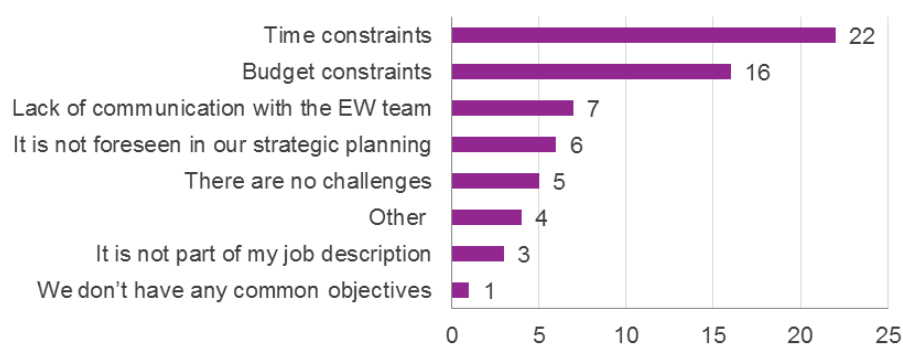
Regional coordinators recognized the potential for improving their working relationships with the country offices, as engagement at this level is limited. Regional coordinators reach out to country offices to compile information that can be included on EW's platform and in EW's newsletter. However, the level of responsiveness of country offices varies greatly based on the level of resources available for engagement (both for the regional coordinator and at the country office), personal interest and depending on whether the country office is focused on WEE or not. Many country offices were hardly aware of EW's existence, especially in regions where no coordinators for EW exist. Some national offices believe they are not sufficiently informed about EW. They would like to have more guidance on how to collaborate effectively with EW and how to manage initiatives at a country level. Some have also highlighted that they were subject to human resources and financial constraints that prevented them from dedicating time to EW.

Regional coordinators have also faced financial restrictions preventing them from travelling to the countries to promote EW. There is currently no coherent and strategic approach to create more synergies with country offices. In this regard, the above-mentioned best practices of Eastern and Southern Africa and Latin American regions can serve as examples to create such an approach. In addition, the FPIs might offer an opportunity to better integrate EW with the organization's work on WEE.

An area where no synergies have been created with country offices so far is GCCI. Although champions work at the national level, they do not have any contact with country offices and instead are mentored either by the team based at HQ or by the regional coordinators. While champions have expressed their overall satisfaction with the support received and acknowledge the high dedication of EW's team members, they also mentioned that due to the workload faced by EW's team, communication is sometimes difficult and they are mostly left on their own when implementing their initiatives. Champions from Asia-Pacific added time difference as another hindrance for smooth communication with EW's team. This is especially true for champions that are located in countries where no regional coordinators are based. Some of these champions have expressed their interest in contacting national offices in order to receive better support for the activities that they are implementing.

Overall, 97% of UNW staff survey respondents expressed interest in working more closely with Empower Women to create additional synergies. The main challenges holding back further collaboration are generally related to time and budget constraints and also to poor internal communication between other sections or areas of UNW and EW's team:

**Figure 48: What are the main challenges preventing a more effective collaboration of your section/department/office with Empower Women?**



*Source: UN Women Staff online survey, Total answered: 35*

In summary, while the synergies created within UNW to date are relevant and effective in advancing both the EW project and to providing other sections and departments with a knowledge management resource and networking opportunities on WEE, no systematic approach has been followed to engage with other sections and departments. Instead, collaborations have been implemented on a needs basis. In addition, key relevant opportunities have been missed, especially collaborating more closely and systematically with the country offices.

However, it also needs to be taken into account that EW's team is small and has to manage an ever-increasing workload. With the current resources available, it has become challenging to manage the numerous internal and external collaborations.

#### **4.2.7 Outputs and Outcomes**

The analysis of outputs and outcomes of the EW project relate to the revised ToC and evidence has been collected using the online survey sent to users, UN Women's staff and partners, as well as through qualitative interviews with key stakeholders, including EW's champions.

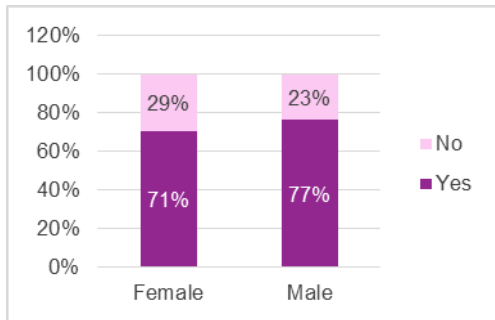
Overall, EW has generated positive results both at the output and outcome level. Although it needs to be highlighted that certain limitations regarding the analysis exist, (i.e. the non-response bias of the online surveys), the data shows that EW has a high potential to effectively contribute to increasing knowledge, facilitating access to capacity building, as well as increasing networking opportunities for its users. In addition, users benefit from EW in terms of increased skills and capacities to advocate for WEE and to take individual or collective action on WEE. The data also indicates that EW makes a contribution to generating changes at the individual, organizational, and systemic level.

Overall, male survey respondents are more positive about the results of EW than female respondents. However, it needs to be taken into account that only 13% of survey respondents were men and hence, individual positive male responses have a higher impact on the percentages than the individual responses of women. In addition, it can be assumed that while the engagement of men with EW in relation to the total number of users is low compared to women, the small group of men that is engaging with the initiative is highly motivated. Contrary to this, while there is a large female user base, only a part is engaged and motivated to the same level as the male group. While most of the female participants were looking for information regarding their career, education, and personal development and as well as their contribution to society, the smaller number of men connected to EW were the ones with strong beliefs in gender equality and WEE.

#### **Increased access to knowledge, capacity building, networks and opportunities**

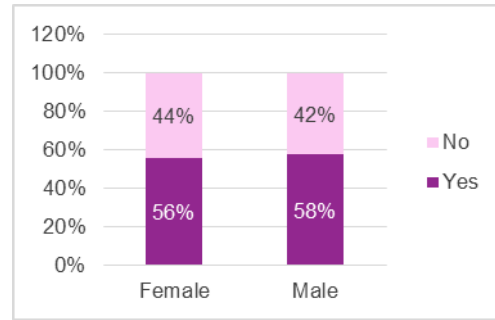
One of the main objectives of EW is to provide users with access to increased knowledge, capacity building, networks, and opportunities through the online platform. According to the user survey, the majority of users confirmed that EW has provided them with all of these resources that they would not have had without the project. The strongest confirmation is for information and knowledge, while access to capacity building, networks, and opportunities has been lower, but still significant.

**Figure 49: Has Empower Women given you access to information and knowledge that you could not find anywhere else?**



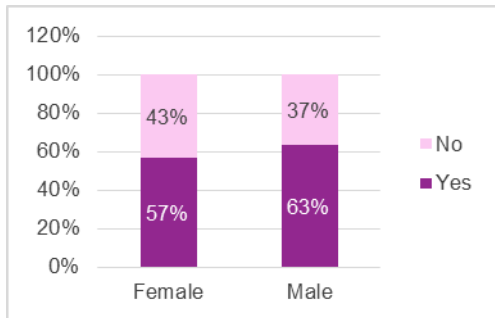
Source: Online user survey (registered and non-registered users); Total answers: 576 (490 female; 86 male)

**Figure 50: Has Empower Women increased your access to training and capacity building?**



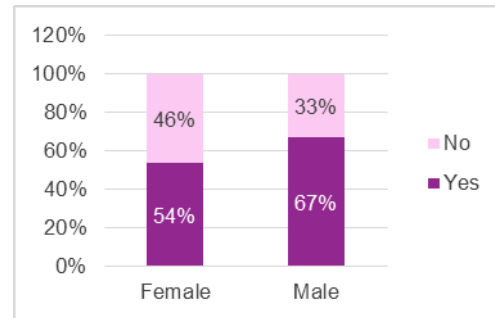
Source: Online user survey (only registered users); Total answers: 510 (431 female; 79 male)

**Figure 51: Has Empower Women increased your access to peers and networks on women's economic empowerment?**



Source: Online user survey (only registered users); Total answers: 510 (431 female; 79 male)

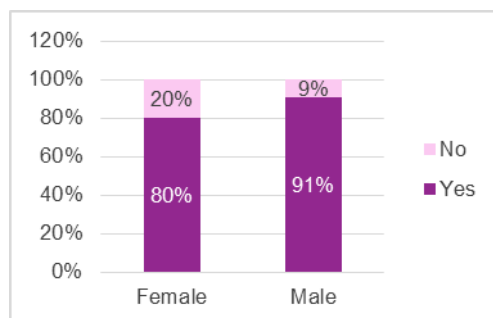
**Figure 52: Has Empower Women given you access to events and opportunities that you would not have had otherwise?**



Source: Online user survey (only registered users); Total answers: 514 (429 female; 85 male)

Considering the data from the user survey, even without a clear strategy of EW to engage men, male users in general were more satisfied, more participative and active, and felt their knowledge, skills and networking needs were met more adequately. Especially notable, was the high percentage of male users who responded to the survey claiming to feel part of a global community on WEE.

**Figure 53: With Empower Women, do you feel to be part of a global community on women's economic empowerment?**



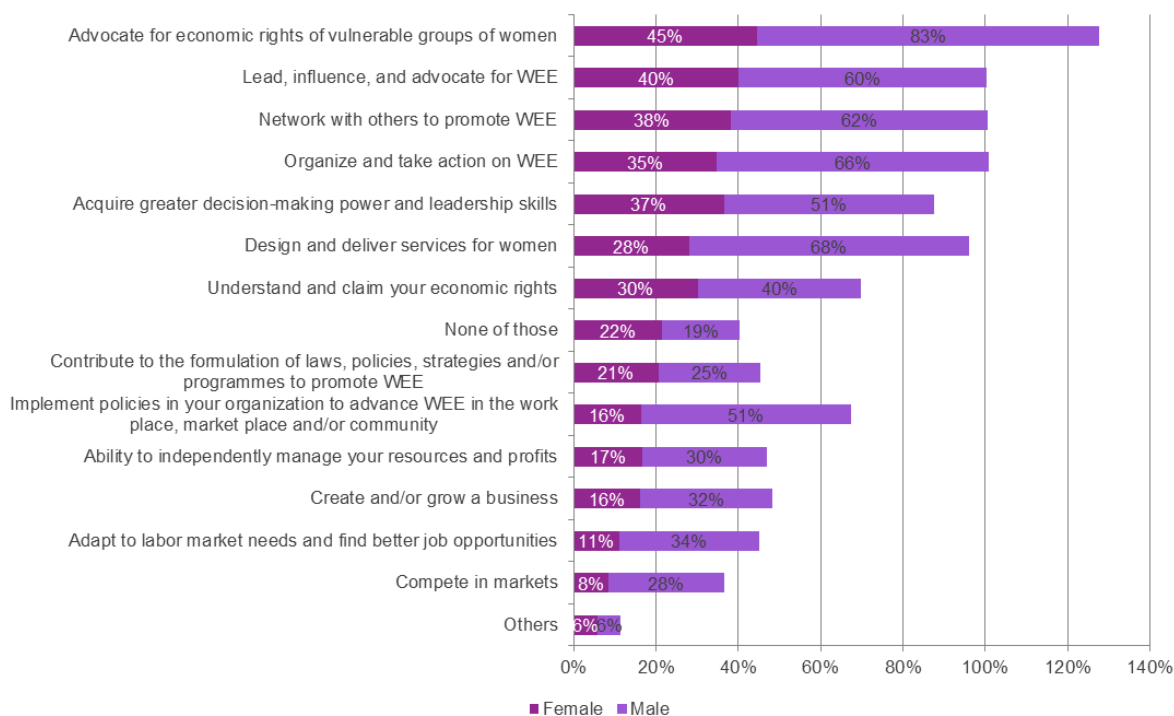
Source: Online user survey (only registered users); Total answers: 506 (427 female; 79 male)



## Increased capacities and skills

Users also relate their engagement with EW as positively increasing their skills and capacity level to advocate for WEE. Overall, 95% of survey respondents confirm that EW has helped them to increase their capacities and skills. The type of skills gained relate mostly to advocacy, networking, and action on WEE, as well as to designing and delivering services for women. Capacities and skills that have been least gained were related to the labor market and business development, but also to the formulation of laws, policies and strategies.

**Figure 54: Has EW helped to increase any of your capacities and skills?**



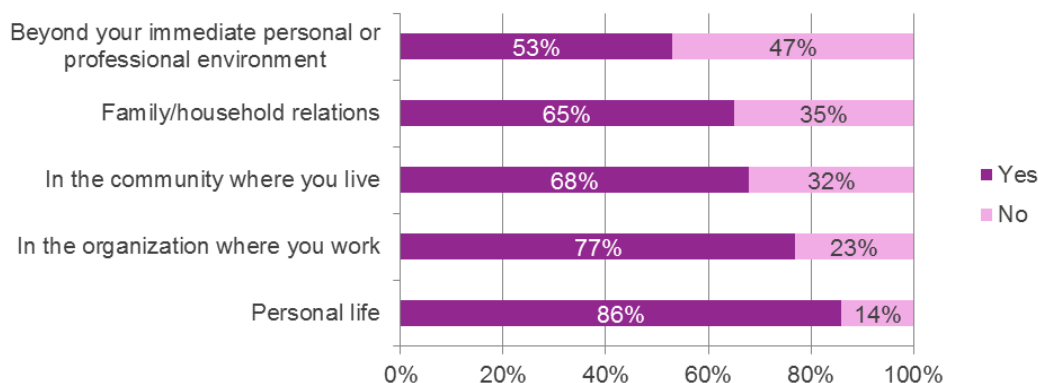
Source: Online user survey (only registered users); Total answers: 447 (394 female; 53 male)

Those respondents that have indicated they have not increased their capacities mostly explained this by the fact that they were new to EW and had not had the opportunity to use the resources, or they claimed they already had sufficient capacities before using EW.

### 4.2.8 Potential impact

Ultimately, user survey respondents also confirmed that EW has contributed positively to driving change, which provides some insights regarding the potential impact the project has had at the individual, institutional and systemic levels. For the most part, this change has taken place at the individual level, but there is also certain evidence from the survey responses that suggest EW has helped to trigger changes at the organizational and systemic levels as well. Even if it can be assumed that survey responses are biased towards more positive perceptions, it is valid to conclude that EW has caused positive impacts in users' lives and environments, although the exact level and type of this impact cannot be assessed within the scope of this evaluation.

**Figure 55: Have any changes occurred due to your increased knowledge and capacities?**<sup>74</sup>



Source: Online user survey (only registered users); Total answers: 506 426 female; 79 male)

The most important changes that have been indicated are that users are more engaged with WEE and GE thanks to EW and their self-confidence has increased. These effects have happened almost to the same extent for women and men.

This effect has also been ratified in interviews with champions who confirmed that EW has helped them to take a firm decision to make WEE and GE a focus for their activities. Some champions have also taken career decisions linked directly to their engagement with EW and are now contributing to WEE through their professional activities.

**Figure 56: Due to your increased knowledge or capacities regarding women’s economic empowerment, have any changes occurred in your personal life?**



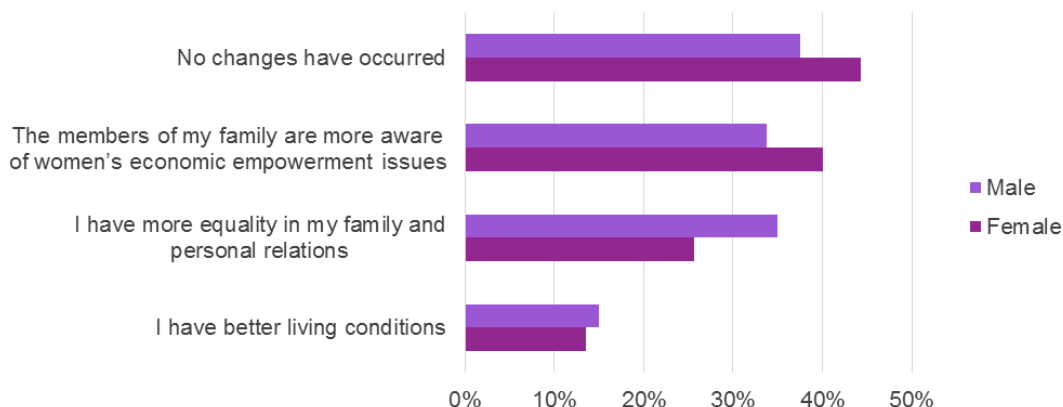
Source: Online user survey (only registered users); Total answers: 509 (429 female; 80 male)

Although it has occurred to a much lower extent, it is still notable that 14% of women and 13% of men state that EW has helped them in the process of starting their own business, and that 4% say they found a better job thanks to their increased capacities and skills gained from EW.

<sup>74</sup> This one and the following questions were multiple choice questions. The numbers shown in the graphics are calculated based on the total number of responses obtained.

Regarding changes at the family/ household level, those users that stated that no changes have occurred, mostly explained that their family members have always been supportive and there was no need to change power relations.

**Figure 57: Due to your increased knowledge or capacities regarding WEE, have any changes occurred in your family relations/ household organization?**

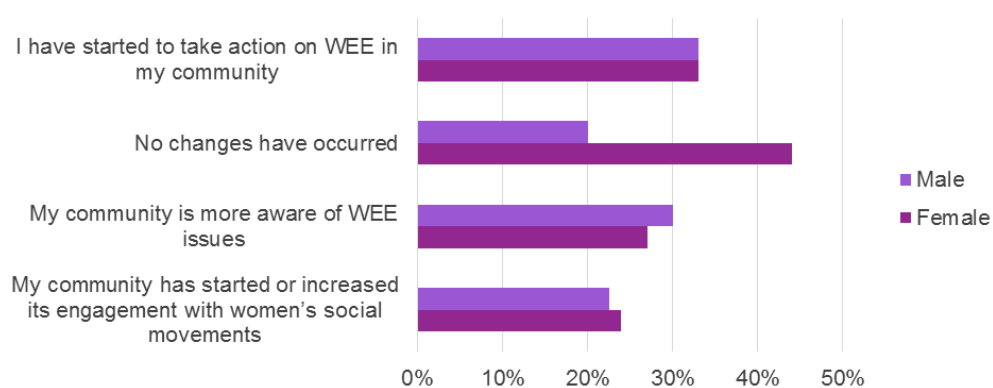


Source: Online user survey (only registered users); Total answers: 509 (429 female; 80 male)

Still, a significant percentage of respondents claimed that they have had a positive influence on their family members who in turn are now more aware of WEE issues, and that they have achieved more equal relationships with their family members. To a lesser extent, this has resulted in better living conditions for both women and men. This result has also been confirmed in interviews with champions, who reported that their immediate environment, family, and friends have an increased awareness of WEE due to their personal engagement with the initiative.

Positive change has also been reported at the community level which can be linked to the increased level in skills for taking action on WEE and GE. Equal shares of women and men said that due to their increased capacities gained from EW, they have started to take action regarding WEE in their communities, and that their communities are now more aware of WEE issues. There is also some evidence of a trigger-effect in the sense that respondents stated that their communities have increased engagement with women's movements.

**Figure 58: Due to your increased knowledge or capacities regarding WEE, have any changes occurred in the community you live in?**



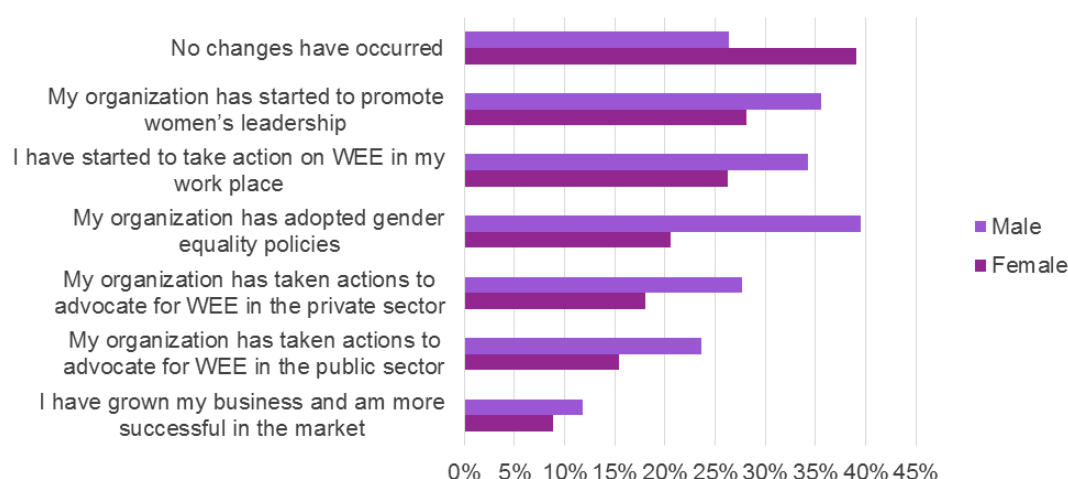
Source: Online user survey (only registered users); Total answers: 498 (418 female; 80 male)

Some champions also confirmed this finding, explaining that through the different offline activities that they have been implementing (i.e. workshops on gender roles and WEE at schools), they have received positive feedback from community members who showed high interest in the initiative and reported, for example, that children and adolescents who had participated in the workshops, had subsequently taken ideas and discussions to their homes. In this sense, the concept of EW helping individuals to act as change agents and spreading the movement to other individuals and organizations is happening.

In addition, users stated that changes have occurred in the organization that they work for due to their increased abilities. These are mostly related to the users' direct action on promoting women's empowerment, which reportedly has influenced their organizations to work on policies or programs on GE. Some qualitative answers stated, for example, that users of EW have developed online courses on GE for their organizations, or worked with their organization to implement initiatives for young women's economic empowerment.

On the other hand, from the majority of survey respondents that stated that no changes have occurred in this regard, some wrote in qualitative answers that their organizations had already been working on women's empowerment policies before their engagement with EW. At the same time, many of these respondents were freelance workers, so this question did not apply to them.

**Figure 59: Due to your increased knowledge or capacities regarding WEE, have any changes occurred in the organization you work with?**<sup>75</sup>

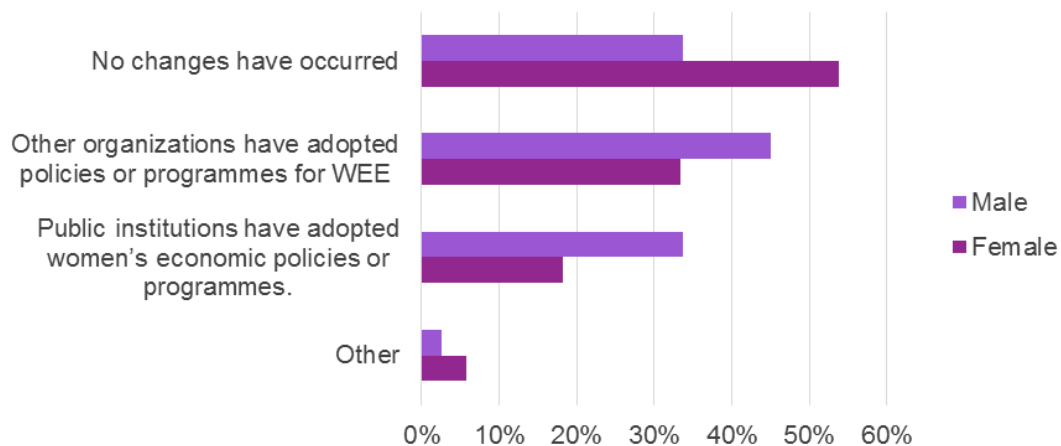


Source: Online user survey (only registered users); Total answers: 503 (427 female; 76 male)

According to survey respondents, changes at the systemic level have also taken place. However, at this outcome level, many external factors can interfere, so no direct causal linkage between EW and systemic change can be established based on the data captured.

<sup>75</sup> This was a multiple choice question. Gender differentiation is calculated based on the total number of women and men that responded to the question.

**Figure 60: Due to your increased knowledge or capacities regarding WEE, have any changes occurred beyond your immediate personal or professional environment?**



Source: Online user survey (only registered users); Total answers: 503 (427 female; 76 male)

Qualitative responses to this question indicated that some of the users of EW are working at government offices or at organizations that directly influence policy making, and that they have made a direct contribution to the formulation of policies and programs at the national level.

In relation to the question asking whether EW is the most comprehensive online knowledge hub for women's economic empowerment, 73% of men and 59% of women agreed. (This is again related to the bias in the survey results caused by a smaller number of more engaged men vs. a larger number of women that have more diverse interests).

There is also a considerable difference between registered and non-registered users in this regard: whereas 59% of all registered users who responded agreed that EW is the most comprehensive knowledge hub on WEE, 83% of the non-registered users expressed the same opinion. This might be due to the lower knowledge level they have about online sources for WEE and about the information included on the EW platform.

### 4.3 Human Rights and Gender Equality

Table 16: HR and GE

| Evaluation Questions:  | Key Findings:   |
|--|---|
| <b>What structural factors limit or enable that target groups, especially the most vulnerable women, can benefit from Empower Women?</b> | 1. Structural factors that limit that target groups, especially the most vulnerable women, benefit from EW are numerous and diverse considering different regions and countries. On one hand, in many regions and countries, political and economic factors persist that in turn condition or limit WEE. On the other hand, gendered power structures and social norms result in both different patterns of access to the internet and its use by women compared to men.  |
| <b>What approaches prevail throughout the EW project and how well do they serve in achieving its final goal?</b>                         | 2. EW does not explicitly define its approach and strategic positioning in relation to WEE, but through the analysis of its resources and initiatives, it can be seen that WEE is framed both as a human rights issue and through an instrumentalist approach (smart economics). WEE is also part of a broader strategy to combat gender inequality and to create a path towards poverty reduction and inclusive economic growth.   |
| <b>To what extent is WEE a political issue versus an individual issue? What type of (political) awareness is promoted?</b>               | 3. WEE focuses both on practical and strategic gender needs, underlying the need for political action. In this regard, EW has been successful in engaging and helping women and men to understand the interplay between the personal and political realms, raising their awareness and encouraging their collective action.<br>4. This new knowledge and ability translates into users' political/educative/advocacy actions as trainers, women's economic rights promoters, gender equality activists, or gender-responsive public policies advocates to claim women's rights and make advances in overturning unequal structures within society.<br>5. As success in empowering women depends on a multi-faceted and responsive approach, EW has to consolidate or create new partnerships and/or synergies with other initiatives, in order to advance the development of enabling environments through gender-responsive laws and policies. |
| <b>How well are men engaged in WEE? What role do they play in the general approach to WEE (conceptually and practically)?</b>            | 6. EW has not formulated an explicit strategy to involve and engage men into WEE processes but has mainstreamed engagement with men in all EW activities and aligned this approach with UNW's HeForShe initiative. However, the availability of resources specifically targeted at men, are limited.<br>7. EW has successfully attracted the interest and engagement of men. Based on data from the user survey, in nearly all of the assessed aspects of EW, the level of interest, satisfaction and use of EW by male respondents is higher than compared with women.   |
| <b>To what extent does the platform take into account and identify priorities, given existing power</b>                                  | 8. EW is an evolving project, in a permanent state of improvement, and with an innovative approach to gender equality and to WEE. Adapting to users' needs and interests has been a priority, as well as the search for an  |

|                                   |   |
|-----------------------------------|---|
| <b>relations that impact WEE?</b> | alternative way to reach the most vulnerable groups. However, it is necessary to maintain the search for alternative ways to reach these groups and expand the spectrum of users. |
|-----------------------------------|---|

### 4.3.1 Structural factors

Structural factors that limit that target groups, especially the most vulnerable women, benefit from Empower Women are numerous and diverse considering different regions and countries. However, in many regions and countries, political and economic factors that condition or limit WEE persist.

According to the World Bank Group’s “Women, Business and the Law” 2016 report, despite making progress, laws restricting economic opportunities for women are widespread globally. Legal barriers to the economic advancement of women exclude them from certain jobs, limiting their access to credit, and leaving them unprotected against violence in many economies around the world.

The report, which examines laws that impede women’s employment and entrepreneurship, finds that women face job restrictions in 100 out of the 173 economies monitored. For example, women are barred from working in certain factory jobs in 41 economies; in 29 economies they are prohibited from working at night; and in 18 economies, they cannot get a job unless they have permission from their husbands. Only half of the economies covered offer paternity leave, and less than one third have parental leave, limiting men’s ability to share childcare responsibilities. In 30 economies, married women cannot choose where to live and in 19, they are legally obliged to obey their husbands.

However, in the past two years, 65 economies carried out 94 reforms that resulted in an increase in women’s economic opportunities. Most of these reforms took place in developing economies, mainly in Europe and Central Asia, Sub-Saharan Africa, and Latin America and the Caribbean. The fewest reforms took place in South Asia.

Women in the Middle East and North Africa are faced with the most wide-ranging constraints, while barriers to women’s economic advancement are also rife in South Asia. Sub-Saharan Africa hosts almost a third of the world’s 30 most restrictive economies, but also 18 economies with no gender barriers. In Latin America and the Caribbean, reform activity continues in almost all of the region’s economies but many restrictions on employment opportunities still exist. Europe and Central Asia stands out as one of the most advanced regions in terms of property rights, access to credit, as well as maternity and paternity leave. However, labour laws continue to keep women out of many jobs. In the East Asia and Pacific region, substantial gains have been made towards women’s economic inclusion, including through labor legislation. Economies in the region have also shown innovative access to credit and tax policies to support women’s economic opportunities.

Lower gender legal equality is associated with fewer women working or running businesses and a higher wage gap between men and women. These discriminations are not only against women’s rights but also have far-reaching consequences, negatively affecting not only the women themselves, but also their children, their communities, and their countries’ economies.

If the survey data is considered, two thirds of the female respondents to the survey consider that the cultural, political and economic context of their countries narrowly favors or simply does not favor WEE. On the contrary (and in exactly the same proportion), men believe that it does. Half of the staff from UN Women from all the regions also think that these contexts only favor WEE somewhat, while 17% stated the national context favors WEE very little or not at all.

Gendered power structures and social norms also propitiate different patterns of access to and use of the internet by women and men. With digital technologies having increased in prevalence and importance, a digital divide has emerged along the lines of previously existing social divides. In other words, these new technologies have benefited those who already had access to other resources at greater rates, than people who had fewer resources. One of the most enduring technological inequalities is the gender divide. Different research has pointed to a variety of ways in which women lag behind men in the ownership of technology and the development of technological skills: men own and use computers and the internet more than women, spend more time online, and enroll in more technology classes.

But the debate on the digital divide has moved beyond the concept of a gap between a literal access gap in digital technologies, to pay closer attention to a multifaceted concept of access that involves cognitive and social access, that is to say, the cultural norms and social resources. Hence, the use and access to the internet by women and men is conditioned by factors such as women and men being socialized in different ways to develop relationships with technology, or that the gendered use of public spaces conditions women's access to public technology centers.

A recent study by the World Wide Web Foundation on women's rights online<sup>76</sup>, in relation to poor urban women, revealed that only a small minority proactively look for information on topics that are related to achieving their rights, and an even smaller percentage participate in political debate or community affairs. Even when online, women are half as likely as men to speak out on the internet, indicating that cultural "offline" patterns reproduce themselves online. Women are also a third less likely than men to use the internet to look for work. On the other hand, the study revealed that women who are active in civic engagement or political activities offline are much more likely to go online, and they are also three times more likely to use the internet to express opinions on important or controversial subjects compared to other women.

This means that by only providing an online platform on WEE in isolation, it is unlikely that vulnerable women will use it, even if they have access to the internet. Instead, any online offer that targets vulnerable women will have to go hand in hand with initiatives for ICT education and skills development, as well as with solutions to overcome this first barrier of internet access. In the case of EW, it would also make sense to create linkages with initiatives on women's rights education offline.

Based on the profiles of the respondents to the user survey, EW is limited in its ability to overcome some of the structural factors that constrain participation of marginalized groups and to ensure that these groups benefit from EW. Evidence of this difficulty to engage with some profiles of women can be seen by the fact that almost 86% of female users have, at least, a bachelor's degree and less than 10% live in rural areas (8% in peri-urban areas), even though a direct relationship between rural living and few academic qualifications cannot be established.

Nevertheless, EW has the ability to reach grass-roots and other organizations that work with poor and excluded women, and through them, the intended groups. This should be maintained and leveraged as a key strategy, as these organizations can function as replicators or knowledge mediators for the most vulnerable. In this regard, champions also play a crucial role, as several of them have developed offline initiatives with excluded groups.

In summary, as success in empowering women depends on a multi-faceted and responsive approach, EW has to create synergies with other existing initiatives that address related issues, while responding to country and regional contexts. Such initiatives could originate from the UN system, as well as from civil society and potentially from the private sector too. EW as a stand-

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<sup>76</sup> World Wide Web Foundation: Women's Rights Online. Translating access into empowerment. Global Report October 2015, <http://webfoundation.org/about/research/womens-rights-online-2015/>



alone project is unlikely to influence the change in the structural factors that limit some target groups to benefit from Empower Women, especially the most vulnerable women.

#### **4.3.2 Approaches prevailing throughout the EW project**

The project document is aligned with an approach that recognizes that women's economic empowerment is not only important from the perspective of realizing women's rights but also makes sense from an economics' point of view. WEE is defined as both a process and a result that enables women to enjoy economic rights and make decisions that impact their own lives and influence others, and that opens up opportunities for women to achieve other dimensions of empowerment such as political and social empowerment.

However this could be made more explicit on the EW platform. The website includes resources and showcases initiatives aligned with this dual approach, but the concept of WEE as a woman's human right needs to be given more visibility. For example, WEE as a human right does not appear as a topic in the resources section.

In addition, users have a need for information on this approach, as many of them are women's economic rights promoters, gender equality activists, or gender-responsive laws and public policy advocates. An editorial line, to guide critical analysis of resources and activities, would strengthen EW's potential as an instrument for women's empowerment that goes beyond economic empowerment and places it as the key factor contributing to equality between women and men.

One question that could not be analyzed enough (due to limited access to data) is the potential unintended effects of WEE. There is evidence of increased gender-based violence as a consequence of increased WEE and independence. In many countries, women still have no legal protection against gender-based violence.

#### **4.3.3 WEE, individual versus political issue**

The project document recognizes that WEE transcends the individual and reflects the need for political action, but yet again, the website lacks an explicit statement of EW's perspective on this issue.

Through resources and initiatives, EW has been successful engaging with and sensitizing women and men to understand the interplay between the personal and the political realms, raising their awareness and encouraging their collective action. Different initiatives and campaigns have been critical for encouraging this awareness: GCCI, or the HerStory or HeForShe campaigns that have allowed the socialization of knowledge and the development of a new conscience.

This new knowledge and ability translates into women's and men's political/educative/advocacy actions as trainers, women's economic rights promoters, gender equality activists, or gender-responsive public policy advocates in order to claim women's rights and help advance the overturning of unequal structures within society.

Female and male survey respondents stated that they have experienced changes to their personal lives because of the empowerment process, mainly relating to an increased engagement with women's economic empowerment and with gender equality, as well as greater self-confidence and an improved balance among personal, family and professional life.

To varying degrees, changes also occurred in both family relationships and the household organization, in relation to family members' awareness about women's economic empowerment issues and greater equality in family and personal relations; in their communities that have become more aware of WEE issues; and in the organizations that they work for.

Changes have not only occurred regarding the skills and abilities of individuals but also in behavioural capacities. Empowering women politically allows them to better reflect their preferences in decision-making.

In this process for achieving WEE, it is essential to advance the creation of enabling environments through gender-responsive laws and policies. WEE allows women to make the choices that are the best for them, their families and their communities. However, opportunities for women are not equal in situations where legal gender differences are prevalent. Such restrictions constrain women's ability to make economic decisions in a variety of ways.

#### **4.3.4 Men and WEE**

EW has not formulated an explicit strategy to involve and engage men into WEE processes, but has mainstreamed engagement with men in all EW activities and aligned this approach with UNW's HeForShe initiative. There are also resources available with content specifically aimed at men, although these are limited in number.

Conceptually, men have been considered as allies, not only as active players for WEE but also for changes in the private and public spheres. Within this framework, EW has successfully attracted the interest and engagement of men, who accounted for 16% of the registered users. Men have been active users and participants of the different resources and initiatives. As of September 2016, 25 men have been selected as champions, representing 12% of the total.

The average profile of men engaged in EW is as follows: one third of the men are from the Arab States and one third from Africa, with Egypt being the country with most male respondents (most female respondents come from the USA). 74% of them originated from urban areas and 79% have a bachelor or master's degree. They have an important diversity in relation to their professional affiliations: 23% come from the NGO sector, 20% are self-employed and 21% employees of private sector entities.

User survey results showed that male users, in general, were more satisfied, were more participative and active, and felt their knowledge/skills/networking needs were more adequately met. It is especially worth noting that the percentage of male users who felt they were part of a global community on WEE, was 91% compared to 80% of women.

According to male users, it is necessary to carry out improvements on EW. 61% of male users and 56% of female users would improve connectivity between users; 49% of male users and 39% of female users would improve communication; and 34% of male users and 31% of female users considered that EW's design and structure should be improved to make the site more user-friendly.

Although men have valued the content positively, 41% of male users would improve the type of content provided (only 19% of female users said the same). In relation to the topics on WEE, men would like to learn mainly about innovation, advocacy work for WEE and business management. Another element to underline is that men who advocate enhancing the role of both men and boys in promoting women's economic empowerment, are twice as many as women (41% vs. 21%).

EW could build on this basis and involve men more strategically as allies in order to increase their support for WEE and this strategy should be complemented by another strategy aimed at making women consider men as key players for WEE.

#### **4.3.5 Women priorities and power relations**

EW is an evolving project, it is continuously improving, and takes an innovative approach to WEE. Recently, EW underwent a substantial redesign to improve the user experience, make the platform more user friendly, and respond more adequately to users' needs and interests.

EW covers a wide spectrum of subjects related to WEE including different approaches and resources. It is possible to find an extensive resources library as well as to participate in trainings and discussions, and to network with other users and organizations in order to exchange experiences and knowledge on WEE.

Based on data from the user survey (but also taking into account respondents were homogeneous and vulnerable groups were under-represented), 81% of female users confirmed that they were able to find what they were looking for on EW. 66% were satisfied, very satisfied, or more than satisfied with the quality and usefulness of the different resources (mainly social media posts, events and opportunities, or campaigns), and 79% stated that EW gives them access to information and knowledge that they could not find anywhere else. But they also requested improvements relating to connectivity between users, communication, and use of social media on the platform, as well as wanting an improved design and structure and changes to the type of content provided. These requests for improvements are aligned with similar comments from UN Women's staff and interviewed champions.

EW has not managed to overcome the factors that limit or condition the participation of vulnerable groups. Some initiatives have been added as a means of eliminating the access challenge, for example, the iLearn platform or offline line events. However, information on the platform is mostly too complex and sophisticated to be of real use to the most vulnerable, and further research is necessary to identify the real information and knowledge needs of these groups. This would require pedagogical mediation and the use of different languages.

In summary, it is necessary to move forward using a dual approach. Firstly, search for alternative ways to reach the most vulnerable groups, such as rural women/ migrant women/ women refugees, through the use of innovative approaches. In this sense, the Virtual Skills School could play a prominent role. Secondly, concentrate efforts on building the capacities of grass-roots and other organizations that work with poor and excluded women. It would also be a strategic move to expand the work with policy makers as well as with the private sector, in order to advocate for WEE. Regarding the latter, the planned integration of the WEPs into EW seems promising.

## 4.4 Efficiency

Under the efficiency criterion, the evaluation analyzes the following key questions:

**Table 17: Overview of key findings for efficiency criterion:**

| Evaluation Questions:  | Key Findings:   |
|--|---|
| <p><b>13. Were the program activities implemented on time and in an efficient manner as per the work plans?</b></p>  | <ol style="list-style-type: none"> <li>Empower Women has allocated most of its financial resources to implement IT, communication and outreach activities, as well as research and content development reflecting the priority focus given to technological innovation and communications<sup>77</sup>. M&amp;E and knowledge management activities have had the lowest allocation of funds<sup>78</sup>. Additionally, staff costs have been allocated under the research and content development activities, outreach and communication and knowledge management.</li> <li>According to the work plans, all activities were implemented as planned, with the exception of the Communities of Practice (CoP) and a learning development activity that was partially completed. There is no evidence that demonstrates management of CoPs during the execution of the project, including management of the Business Hub community.</li> </ol> |
| <p><b>14. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the program outcomes? What were the bottlenecks encountered? How were they addressed?</b></p> | <ol style="list-style-type: none"> <li>Financial resources have been allocated as planned although human resources have been reduced over the past year at the regional level. Despite this decrease, the level of activity of EW has steadily increased.</li> <li>There is a general perception that it is important for EW to be integrated into the regional offices in a better way, by including EW's activities into the regional work plans using regional funds. This could improve EW's engagement at both the regional offices and the national offices.</li> <li>No specific funds have been allocated to implement activities that target the most vulnerable groups. However, a number of zero-cost activities have been implemented with considerable staff time, including the champions' initiatives, as well as collaborations with other organizations, including Facebook's Free Basics project.</li> </ol>                |
| <p><b>15. How has Empower Women balanced the initial project scope with the increased demand from its users to provide resources for individual women's empowerment?</b></p>                               | <ol style="list-style-type: none"> <li>Empower Women has been able to manage the increased demand from its users through different means, including working extra hours, leveraging the help of volunteers, and developing strategic partnerships with different UN partners, universities and private companies, as well as through GCCI.</li> </ol>   |
| <p><b>16. How has the project used technology and partnerships to maximize results?</b></p>  | <ol style="list-style-type: none"> <li>Partnerships with private technology companies have facilitated the use of innovative technology, as well as helping to reach broader audiences and increasing outreach.</li> </ol>  |

<sup>77</sup> The amounts were calculated without staff costs included

<sup>78</sup> However, the general work of EW team members includes knowledge management and some sporadic M&E activities, apart from the mid-term and final evaluation, are also carried out by staff.

|  |   |
|--|---|
| <p><b>17. How has the progress towards achieving results been monitored? Have risks and challenges been anticipated and corrective actions been taken?</b></p> | <p>8. There is no formal monitoring system that allows EW to systematically collect and analyze data on either online or offline activities. A 'results-based' management culture is not properly integrated into the performance and working practices of EW's team.</p> <p>9. There is a general perception among UN Women's staff, partners, and users that more information is needed regarding the results that have been achieved. This is particularly important if EW intends to encourage private sector organizations to join the platform.</p> |
|--|---|

#### 4.4.1 Allocation of resources

The Empower Women's team is managed by the Economic Empowerment section, which in turn reports to the Policy and Program Bureau of UN Women. Empower Women's funds are managed from HQ and the money is spent globally, regionally and at a national level. The HQ based project manager, who supervises the overall project, also manages these funds. The regional team manages translation funding which is transferred by the project manager to the RO and includes funds for travel expenses. The regional coordinator has the responsibility to engage with regional partners in the field and to facilitate knowledge management and coordination between the Regional Office (RO) and the Country Offices (CO).

By March 2017, it is anticipated that after four years, Empower Women will have spent USD \$4,621,983<sup>79</sup>. This will represent 99.6% of the total funding provided by the Government of Canada. EW has developed and implemented annual work plans that consisted of six key activities and that included timelines, a budget and the level of effort required. This budget included the main funding from the Government of Canada, plus other funding sources secured from the private sector: USD \$5,000 from Dermalogica that was used to finance the SEED symposium<sup>80</sup> and USD \$23,500 from Catapult that was used to produce learning resources in the form of videos. EW also secured USD \$50,000 from UNCDF funds but this has been put aside for use once the Canadian funds have been depleted.

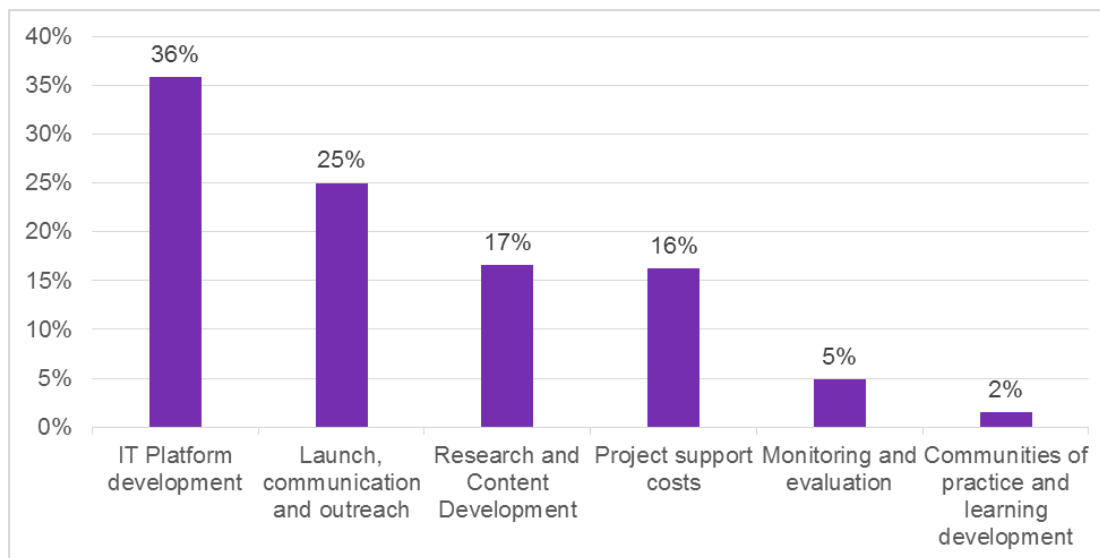
Financial monitoring has been implemented around only five of the six focus activities because two were integrated into the same category (research and content development). Staff costs are allocated within one specific activity per staff member despite the fact that different members of staff contribute to implementing several activities. Overall, 61% of resources are assigned to staff costs, while 39% are assigned to other activities that have contributed to the implementation of the project.

The figure below shows the total expenditure per activity without including the staff costs. In this figure it can be observed that IT platform development has received the largest allocation of funds for providing the technical support required by the platform. Based on the amount spent, communication and outreach activities is the second most important activity, as promoting Empower Women and the need to reach wider audiences was seen as having the greatest importance. This is followed by the research and content development activity. The amount allocated to monitoring and evaluation represents only 5% of the budget and communities of practice and learning development was only 2%, while the rest of funds have been allocated to cover project support costs.

<sup>79</sup> The budget as of 2016 was USD \$4,641,464.84. In comparison to the budget at project inception, USD \$462,193.66 has been "lost" due to exchange rate movements.

<sup>80</sup> Dermalogica provided these funds without a specific target use but the project management team decided to spend it on the SEED Symposium.

**Figure 61: Allocation of resources by activity in %:**



Source: Donor reports 2013-2016

The total of the funds implemented by activity is presented in figure 60 below. This table shows that Empower Women has spent the greatest amount of money (USD 673,887) on developing and improving the IT capabilities of the platform. This activity included salary expenses which funded the work of the Empower Women’s IT team as well as expenses for IT tools. Their services have complemented the support provided by the PwC partnership, which provided substantial IT support to EW at no cost.

A total of USD 469,903 has been allocated to implement launch and communication activities which is in line with the work plans to produce communication materials and outreach activities, organization of regional launches, and development of online training modules among others. The rest of the funds have been assigned to cover the salaries of the regional coordinators as well as a project specialist who is in charge of communications and social media.

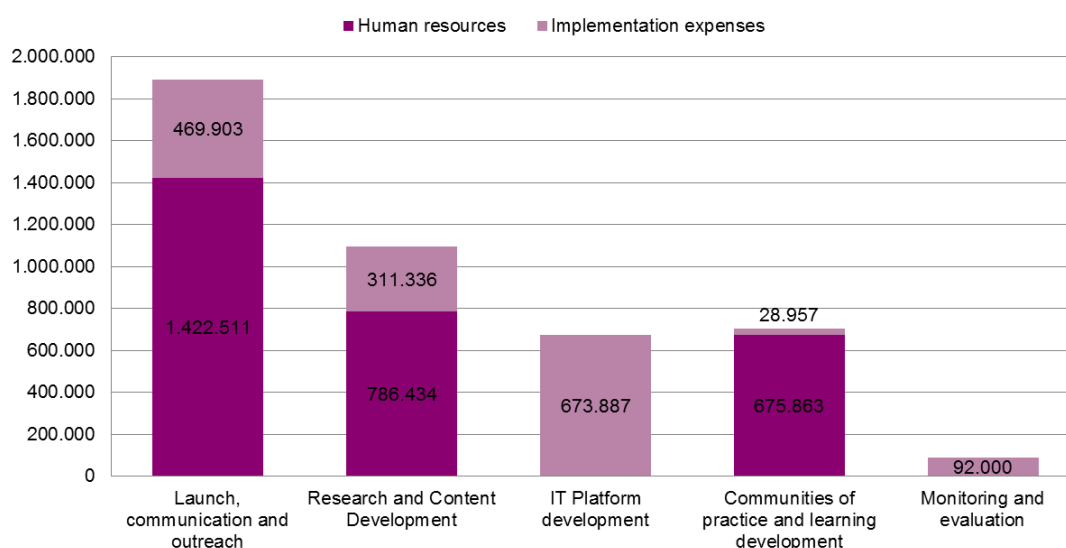
A total of USD 311,336 has been allocated to research and content activities that included travelling and activities contained in the different work plans such as conducting the initial needs assessment survey, the mapping exercise of key partnerships, the provision, editing and translation of content, and organization of webinars, among others. The rest of the funds were allocated to cover the costs of the project manager.

The Communities of Practice and learning development activity funds have been allocated to building the community and developing stories, webinars and managing GCCI. This activity has only been partially implemented. As of today, the CoPs that were planned in the initial project design have not been finalized. These include, for example, the Organizational Members space (formerly the Business Hub) that is still under development. However, other sections have been developed, such as the discussion forum or the WE Inspire blog. The rest of funds included in this activity have been allocated to cover the knowledge management specialist positions.

USD 92,000 has been allocated to the implementation of monitoring and evaluation tools for the project. This money was used to produce the MTR and the final evaluation of EW.<sup>81</sup> The project manager has implemented some monitoring activities through the development of the donor reports and through informal tracking of Google Analytics. This suggests that the project missed to budget for the design and implementation of a formal M&E framework complete with specific KPIs that should be regularly monitored.

<sup>81</sup> Donor reporting has been budgeted under research and development.

**Figure 62: Allocation of resources per activity (salaries versus other expenditures)**



Source: Donor reports 2013-2016

There is no evidence to indicate the provision of specific funds to address the needs of the most marginalized population although some activities have contributed to this goal. For example, champions have been mobilized to work in their own communities with vulnerable and marginalized people for the advancement of WEE. In this regard, many champions have stated that they would like to have had more resources being made available to them (not necessarily financial) from EW in order to enhance their credibility among the communities that they work with.

In addition, EW organized several offline events and trainings with the support of different universities, academic institutions, NGOs, and private companies that did not necessarily include the allocation of EW's funds, while Facebook's Free Basics application helped to increase access to iLearn.

#### **4.4.2 Human resources allocation and level of activity**

At the planning stage of Empower Women, a budget of CAD 5,100,600 was forecast to be spent over four years.<sup>82</sup> The project assumed two people in the management team, based in New York (a project manager and a knowledge management specialist), plus six regional coordinators based in the following cities: Bangkok, Cairo, Istanbul, Nairobi, Panama and Dakar.

During the implementation years, the two EW positions at HQ have been stable while a program analyst communication officer has been added, in response to the increasing workload from social media and communication activities that had not been planned for in the initial project design. In contrast, most of the regional coordinator posts have been continuously changing (with the exception of the regional coordinator based in Cairo, who has remained the same throughout the four years). Currently there are only two regional positions filled, the one in Cairo plus one in Istanbul, due to UNW's HR rules and regulations preventing the management team from recruiting new staff. Because of that, a consultant has been hired in Nairobi during 2016. The management team has found it challenging to recruit people for the regional posts due to the profile defined for these roles, that require a combination of knowledge management, partnership building, gender equality and communication skills, which has been difficult to find.

<sup>82</sup> About 9% of this budget has been lost due to exchange rate movements.

The reduction in human resources though has not been accompanied by a decrease in the activity generated by Empower Women. The evolving nature of Empower Women is reflected in the table below, which shows that Empower Women has spent USD \$4,621,983 over the four years, implementing an online platform that has enjoyed a substantial and unexpected increase in the number of users. EW has been able to adapt to continuously changing priorities with the incorporation of social media activities and offline events. In 2013, Empower Women had only 1,232 registered users but this has steadily increased and now stands at 14,437 registered users, as of September 2016. This growth has been accompanied by an increase in both the number of champions' applications (from 150 applications in 2013 to 650 in 2016, and 1,900+ for 2016-2017) and the number of selected champions (in 2013, EW selected 29 champions while in 2016, 75 were selected). There has also been a significant increase in the number of social media posts due to the improved social media plan implemented with the support of ActionSprout and the communications consultant in 2015. In addition, from the information collected the number of offline events and webinars, as well as the number of stories and uploads to the library, has also been increasing over this time period.

**Table 18: Budget allocation and implementation of main activities per year**

|                                    | PLANNED   | 2013 <sup>83</sup>  | 2014   | 2015   | 2016  |
|------------------------------------|---|---|--|--|---|
| <b>Budget</b>                      | \$4,641,465   | <b>\$819,575</b>  | <b>\$1,126,780</b>   | <b>\$1,321,259</b>   | <b>\$1,354,370<sup>84</sup></b>   |
| <b>Human Resources</b>             | <b>8</b><br>(2) Project Manager and a Knowledge Management Specialist + 6 regional coordinators (Bangkok, Cairo, Istanbul, Panama, Senegal and Nairobi) | <b>5</b><br>(2) Project Manager and a Knowledge Management Specialist, + 3 regional coordinators (Bangkok, Cairo and Nairobi) | <b>7</b><br>(3) Project Manager and a Knowledge Management Specialist, plus communications consultant + 5 Regional coordinators (Cairo, Panama, Dakar, Asia & Pacific and Nairobi) + MTR with New School | <b>8</b><br>(3) Project Manager and a Knowledge Management Specialist, plus communications consultant + 5 Regional Coordinators (Cairo, Istanbul, Panama, Bangkok and Nairobi) + PwC Re-design Assessment + iLearn Facebook + Actionsprout | <b>5</b><br>(3) Project Manager and a Knowledge Management Specialist, plus program specialist + 2 Regional Coordinators (Cairo and Istanbul) and one consultant in Nairobi |
| <b>Registered Users</b>            | n/a   | <b>1,232</b>  | <b>3,910</b>   | <b>9,486</b>   | <b>14,437</b>   |
| <b>Champions' Applications</b>     | n/a   | <b>150</b>  | <b>400+600</b>   | <b>650</b>   | <b>4000<sup>85</sup></b>  |
| <b>Selected Champions</b>          | n/a   | <b>29</b>   | <b>44+60</b>   | <b>75</b>  | <b>TBC<sup>86</sup></b>   |
| <b>Webinars<sup>87</sup></b>       | n/a   | n/a   | <b>2</b>   | <b>9</b>   | <b>9</b>  |
| <b>Offline events<sup>88</sup></b> | n/a   | 1   | <b>9</b>   | <b>20</b>  | <b>36</b>   |

<sup>83</sup> This includes implementation years 2012 and 2013

<sup>84</sup> Projected funds up until December 2016

<sup>85</sup> In the most recent call 2016-2017, EW received 4,000 applications.

<sup>86</sup> At the end of 2016, forecast is that EW will select 180 champions.

<sup>87</sup> Numbers are estimates, complete tracking has not been possible.

<sup>88</sup> Offline events relates to offline conferences, workshops and events supported by EW. Numbers are estimates, complete tracking has not been possible.



|                   | PLANNED | 2013 <sup>83</sup> | 2014 | 2015   | 2016      |
|-------------------|---------|--------------------|------|--------|-----------|
| Stories           |         | 7                  | 63   | 540    | 275       |
| Uploads           | n/a     | 412                | 779  | 877    | 300       |
| Likes<br>Facebook |         | 1128               | 5555 | 34,497 | 1,847,425 |
| Posts<br>Facebook | n/a     | 104                | 373  | 1650   | 1413      |
| Partners          | n/a     | n/a                | n/a  | n/a    | 99        |

EW's team is perceived as being highly motivated and engaged by the stakeholders, especially by the champions. Team members also highlighted that despite the high pressure of work, there is an excellent team spirit and a supportive environment for achieving results. Team members often work extra hours to manage the high work load. They have to respond to different and varied tasks such as communication and community engagement, knowledge management, provision of quality content, generation of partnerships, and resource mobilization. Content development has also included translation activities, which most of the time have not been outsourced due to the high cost associated with doing that.

If EW wants to grow further as a movement, develop new initiatives and improve its efficiency and results, the workload will be extremely challenging. This will be exacerbated even further when future activities are considered, such as the development of the Virtual Skills School and the integration of the Women's Empowerment Principles developed by UN Women and the UN Global Compact in 2010. Therefore, the current team composition is considered insufficient to implement all the tasks in an effective way. This is especially true if EW wants to manage the different language versions of the platform properly and create more engagement with other communities apart from English-speaking.

Regarding the regional coordinators, they face challenges interacting with the regional offices because their budgets are managed from HQ and are not integrated into the ROs' budgets. Although regional coordinators have to dedicate a small percentage of their time to the work of the RO, the EW's activities have not been properly integrated into the regional office work plan. A dedicated RO budget for EW's activities could facilitate better engagement with the regional and national offices of UNW.

National offices represent a labor resource that could provide substantial value to EW by providing quality content to the platform and engaging with the different activities that EW promotes. However, as explained in earlier chapters, their engagement has not always been possible and they have not interacted with EW in a systematic way.

#### 4.4.3 Use of partnerships

Despite the increase in users and the high workload experienced by EW's staff, the Empower Women team has been able to leverage human resources at zero cost through the creation of strategic partnerships with different UN partners, NGOs, universities, and private companies which in turn, has allowed them to maximize results. Collaborations that have resulted in the most concrete results are highlighted here:

At a global level, a partnership with UNV mobilized UN Volunteers to support outreach activities to potential champions through its volunteer network. A partnership with the New School in New York was leveraged to conduct the MTR, which substantially reduced the cost of that activity. Students of this university conducted the mid-term review of EW as a part of their graduation project, with the aim of assessing the implementation of the platform. Partnerships with universities, NGOs, and private companies have also contributed to leveraging workshops and trainings for young entrepreneurs in countries such as Kenya or Egypt at no cost to EW.

There is also evidence that EW has efficiently used partnerships to achieve technology innovation that has helped to maximize results. There are three specific partnerships that have supported the development of innovative technology tools, which in turn have contributed to wider audiences being reached:

- **PwC:** A strategic and permanent partnership between PwC and EW facilitated the provision of pro bono support for eighteen months to improve the online platform. Providing technical expertise, PwC's Digital Technology Solutions team supported EW in the restructuring and redesign of the platform, including programming and deployment of new features. According to EW's team, this support has been valued at USD 3.5 million. PwC is currently also involved in the creation of the Virtual Skills School.
- **Facebook:** Facebook has also been a strategic technology partner for EW, facilitating the outreach of EW to target groups with limited accessibility to the online platform by using iLearn Free Basics. Through Facebook's internet accessibility initiative, Free Basics, approximately 300,000 users have gained access to the iLearn content on their mobile devices free of charge. Empower Women supported Facebook's #SheMeansBusiness campaign by featuring iLearn, which resulted in an increase in the number of EW's Facebook followers.
- **ActionSprout:** Additionally, Facebook facilitated a partnership with ActionSprout, a company specializing in product development and promoting engagement with users and customers. They have provided training to the EW team on EW's Facebook strategy, such as how to create engaging Facebook posts, the number and type of posts per week, etc. Furthermore, between March and August 2016, ActionSprout supported EW in implementing sponsored advertisements on Facebook, free of charge. This led to a steep increase in the number of Facebook followers and has had positive effects on both Facebook users' engagement and the reach of posts.

#### 4.4.4 Empower Women monitoring

EW's team recognizes the importance of tracking results, but a lack of time and human resources constraints have prevented them from investing the necessary time required for this activity.

Monitoring EW's activities mainly happens through weekly online meetings between the management team at HQ and the regional coordinators. The meetings are informative in nature and represent an opportunity to exchange updates, as well as to plan upcoming tasks.

A general overview of the EW's activities and results is presented in the annual donor reports for the Government of Canada. These reports are informative and are structured according to defined work streams. Moreover, they provide information on a number of KPIs. However, these are not systematically included and monitored in each annual report, limiting the ability to assess progress.

Tracking results by areas:

- a) **Monitoring of offline events:** Offline events and webinars organized by EW are reported in some communication materials and in the donor report, but there is no systematic data collection process that allows the identification of the number of offline events per year, the number of webinars per year, the number of participants, information on gender and country and region of the participants as well as participant's satisfaction. Therefore, there is no opportunity to evaluate the results and impact achieved through offline events and webinars.
- b) **Champion's activities:** These are captured in the newsletter or through other communication channels but again they are not captured in an organized and systematic way. Several champions mentioned that they would like to know more about the results of

the platform, while individual champions highlighted the need to create metrics for their own initiatives in order to measure the results achieved.

- c) **Monitoring of uploads and downloads:** In terms of content available on the platform, the number of publications uploaded, as well as the respective user profiles, can be monitored via Sitecore. However, there is no possibility to check which documents have been downloaded as tracking has not been implemented correctly in Google Analytics from May 2014 to March 2016. However, the team periodically checks the most active users in discussions and contributions.
- d) **Monitoring of Google Analytics:** Members of the team consult Google Analytics on an ad hoc basis, for example generating numbers for the annual donor reports or to track specific results of online campaigns. However, there is no systematic monitoring in place and the team has not downloaded reports on a regular and structured basis. This sort of informal monitoring allows the team to identify trends and introduce some changes to the platform based on the users demand. However, informal monitoring does not allow detection of long term trends in user traffic and behavior, which in turn can give important insights for future platform developments.
- e) **Monitoring of social media:** Social media is monitored by using adequate tools like Hoosuite, Facebook Insights and YouTube Analytics. However, the team monitors social media on an ad hoc basis, checking performance data when needed, but without using a monitoring system capturing key performance indicators. A regular compilation of key metrics would allow for more informed decision making on communication and outreach strategies.
- f) **Monitoring of partnerships:** Partnerships have not been monitored systematically, although different activities implemented have been reported in the annual donor reports. Feedback from UNW's staff and partner organizations revealed that information needs on EW's activities, implementation, and results are currently not satisfied.

## 4.5 Sustainability

| Evaluation Questions:  | Key Findings:   |
|--|---|
| <p><b>Are the results sustainable?</b></p>   | <p>1. The results achieved by EW at the output and outcome levels are likely to be sustainable, as they are related to ideas, knowledge and engagement. Champions have confirmed in interviews that the effects of EW are long lasting. In addition, many champions pass their experiences and knowledge on to community members and stay engaged with EW's and WEE's issues beyond their championship period. However, a number of internal and external factors can positively or negatively influence sustainability.</p>  |
| <p><b>What are the enabling and limiting factors that can contribute to Empower Women's sustainability and growth?</b></p>   | <p>2. Internal and external factors can contribute or hinder EW's sustainability.</p> <p><u>Internal enabling factors</u></p> <ul style="list-style-type: none"> <li>▪ EW has a highly motivated, flexible, and innovative team that quickly adapts to the changing environment and to user's needs.</li> <li>▪ EW is based on knowledge and skills transfer and has successfully built a strong community that is engaged with WEE.</li> <li>▪ GCCI is an asset for EW as it represents an opportunity to conduct bottom-up innovation.</li> </ul> <p><u>Internal limiting factors</u></p> <ul style="list-style-type: none"> <li>▪ EW's team is small in relation to the high workload, and has to cope with staff volatility at a regional level, as well as with unstable IT support.</li> <li>▪ Limited capacities are available for monitoring results.</li> <li>▪ Weak integration into UNW's programming at both regional and country levels.</li> </ul> <p><u>External enabling factors</u></p> <ul style="list-style-type: none"> <li>▪ International development agenda focuses on women's economic empowerment</li> <li>▪ ICT and digital development are also high on the agenda.</li> <li>▪ UNW is planning to integrate WEPs into FPIs, presenting EW with the opportunity to align and add value.</li> <li>▪ Partnerships and champions add to the sustainability of EW by providing additional resources and creating outreach.</li> </ul> <p><u>External limiting factors</u></p> <ul style="list-style-type: none"> <li>▪ Financial stability for the project is not secured although there are several opportunities to receive funding from the FPIs as well as mobilizing additional funding from external donors.</li> </ul> |
| <p><b>What are the opportunities for Empower Women to grow, reach, and engage wider and newer audiences, in particular young women and girls? What are the opportunities and</b></p> | <p>3. Offline activities, partnerships, and GCCI constitute opportunities to reach people from the most vulnerable population, who lack access to internet.</p> <p>4. Social media and offline events, in partnership with universities and the private sector, also provide opportunities to continue engagement of young people and girls.</p> <p>5. There is also the potential to create engagement among men who have expressed greater interest, satisfaction, and enjoy using the platform compared to women.</p>  |

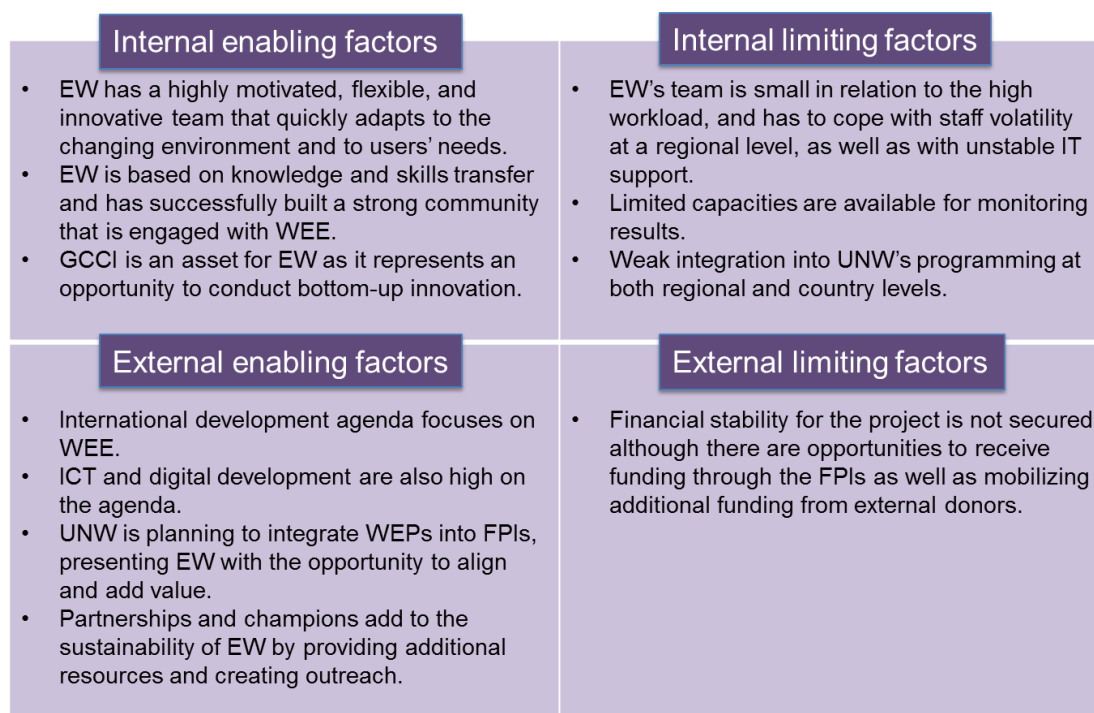
| challenges?   |  |
|---|--|
| <p><b>How can the integration of Empower Women into the flagship programming initiatives help secure resources for phase two?</b></p> | <p>6. Empower Women can provide an innovative space to the FPIs where knowledge, best practices, and lessons learned related to the different subject areas, can be disseminated and shared. EW could also represent a space that enhances connectivity between users through different communities of practice, which could be created in line with the FPIs. Empower Women could also be used to share advocacy and communication campaigns under the FPIs.</p> <p>7. The Organizational Members' section (formerly the Business Hub) could be considered the entry point for the WEPs in order to improve the engagement of the business community with EW.</p> |

#### 4.5.1 Potential sustainability of results

An assessment of the sustainability of EW can be linked to two main levels: external and internal factors that influence the likelihood that the project and its results will be maintained in the future, both at the outcome and at the output levels.

Regarding these levels, there can be factors that positively contribute to sustainability, and other factors that constitute challenges. The following matrix summarizes the main aspects that have been identified as key factors for the sustainability of EW:

Figure 63: EW SWOT matrix:



Source: CAD

Regarding the results achieved to date by EW, as per the revised ToC, the project has achieved important outputs and outcomes confirmed through the data collection with users and stakeholders. EW has increased the level of knowledge, skills, and capacities of its users to advocate for and promote WEE, to take action in their communities and work places, and to understand and claim their economic rights. Users confirmed that they are more engaged with WEE issues, have gained self-confidence, and have themselves achieved changes at the individual and organizational level that have also triggered some effects at the systemic level.

It has also been confirmed that EW has successfully positioned itself as a global knowledge hub on WEE and that it has built an expanding global community.

These results are likely to be sustainable, as they are not related to anything physical, but to ideas, knowledge and engagement. Champions have confirmed in interviews that the effects of EW are long-lasting, as they have enjoyed experiences that will stay with them for the rest of their lives. In addition, many champions pass their experiences and knowledge on to community members and stay engaged with EW and issues concerning WEE beyond the championship period. Some have even taken career paths that allow them to promote WEE professionally, and they have created informal networks between themselves that continue beyond the actual championship period. In this sense, the program has achieved changes in both awareness and mindset, and in addition has increased the knowledge and skills of some individuals.

However, the extent to which users of EW can claim their rights, take action on WEE and achieve equal power relations, also depends on external conditions such as the economic and political situation in their respective countries.

At the output level, to facilitate access to knowledge, capacity building, and networks, EW has provided an online platform and has looked to achieve continuous engagement of different users, including the champions, by providing content on a regular basis that is continuously updated. This engagement has also come about by facilitating connectivity between users through social media channels, and by using discussions and webinars, as well as organizing offline activities and events in partnerships with different organizations.

The sustainability of these results is determined by different organizational factors that must continue, to ensure EW's activity during the second phase of the project:

- a) **Technical sustainability:** During the implementation of the project, the technical and IT support was provided by the IT team from UN women, while PwC carried out the technical redesign of the platform. However, at times EW is left without any technical support, which is detrimental for a project that is based on online technology. There is a need to integrate a technical architect into the team who would be responsible for managing the design, testing, implementation and administration of the web and social media platform.
- b) **Human resources sustainability:** Most of EW's positions are fixed-term contracts except for one regional national consultant based in Nairobi (the regional coordinator in Nairobi left to secure a core resource funded post). However, some regional coordinators have left their posts during the implementation of the project, as their contracts could not be renewed due to HR regulations, which in turn have limited both the activity on the platform and the engagement of users and partners in those regions. On the other hand, due to the increase in EW's activity and the related high workload, it is essential to recruit for new positions to ensure sustainability. In addition, EW can further leverage strategic partnerships to create synergies and compensate for the lack of resources.
- c) **Sustainability related to decision making based on data.** There has been no systematic monitoring system or tracking of different KPIs on an on-going basis, that can be used to measure progress and determine whether results have been achieved or not. This has constrained the management team, limiting their ability to take data-based decisions that could facilitate the sustainability and growth of EW. There is a need to allocate more human and financial resources to design specific KPIs, integrate them into M&E tools, which should be systematically and regularly maintained.
- d) **Financial sustainability:** The financial sustainability of Empower Women has been dependent on funding from donors, with the initial commitment being received from the Government of Canada. This factor confirms that the platform has been sustainable for the past three years, but there are no secured funds yet for the second phase. Therefore, there is a need to attract and secure additional resources for the implementation of phase two.

e) **Sustainability related to the international debate on WEE.** The international development debate is now centered on the SDGs that have integrated a gender focus and WEE objectives into many of the development goals. ICT is also a topic that sits high on the development agenda, and experts agree that the future is based on digital developments. EW can seize this opportunity to position itself further as an online knowledge hub and capacity building center on WEE issues. In addition, UNW has strengthened its commitment to advancing the agenda on WEE, as well as implementing the WEPs through the Flagship Programs. This strategic view of UNW is contributing to the relevance and sustainability of EW and EW can use this opportunity to better integrate the project into the organization's work.

#### **4.5.2 Opportunities for Empower Women to reach wider audiences**

From the analysis undertaken, there is evidence that EW has the potential to reach wider and more diverse audiences, including the most vulnerable groups, young people, and men as well as populations living in high-level income countries. However, it needs to be highlighted that EW should assess who the key target audiences are that the project is aiming to reach out to, as one finding of this evaluation is that the broad definition of the target audience might be a hindrance to effective engagement with key groups, such as the most marginalized, or the private sector who have specific information and communication needs. In this sense, EW needs to take a decision on whether it wants to grow by further expanding its target audience, whether if it wants to shrink it by reducing the type of target audiences or if it wants to increase the outreach of the already established audiences.

##### **a) Opportunities of Empower Women to reach vulnerable populations**

As EW is mainly an online initiative with some offline ramifications, certain aspects have to be taken into account when thinking about reaching out to vulnerable populations. These are mainly issues related to internet access and usage, but also to the definition of who are vulnerable populations.

The tables below show no specific pattern that can indicate EW's usage based on a countries' development level or the level of gender inequality. However, there is a relationship with the internet penetration rate, as most countries that have generated the highest session numbers, also have higher internet penetration rates. Nevertheless, there are also countries among the top 25 with the most sessions that have a low internet penetration rate (i.e. less than 50%). India is the country in second position based on the number of sessions, but has an internet penetration rate of only 28.4%. In this case, it can be argued that India's huge population creates a distortion to the overall statistics. However, Pakistan has an internet penetration rate of only 15.3% but is ranked in 12<sup>th</sup> position based on the number of sessions<sup>89</sup>. South Africa, Philippines, Pakistan, Mexico or Indonesia are also included in the list of the 25 countries with the most number of sessions but with low internet penetration rates. Considering this, EW has, to a certain extent, reached populations of countries with a low Human Development Index (HDI) and high Gender Inequality Index (GII). However, there is no evidence that these users are part of vulnerable populations' groups, which is also due to the lack of a proper definition of what this category really means.

It is also important to note that Egypt and Kenya, the most active regional offices in implementing offline activities, show higher numbers of sessions and champions. This could indicate that offline activities have produced greater engagement of the users of EW in these countries. It can also be observed that the iLearn application has facilitated access to populations that live in countries with a low HDI, especially in Mexico, Pakistan and South Africa. They have accessed iLearn through Free Basics, which could indicate participation of low income populations.

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<sup>89</sup> Google Analytics 2013-16

Table 19: Analysis of the 25 most active countries, as measured by the number of sessions

|                | Human Development Index (HDI) | Gender Inequality Index (GII) | Internet penetration rate 2016 | N° of sessions , Google Analytics 2013-16 | N° of users/ market size <sup>90</sup> | N° of champions | iLearn monthly active users as of Sep. 2016 |        |
|----------------|-------------------------------|-------------------------------|--------------------------------|---|--|-----------------|---|--------|
| United States  | 0,915                         | 0,280                         | 55                             | 118,3%                                    | 275,789                                | 0,10%           | 23  | n/a    |
| India          | 0,609                         | 0,563                         | 130                            | 28,4%                                     | 93,954                                 | 0,04%           | 17  | n/a    |
| Kenya          | 0,548                         | 0,552                         | 126                            | 68,6%                                     | 34,901                                 | 0,13%           | 11  | n/a    |
| United Kingdom | 0,907                         | 0,177                         | 39                             | 91,6%                                     | 31,165                                 | 0,07%           | 12  | n/a    |
| Brazil         | 0,755                         | 0,457                         | 97                             | 57,6%                                     | 29,410                                 | 0,04%           | 4   | n/a    |
| Egypt          | 0,690                         | 0,573                         | 131                            | 52,2%                                     | 22,883                                 | 0,05%           | 13  | n/a    |
| Canada         | 0,913                         | 0,129                         | 25                             | 91,4%                                     | 20,165                                 | 0,08%           | 11  | n/a    |
| Australia      | 0,935                         | 0,110                         | 19                             | 87,7%                                     | 14,273                                 | 0,10%           | 5   | n/a    |
| South Africa   | 0,666                         | 0,407                         | 83                             | 49,0%                                     | 13,178                                 | 0,07%           | 3   | 20,246 |
| Nigeria        | 0,514                         | ..                            | ..                             | 52,7%                                     | 12,678                                 | 0,01%           | 15  | 695    |
| Philippines    | 0,668                         | 0,420                         | 89                             | 46,4%                                     | 11,113                                 | 0,04%           | 3   | 2,247  |
| Pakistan       | 0,538                         | 0,536                         | 121                            | 15,3%                                     | 9,383                                  | 0,05%           | 4   | 31,995 |
| Turkey         | 0,761                         | 0,359                         | 71                             | 58,5%                                     | 9,214                                  | 0,02%           | 4   | n/a    |
| France         | 0,888                         | 0,088                         | 13                             | 85,9%                                     | 8,086                                  | 0,02%           | 1   | n/a    |
| Netherlands    | 0,922                         | 0,062                         | 7                              | 95,2%                                     | 8,067                                  | 0,07%           | 0,0   | n/a    |
| Germany        | 0,916                         | 0,041                         | 3                              | 88,9%                                     | 7,967                                  | 0,02%           | 1,0   | n/a    |
| Spain          | 0,876                         | 0,095                         | 16                             | 77,5%                                     | 7,558                                  | 0,03%           | 7,0   | n/a    |
| Thailand       | 0,726                         | 0,380                         | 76                             | 55,8%                                     | 7,416                                  | 0,02%           | 1,0   | n/a    |
| Italy          | 0,873                         | 0,068                         | 10                             | 63,0%                                     | 6,432                                  | 0,02%           | 1,0   | n/a    |
| Switzerland    | 0,930                         | 0,028                         | 2                              | 86,9%                                     | 6,004                                  | 0,10%           | 0,0   | n/a    |
| Mexico         | 0,756                         | 0,373                         | 74                             | 46,9%                                     | 5,810                                  | 0,01%           | 4,0   | 89,397 |
| Indonesia      | 0,684                         | 0,494                         | 110                            | 34,0%                                     | 4,966                                  | 0,01%           | 0,0   | 1,281  |
| Singapore      | 0,912                         | 0,088                         | 13                             | 82,3%                                     | 4,372                                  | 0,14%           | 1,0   | n/a    |

Based on this data, in order to continue addressing the digital gap experienced by the most vulnerable groups, there is an opportunity to reach out to these groups using different approaches. All of the approaches listed below, require in the first place the definition and identification of the vulnerable and marginalized groups, at a country level, that EW is aiming to reach out to:

- **Complement online activities with offline activities.** Offline trainings and events, organized by regional coordinators or champions at the country level, could have resulted in a wider engagement of their communities in EW. Additionally, champions have demonstrated their ability to reach vulnerable communities that do not have access to the internet, in order to help them learn about different topics such as their rights, health, property inheritance, education, and access to information. Therefore, offline events and the GCCI have allowed EW to partly overcome both internet access challenges and language barriers.
- **Break down language barriers:** Offline activities constitute an opportunity to break down language barriers. There is also the need to provide more content on the Spanish, French, and Arabic versions of EW, as well as the need to expand the number of languages provided by the website to include both Chinese and Russian versions.

<sup>90</sup> The percentage indicates the share of total population reached through EW.

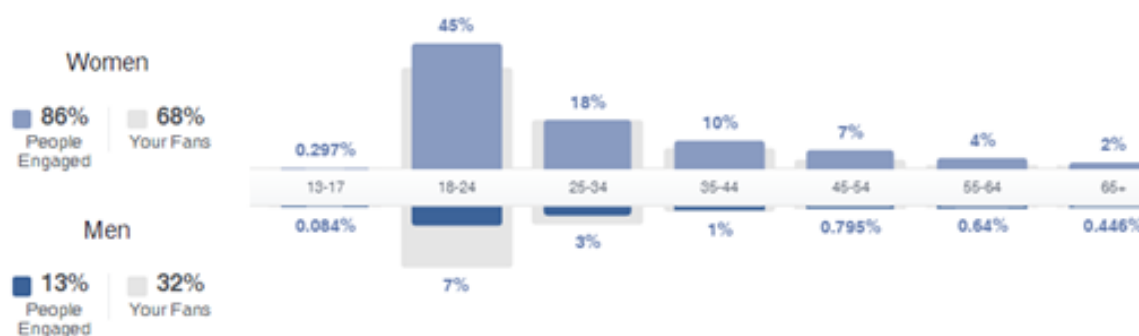


- **Adapt content and communication strategy:** Communication and language style, as well as the content available on the platform, need to be revised in order to become more relevant or accessible to the vulnerable communities. This can be achieved through more visual and easily understood content. In the ideal case, before engaging with defined vulnerable populations using pilot approaches, EW should conduct an information needs assessment to better understand what the target groups are interested in.
- **Guarantee continuous support to the champions:** Champions have expressed the need to be provided with more support, especially in countries where no regional coordinator is present. This could be achieved by enhancing participation of the country offices by providing more direct support to the champions. Some champions have also suggested continuing their championship for longer than the six month's initial period, which could be used as an opportunity to create a mentorship program between alumni and new champions.
- **Partnership with NGOs:** Partnerships with local NGOs and grass-roots organizations are necessary in order to reach vulnerable populations. This will also be important for engaging the target audiences of the Virtual Skills School that is currently under development. This new online learning and capacity building center will be closely linked to EW, with females – young and old - who have been excluded from formal education, being one of the main groups to be targeted. As there is currently no evidence to support that EW is attracting this target audience to any great extent already, one of the main channels to reach out to these women and girls could be NGOs and CSOs that are directly working with them. Ideally, organizations will be selected based on their work with excluded women in related areas, such as ICT skills and education.
- **Partnership with private companies:** Considering that vulnerable groups usually do not have access to desktops or similar devices but do increasingly use mobile phones, mobile applications could be an opportunity for vulnerable populations to access EW. In this regard, partnerships with private companies that reach the base of the pyramid can be leveraged to create outreach, for example, telecommunications companies and mobile operators, as well as traditional media or consumer goods companies.

## b) Opportunities for Empower Women to reach young people

EW has been able to reach young people through the online platform, although it has engaged a greater percentage of this population through Facebook and iLearn.

Figure 64: iLearn users by age range and gender:



Source: Facebook

Social media has been an effective mechanism for providing short messages and to regularly inform younger people about new EW campaigns, events, and opportunities launched on the website. This indicates that this population segment is looking for relevant, accurate, data-based, and up-to-date information. In order to keep their engagement, it would be important to use facts, statistics, links, and quotes as well as the use of more visual content, such as pictures and videos. YouTube could be leveraged better in this regard.

Offline activities, organized in partnership with universities, have also demonstrated that this is an effective mechanism for reaching younger audiences. The organization of young entrepreneurs' trainings with the support of private companies, has also helped to encourage the participation of young people in EW.

#### **c) Opportunities for EW to reach high-level income populations**

As shown in the analysis on effectiveness, most users of EW come from high-level income countries, especially English-speaking countries. These countries have also registered the highest number of champions. Other European countries, such as France, Italy, Spain, and Switzerland have also been active on the platform, but they have been much less involved in GCCI. This data demonstrates that there is a potential to achieve greater engagement in countries with a higher HDI and a higher internet penetration rate. However, even in population groups with higher education, language barriers persist and EW would need to make more efforts to provide content in French or Spanish. Engagement could be further created among women and men who work with vulnerable groups and tackle gender equality issues, as well as with women and men that are interested in promoting gender equality among their communities, family or workplace.

#### **d) Opportunities of EW to reach men**

Although there are fewer men registered on Empower Women compared to women, they have expressed a higher level of interest, satisfaction, and enjoy using the platform compared to women. These are mainly men whose work is focused on gender equality issues or who provide technical and financial support to women's organizations. They see themselves as agents of change, which indicates that EW could achieve even greater engagement with this population group. EW could increase the number of men by better understanding their motivations and aspirations, and by providing and targeting specific content. This could be achieved by launching different initiatives or trainings addressed to this specific group that encourages their participation.

#### **e) Opportunities for EW to reach women at the workplace/female workers**

Another opportunity for EW is to reach more women at the workplace. Investing in women's employment is now considered to be the key to unlocking growth in developing countries. A recent study<sup>91</sup> on the state of women in corporate America, demonstrated that women are less likely to receive the first critical promotion to a manager's position and are less likely to be hired into more senior positions. Women also have less access to the people, inputs, and opportunities that accelerate careers. On the other hand, the IFC has also launched a study that demonstrates that economic growth is more robust and sustainable, when women and men alike participate fully in the labour market. Companies that invest in women's employment gain an important competitive advantage.<sup>92</sup> EW could increase its user base of working women in both developing and developed countries, by providing materials and specific content that empowers them in their work places, as well as tools to help them advocate for their equal rights as women. This approach will have to be complemented by working directly with private sector organizations that can promote gender equality policies in companies. The work with

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<sup>91</sup> LeanIN.org and McKinsey & Company, Women in the work place, 2016

<sup>92</sup> IFC, Investing in Women's Employment, 2013

private companies can be carried out through the WEPs which is analysed in the following section of the Flagship Programme initiatives.

#### **4.5.3 Integration of Empower Women into the Flagship Programming Initiatives (FPIs)**

The FPIs are global program initiatives of UNW that, through a human rights based approach, focus on strengthening the voice of women – young and old - to remove structural barriers that impact gender equality and women’s empowerment.

There are currently four FPIs linked to the area of WEE that aim to drive job creation and income generation for women, taking them away from less formal, vulnerable, and unprotected occupations and moving them into formal, decent, and sustainable work and business opportunities. The four FPIs cover different themes: a) Stimulating equal economic opportunities for women entrepreneurs through positive procurement, investment, and supply chain policies; b) Women’s access to land and other productive assets for climate-resilient agriculture; c) Income generation and security through decent work and social protection; d) Women’s sustainable energy access and entrepreneurship. Another FPI, focused on women’s access to ICT and education, is currently under development.

In order to enhance EW’s sustainability, the project could play an important role in providing FPIs with an open space where knowledge, best practices, and lessons learned related to the different subject areas can be disseminated and shared. It could also represent a space that enhances connectivity between users through CoPs that could be created in line with the FPIs’ thematic areas. EW can also contribute by sharing advocacy and communication campaigns organized around the FPIs.

The alignment of EW with the FPIs would also ensure a better integration of EW into the UNW’s programming. This integration can be reflected in the global, regional, and national work plans if FPIs included EW’s activities within the allocated budget. Therefore, the FPIs could be an opportunity to create additional synergies between EW’s team and the program teams at global, regional, and national levels.

Given that EW will host the Virtual Skills School (VSS), there is also a direct relationship between the objectives of the FPIs and those of the VSS. One of the objectives of the FPIs is to bring learning opportunities to the female population and to empower girls that are not in school. The VSS could channel these opportunities by receiving program funds from the FPIs, while taking into account the context of each region and its internet accessibility.

The FPI “Stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies<sup>93</sup>” could also be enhanced by EW through the Organizational Member space (former Business Hub) and the newly integrated WEPs that could be considered the entry point in order to improve engagement of the business community with UNW. There are also different partners who have emphasized their interest in using EW for the purpose of working closely with the private sector and for gaining a better understanding about the WEPs.

It is also important to note that the alignment of EW with the FPIs could provide an opportunity for resource mobilization because it is easier to attract funds with a specific results-based project.

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<sup>93</sup> UNW, Flagship Programme Initiatives, 2015

## 5. Conclusions

The previous section presented and analyzed findings from the evaluation that corresponded to EW's relevance, effectiveness, HR&GE approach, efficiency, and sustainability. Based on these findings, this section summarizes the main conclusions reached, while the subsequent section presents lessons learned. Finally, a set of recommendations is made that proposes improvement actions for both developing EW in the future and for project implementation.

**Conclusion 1:** EW is confirmed as a relevant initiative in regard to UNW's strategic priorities related to WEE, as well as within the context of international standards and conventions for GE and women's rights.

*Based on Findings 1 and 3 (Relevance)*

Although EW was initially designed to report to the management results framework (MRF) and was not intended to formally contribute to the Development Results Framework (DRF) of UNW's Strategic Plan (SP), EW is aligned with impact area number 2 and especially outcome 2.3 that states: "Gender equality advocates influence economic policies and poverty eradication strategies to promote WEE and sustainable development". This alignment is linked to EW's overall logical results chain that, apart from establishing a global knowledge hub on WEE, aims to provide users with knowledge, skills, opportunities, and networks to enable them to become change agents for WEE. Although alignment with international standards and conventions has not been made explicit in the project design, through its rich content offering and the variety of activities aimed at promoting WEE, both as a human rights issue and as smart economics, EW has responded to the key international frameworks on gender equality and women's human, social and economic rights and aligns overall with the goals of the 2030 agenda on GE and WEE.

**Conclusion 2:** EW is an innovative project that has been evolving and adapting to new realities over time, while the activities that have been subsequently added have maintained overall alignment with the projects' objectives. This has resulted in the activities offering greater relevance to a wide range of stakeholders, although there are still opportunities to improve editorial cohesion and to provide a clearer segmentation of the target audiences.

*Based on Findings 2, 4, 5, 6 (Relevance)*

EW was designed in a participatory way and has been evolving over time based on the needs of its different users. EW has incorporated an innovative and bottom-up approach that has allowed for adapting the content and format of activities. The use of social media, the GCCI, various new online features on empowerwomen.org (including the platform's rebranding and redesign), the iLearn application, and different language versions, as well as the implementation of offline activities can all be highlighted as project enhancements that were not initially planned but added as a result of different stakeholder consultations, which in turn have contributed to increasing the relevance of the project. This ability to innovate has been critical for EW to maintain its relevance in a rapidly changing digital environment. However, as EW looks to reach a global user base covering all sectors of society, the project does face some challenges related to enhancing its relevance further. These challenges include overcoming language barriers (the project is currently focused on the English-speaking world), communicating a stronger value proposition, and improving the editorial cohesion and interactivity of the website. There is also a need to provide a clearer segmentation of the target audiences while offering specific information and opportunities that meet the needs of these different segments, especially the private sector and vulnerable communities, as well as policy makers.

**Conclusion 3:** Collaborations with external organizations and with departments of UNW have contributed to the projects' relevance, effectiveness and efficiency. This has been achieved through adding content and resources to the platform, supporting technology development and innovation, and providing outreach and capacity building online and offline.

*Based on Findings 7, 8, 9 (Relevance), Findings 9, 10, 11 (Effectiveness) and Finding 7 (Efficiency)*

While participatory processes and stakeholder consultations have been integrated into the project from the start, it was not originally planned for partnerships to be a main project activity. However, in order to meet the need to constantly improve and adapt the projects' activities and platform features, as well as to enhance the content offer, EW has creatively engaged in numerous collaborations. These have been with international organizations, mostly from the UN system, private sector organizations, NGOs, as well as with academic institutions. These collaborations have proven to be highly relevant for the growth of the project, as EW has been able to (partly) compensate for its limited resources through these alliances. Most of the partnerships have been on an informal basis, giving EW the flexibility to engage quickly without the need for administrative red tape. On the other hand, this approach has mostly resulted in sporadic collaborations cooperation and lacked a clear definition of expected results. In addition, EW has engaged in collaborations with entities that have shown a high interest in or alignment with EW's objectives, resulting in relevant contributions being made by these entities in terms of providing content, capacity building opportunities, as well as enhancing EW's outreach. Particularly relevant and effective partnerships have been formed with technology companies, facilitating innovation and supporting EW to develop the online platform further. These collaborations have also added value to the partner entities, who mostly perceive EW to be aligned with their own objectives regarding WEE.

Synergies created with departments of UNW have also been highly relevant, especially at the regional and national level, as these have added content to the platform that is of local interest, helping to enhance EW's relevance, as well as contributing to the local outreach of the project (although this has not been systematic in all regions). In addition, EW has provided other departments of UNW with the opportunity to showcase their projects and initiatives online and to make this information available to a broader, global audience. However, synergies with UNW have not yet been leveraged to the extent possible, and key opportunities have been missed, especially collaborating more closely and systematically with other UNW sections and country offices. This would give EW an opportunity to better identify and seize the potential for collaboration with the organization.

**Conclusion 4:** EW has been successful in creating outreach on a global scale, attracting both women and men from 198 different countries. However, a clear trend is identifiable that sees users originating from urban areas, educated to higher levels and from English speaking countries, mainly from industrialized nations or from more advanced economies in the developing world. Hence, EW has the opportunity to test new approaches for attracting broader audiences from lower income countries, as well as concentrating their efforts on reaching out to French, Spanish and Arabic speaking communities more effectively .

*Based on Findings 1, 2, 3 (Effectiveness)*

Although EW has been available in English, French, Spanish, and Arabic since early 2015, with the exceptions of Turkey and Egypt, there is a clear tendency for registrations to be concentrated among a small number of English speaking countries. These countries stand out both in terms of the number of registered users and the number of sessions. The French, Spanish and Arabic versions of EW have considerable information and engagement gaps when

compared to the English language version, due to limited resources being available for managing the different language versions and consequently, most visitors are using the English site. On the other hand, over one third of EW users are returning users, meaning they come back to the site regularly, which indicates that EW has been successful in retaining users by providing useful information and resources. Countries where the EW team has a geographical presence are among those that have attracted the most registered users and sessions, indicating a connection between local offline engagement and online activity - especially in the USA, Kenya, Egypt, and Turkey. Furthermore, the iLearn platform, which is available in eight languages through Facebook's Free Basics application, has allowed EW to be accessed by a wider audience from countries that are usually limited users of the EW platform, for example, Mexico or Iraq. However, iLearn only contains a small part of the information and resources that can be found on EW and is targeted especially at women entrepreneurs.

**Conclusion 5: User profiles show that EW is a platform that attracts professionals as well as individuals from all sectors, confirming that WEE is a topic of broad societal interest. The majority of EW users are self-employed or work in the NGO sector, while employees from public institutions or from multilateral organizations only represent a smaller share of the users. This indicates that EW attracts more users from the grassroots level than policy makers based at high-level institutions.**

*Based on Finding 4, Effectiveness*

The majority of the survey respondents were self-employed (including entrepreneurs, business owners, and freelance workers), followed by employees from the NGO sector and the private sector. Students represented a smaller share of EW users but were slightly more present than employees from public institutions. This demonstrates that, on one hand, EW attracts a larger amount of users from both the grassroots level and from the general public and to some extent, is also successful in attracting users from younger population groups. On the other hand, apart from the NGO sector, EW has been less successful in attracting users who can directly influence policies, reforms, or laws on WEE in an institutionalized way. In this sense, EW is a unique project within the context of UNW, as the organization usually works at the government or NGO level, with less direct ties to people-based movements. This is most probably linked to [Conclusion 2](#) and is related to the current lack of segmentation of the target groups; while EW is relevant for and effective in reaching out to the general public, some groups including policy makers require information and resources that are tailor-made to their work on WEE.

**Conclusion 6: Despite the broad outreach achieved over the past three years with 551.360 unique users and 14.437 registered members attracted by the platform, active engagement on EW is limited to a core group of regular users, most of whom are champions. Social media provide an important complementary space for engagement with wider audiences.**

*Based on Findings 5, 6, 7, 8 (Effectiveness)*

EW has been successful in effectively creating outreach, but further opportunities exist to increase engagement with the site. On average only 8,6% of the registered members (mostly the champions) contribute to EW by uploading resources, initiating discussions, or making comments on the platform, indicating that a much higher number of users are only accessing information before expressing themselves openly on the online space. In line with the initial idea of creating a knowledge management platform, EW is being used more as a knowledge hub than as a discussion or networking space, which is also due to the platform's limited level of interactivity – discussion fora allow for engaging in conversations, but not real time. In this regard, social media have complemented the online platform as a more convenient space for sharing, liking, and commenting on content, as well as for users to make contact with each other and engage in discussion topics. At the same time, social media, especially Facebook and

Twitter, have shown to be effective in driving user traffic to the EW platform. Social media have thus been effectively used by EW for three purposes: reaching wider (younger) audiences that would not necessarily search for a platform such as EW; expanding communication channels; and providing users with interactive features that could not be built into the platform because of resource constraints.

**Conclusion 7:** EW has generated positive results both at the output and outcome levels, indicating that EW has high potential to contribute effectively to increasing knowledge, providing access to capacity building, as well as increasing networking opportunities for its users. In addition, users are benefiting from EW through increased skills and capacities to advocate for WEE and to take individual or collective action on WEE. Data also indicates that EW is contributing to generating changes at the individual, organizational, and systemic levels.

*Based on Findings 12, 13, 14, 20, 21 (Effectiveness)*

Users confirmed that EW has given them access to information and knowledge that they would not have had otherwise and consequently the majority perceives EW to be the most comprehensive knowledge hub available on WEE. Users were also positive about the way their engagement with EW related to an increase in their skills and capacity level to advocate for WEE. Overall, 95% of survey respondents confirmed that EW had helped them to increase their capacities and skills. This has translated into a higher personal engagement of users with WEE and GE and their increased self-confidence has been one of the most important impacts. Users also report that their immediate environment (family and friends) has become more aware of WEE issues due to their engagement and state that changes have occurred in the organization where they work, thanks to their increased capacities. This is mostly related to users taking direct action to promote women's empowerment, which reportedly has influenced their organizations to work on policies or projects and programmes on GE. According to survey respondents, changes at the systemic level have taken place to a lesser extent. However, at this outcome level, many external factors can interfere, so no direct causal link between EW and systemic change can be established based on the data captured. Qualitative answers to the question indicate that some of EW's users work in government or at organizations that directly influence policy making, and that they have made a direct contribution to the formulation of policies and programs at the national level.

**Conclusion 8:** While all of the activities implemented by EW - planned or unplanned - have contributed to producing results in different ways, the GCCI needs to be highlighted as the most important and innovative activity of the project. It has significantly increased EW's visibility and outreach, both online and offline, and has also resulted in most of the engagement on the online platform.

*Based on Finding 5, 15 (Effectiveness), and Finding 2 (Sustainability)*

The champion's initiative has been key for creating engagement on the platform in terms of content uploads, providing stories, initiating discussions, and posting comments, as well as delivering local outreach at the country level, including to vulnerable groups. Champions act as EW's representatives in their respective countries and with the support of EW's team, develop and implement their own online or offline initiatives over a period of five to six months. They drive an important multiplier effect for EW, taking the global project down to the national level and at the same time, contributing to the advancement of WEE in their communities, and creating an international network of WEE advocates. The initiative has allowed EW to create an innovative and bottom-up people-based movement on WEE of global scale and in this regard, has made a direct contribution to the sustainability of the project's results. Over the years, the GCCI has attracted increasing numbers from the user's community, illustrated by the last call for applications that received 4,000 applications, in comparison to the first call made in 2013 that received only 150 applications. There is a high potential for EW to upscale the GCCI and to

make better use of the results produced by champions (currently these are not systematically tracked), both for knowledge generation and for communication purposes.

**Conclusion 9:** EW is an evolving project that is continually developing, takes an innovative approach to WEE, and adequately responds to stakeholders' needs and interests. However, there is no evidence to demonstrate that EW has reached the most vulnerable women

*Based on Findings 1, 8 (HR&GE), and Findings 3, 4, 17 (Effectiveness)*

Although vulnerable women have been included in the initial project design as end beneficiaries of EW, no specific activities have been planned to directly reach out to these groups. In this regard, EW has taken an indirect approach that prioritizes reaching gender and WEE advocates, who in turn produce results which benefit vulnerable women. Nevertheless, EW has subsequently added innovative approaches to directly reach out to vulnerable groups, including the iLearn platform and the GCCI, but no conclusion can be made on how far these groups have been effectively reached due to a lack of data. Regarding the online platform, there is no evidence to demonstrate that vulnerable women are among the direct users of EW, which is also due to a number of structural factors that limit their access and use of the platform.

**Conclusion 10:** EW has been successful in engaging with and sensitizing women and men to understand the interplay between personal and political realms, raising their awareness and encouraging their collective action.

*Based on Findings 2, 3, 4 (HR&GE), and Finding 1, 13 (Effectiveness)*

Through its different resources and initiatives, EW defines WEE implicitly as both a process and a result that enables women to enjoy economic rights. It helps them make decisions that impact their own lives as well as influencing others, and opens up opportunities for women to achieve other dimensions of empowerment such as political and social empowerment. EW has been engaging with and sensitizing women and men to understand WEE as an interplay between personal and political realms, raising their awareness and encouraging their collective action. Different initiatives and campaigns have been critical in achieving this awareness: the GCCI, or the "HerStory" or "HeForShe" campaigns have permitted the socialization of knowledge and the development of a new conscience. Fresh knowledge and capabilities translate into women's and men's political, educational, or advocacy actions as trainers, women's economic rights promoters, gender equality activists, or gender-responsive public policy advocates, in order to claim women's' rights and advance in overturning unequal structures that exist within society. An editorial line to guide critical analysis of resources and activities would further strengthen EW's potential as an instrument for women's empowerment that goes beyond economic empowerment and places it as the key factor contributing to equality between women and men.

**Conclusion 11:** With limited financial resources and decreasing human resources, EW's team has succeeded in managing a platform that has incorporated new activities and experienced an unexpected level of growth.

*Based on Findings 3, 6, 7 (Efficiency)*

Despite constant staff fluctuations and a decrease in human resources over the past year, EW has substantially increased the number of registered members which has grown from 1,232 in 2013 to 14,437 as of September 2016. This growth has been accompanied by the incorporation of new activities that were not initially planned, such as the GCCI, social media, and offline events, which in turn has resulted in a steady increase in both the number of champion applications and the number of selected champions. In addition, communications, the number of offline events and webinars, and the number of stories and uploads to the library, have been growing over this period, confirming that EW's team has had to cope with an ever increasing workload. In this regard, the project has managed resources in a creative way and has



compensated for their limited financial resources by leveraging partnerships. These partnerships have allowed EW to conduct relevant activities, such as the MTR, the organization of on-site workshops, and trainings for young entrepreneurs. Partnerships with technology firms have supported EW in improving the platform based on users' needs and to reach wider audiences thanks to the better use of social media.

**Conclusion 12:** Up until now, the EW team has missed out on the opportunity to strengthen and integrate effectively a results-based management culture. The latter could improve performance and result in better working practices by facilitating the monitoring of results and the output of robust data for informed decision making, effective communication, and mobilization of resources.

*Based on Findings 8, 9 (Efficiency)*

EW does not currently use a formal monitoring system that allows collection, reporting and analysis of data of the different online and offline activities in a systematic way. With EW not only contributing to UNW's operational effectiveness as a knowledge management platform but also increasingly producing development results, a robust monitoring system would allow better and more informed decisions to be taken, implementation to be improved and specific results to be communicated. An effective monitoring and evaluation system could also contribute to helping secure additional funding and signing up new partnerships, not only with the private sector but also with other donors that increasingly prioritize effective results monitoring as a basis for taking decisions on where to allocate funds.

**Conclusion 13:** EW has an opportunity to reach more diverse audiences such as vulnerable populations, young people, men, women in the work place, as well as private companies, in order to be inclusive and "leave no one behind".

*Based on Findings 4, 5 (Sustainability)*

EW has already been successful in reaching out to diverse user groups which include freelancers and entrepreneurs, employees at NGOs and at private companies, and to a lesser extent, students, and employees of public institutions, academic institutions, or of multilateral organizations. In this context, if EW wants to broaden its audiences further, it has the opportunity to define and segment them into target groups of interest and to develop different strategies in order to produce targeted content and activities that respond to the specific needs of each group and thereby sustainably growing the project. Some of these groups could be vulnerable communities, men and boys, young women and girls, women in the workplace, policy makers, and also private sector organizations.

**Conclusion 14:** Taking into account the fact that the financial sustainability of EW is currently not guaranteed, aligning EW with UNW's FPIs could facilitate the allocation of UNW core funds for key project activities, while resources from donors or the private sector could complement this core funding to further sustain EW's innovative nature.

*Based on Finding 6 (Sustainability)*

EW's management is looking at different possibilities to secure funding for phase two of the project (2016-2021). In this context, the alignment of EW with the FPIs could contribute to the financial sustainability of EW while also facilitating the integration of the project into UNW's programming at global, regional and national levels. This in turn could increase synergies and collaborations between EW and other departments and offices of the organization. While core funds can be used to finance key personnel and essential activities, EW could also attract funding for project activities from other organizations - public or private - that can contribute to ensuring the innovative approach of EW is maintained – as characterized by its flexibility and ability to adapt to the different realities and needs of the communities that it serves.

## 6. Lessons Learned

The purpose of this section is to capture the learning gained during the implementation of the first phase of EW that in turn can be usefully applied to the future implementation of the platform, as well as to other UNW projects. Lessons learned have been identified based on both positive achievements and on approaches that have been less successful.

### **1. Design thinking and a human-centered approach facilitates bottom-up innovation and ensures the project's relevance:**

EW has taken a human-centred design approach that has allowed EW's team to improve the platform based on users' needs. This has demonstrated that continuous communication with stakeholders and the provision of formal and informal feedback channels results in innovation and ensures the project remains relevant.

### **2. A willingness to take risks facilitates innovation:**

Flexible mechanisms have allowed new approaches to be tested in order to adapt to emerging needs. EW has demonstrated its capacity to take risks by incorporating new activities that were not initially planned or budgeted for, such as the GCCI, social media activities, and the organization of offline activities at global and country levels.

### **3. Adopting a combination of complementary online and offline engagement channels through a partnership approach creates effective results:**

In the rapidly changing digital environment, just launching an online platform it is not enough, as it can easily be lost in the "noise of the internet" thanks to the ever increasing number of online spaces. In order to ensure success, it is necessary to actively manage the community, promote interactivity between users, provide them with relevant content, and constantly engage them through online and offline activities. As a global initiative, EW has incorporated partnerships at global, regional and national levels. These have facilitated the implementation of online and offline activities that have ensured engagement in different countries and with different target audiences.

### **4. Open and democratic online spaces, such as EW, facilitate participation and ensure that every voice is heard:**

EW is an open, non-discriminatory, and democratic space where different stakeholders, no matter their nationality, gender, or their social or economic standing, can freely join and participate. One of EW's innovations is that users themselves can shape the platform by uploading their stories, initiating discussions, and sharing experiences. These participative features provide users, who normally do not have a space to express their views or do not have the "status" to be heard, with an opportunity to raise their voices.

### **5. Leveraging technology and innovation through partnerships with the private sector provides an important contribution towards achieving sustainable development goals:**

EW has tested new technological developments in partnership with technology firms, such as Facebook's Free Basics initiative, to reach out to vulnerable populations and is developing new

initiatives based on technology. For example, EW is now participating in the creation of the “Virtual Skills School” to provide online training to those who have dropped out of the formal education system. The experience of EW demonstrates that it is important to establish partnerships with private sector entities that are familiar with the latest technology, as this is not a core competency of UNW. These partnerships can facilitate innovative approaches and provide the necessary resources to deliver interventions that contribute to achieving sustainable development goals.

**6. Weak monitoring systems prevent the provision of data based on evidence, which in turn limits the ability to take informed decisions and to demonstrate and communicate results.**

EW has not properly designed or implemented an M&E system, which has limited the ability of the EW team to systematically compile and report evidence-based data. Regular monitoring of the EW platform is essential to enable EW’s team to better manage the platform and the community, as well as providing EW with important information for engaging partners.

## 7. Recommendations

**Recommendation 1: Leverage the recently created Flagship Programme Initiatives in the area of WEE and align EW with them.**

- ✓ *Based on Conclusion 2, 3, 14*
- ✓ *Responsible: UNW Policy and Programme Bureau, Policy Division and Programme Division*

EW can function as a stakeholder engagement platform for the FPIs on WEE, allowing the initiatives, knowledge, best practices, and lessons learned relating to the different thematic areas to be disseminated and shared. This integration can also help contribute to the management response regarding [Recommendation 5](#) of the corporate evaluation of UNW's work on WEE<sup>94</sup>, where UNW has committed to continue "to provide a knowledge gateway to facilitate both knowledge management and knowledge dissemination, global networking, and linkages to markets for women in developing countries".

The alignment of EW's activities with the FPIs can also help to integrate EW into UNW's global, regional and national programming in a better way, as well as helping EW to create a more coherent approach to content and to develop a distinct editorial line with clearly defined thematic areas.

This can be achieved by:

- Revising the FPIs' Theories of Change and, together with the staff responsible for the FPIs, evaluating whether elements can be matched with EW's Theory of Change in order to align the objectives, outputs, and outcomes of EW with the FPIs.
- Integrating EW's activities into the global, regional, and national work plans with allocated budgets.
- Adding and organizing relevant content around the FPIs to the platform (under the initiatives section, a micro site for each FPI should be created, the filters in the resources section should be reorganized based on the FPI topics, and the number of sub-topics available should be reduced to eliminate complexity).
- Include FPI topics regularly in EW's social media posts and develop moderated discussions and CoPs that are in line with the FPIs' thematic areas.
- Develop closer cooperation with the staff of UNW who have responsibility for managing the FPIs at a global, regional, and national level, in order to source relevant content and to participate in events, as well as integrating EW as an engagement tool into FPI projects (leverage end beneficiaries of FPIs to become active users of EW).
- Create a more strategic approach to the champions' initiatives and align them with FPI's thematic priorities.

**Recommendation 2: Create a resource mobilization plan for phase two that includes financing key project activities using UNW core funds, while project funds from external organizations – public or private – should be secured to maintain EW's flexibility and innovative nature.**

- ✓ *Based on Conclusions 12, 14*
- ✓ *Responsible: UNW Policy and Programme Bureau, Policy Division and Programme Division, economic Empowerment section, EW Management team*

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<sup>94</sup> Management Response WEE evaluation, Recommendation 5

In order to ensure EW's financial sustainability for the second phase of the project, it is recommended that a resource mobilization plan is developed based around two pillars: core funding and project funding. While the former can guarantee the continuity of EW's key activities, the latter will contribute to maintaining EW's flexible and innovative approach.

As stated in Recommendation 1, core funding should be allocated to EW through alignment of those FPIs where EW can fulfill an important engagement function. Core funding should be used to finance EW's key staff positions and for the implementation of activities related to the project and knowledge management, community management, and communications. This should also include M&E activities, as well as IT support that is vital if the project is to continue functioning correctly.

Non-core resources should be funded through resource mobilization activities aimed at external organizations in coordination with the Economic Empowerment section. The mobilization of additional resources can also be guided by the partnership strategy for WEE, as outlined in Recommendation 3 (see below).

**Recommendation 3: Develop a detailed partnership strategy for women's economic empowerment in order to identify those organizations that have the highest potential to contribute to both UNW's EE section and to EW in particular. These partnerships should result in the highest added value, while the quality of the collaborations must take priority over quantity.**

- ✓ *Based on Conclusions 3, 4, 9*
- ✓ *Responsible: Economic Empowerment Section of Policy Division and EW team*

In line with a similar recommendation made in the corporate evaluation of WEE (conducted in 2014), it is recommended that EW, in coordination with the Economic Empowerment section, carefully selects a small number of key partners per sector. These partners are those that EW wants to engage with on a long-term basis, working together based on pre-defined objectives and looking to maximize results. Therefore, it is suggested to create strong and strategic partnerships at global, regional, and local levels to increase the outreach and impact of the initiative. This implies defining common goals, framing joint activities, and aiming to achieve expected results, while using a comprehensive monitoring system in order to ensure that these collaborations deliver the expected outcomes.

This can be achieved by:

- Implementing a stakeholder mapping exercise in order to identify the most appropriate partners per sector and per objectives that the Economic Empowerment section is looking to achieve, including those for EW. This should be carried out at global, regional and local levels, taking into account stakeholders that the Economic Empowerment section and EW have already collaborated with.
- Together with the selected stakeholders, define action plans that contain concrete objectives and specific activities aimed at delivering the expected results.
- Hold regular meetings with the key stakeholders to review and document performance and evaluate the results achieved.

At the same time, this more strategic approach should not prevent EW from engaging in new collaborations in a more flexible way to facilitate the testing of innovative approaches further.

**Recommendation 4: Leverage the champion's initiative to continue reaching wider audiences, including vulnerable populations.**

- ✓ *Based on Conclusions 6, 8, 9, 10, 13*

✓ *Responsible: EW management*

It is recommended to enhance the champions initiative by giving alumni champions the opportunity to engage in mentorship activities with new champions. With many of the champions expressing their willingness to continue their activities beyond the championship period, this is an opportunity to leverage this initiative further. Such an approach would allow the support given to the champions to be decentralized to the country level while at the same time reducing the workload on EW's team.

This can be achieved by:

- Asking champions to complete an online survey at the end of their championship period in order to have a better understanding of their performance and the results that they have achieved from their activities. This survey could include an option to confirm if they want to extend their championship in the following six months, acting as mentors. Champions would complete this survey before receiving their certificates.
- Selecting a small percentage of the champions who have expressed their willingness to continue, based on a set of criteria that selects reliable and high performing champions.
- Providing guidelines and requirements for the mentors to ensure smooth implementation and alignment with EW's objectives.

**Recommendation 5: Improve internal communication and leverage UN Women's structures in a better way in order to implement the project more efficiently and to improve results.**

✓ *Based on Conclusion 3, 4*

✓ *Responsible: Policy and Programmed Bureau/ Strategic Partnerships, Coordination and Intergovernmental Support Bureau and selected UNW RO and national offices*

It is recommended to create stronger and more fruitful relationships with some of the strategic sections of UNW that are relevant to the project, such as the Strategic Partnership Division, the Communications Division, the Civil Society section, the Training Centre, and the Fund for Gender Equality. With regard to the last two entities, this recommendation is reinforced by the WEE evaluation that also recommended making efforts to achieve closer collaboration between EW and the Training Centre and the Fund for Gender Equality.

This can be achieved by:

- Jointly designing activities with specific objectives and incorporating them into the annual work plans of the participating sections.
- Organizing joint monitoring meetings in order to ensure the progress of these activities and to generate discussion among the participating sections.
- Communicate the results to the rest of the organization as a best practice. This would help to demonstrate that working together represents an opportunity to achieve improved results.

Additionally, there is a need to improve EW's integration with the regional and country offices, as the offline presence at the country level has proven to be effective for achieving online engagement. It is recommended that each country office should have a focal point for EW, while regional coordinators should invest more time in relationship management with the country offices, in order to engage them in EW's activities beyond content sourcing only. Through [Recommendation 1](#), it is necessary to ensure the country offices integrate knowledge management activities related to EW into their work plans and report back to HQ on the implementation of these activities.

Given that this is an ambitious recommendation considering available resources, EW could instead take a pilot approach and begin to work more closely with one or two country offices in

each region that have shown the greatest potential for collaboration. This could serve to test different ways of collaborating and conducting joint activities and could be subsequently expanded to a larger number of country offices if it is successful.

This can be achieved by:

- Implementing a country office mapping exercise to define where the most potential for closer cooperation exists, based on available resources and thematic priorities.
- Actively approach country offices and jointly produce an action plan that documents concrete objectives, activities, and expected results.
- Regularly monitor both the implementation and the results achieved.

**Recommendation 6: Improve the online platform to enhance clarity on EW's objectives and target audiences, increase user friendliness and better meet users' needs.**

- ✓ *Based on Conclusions 2, 4, 5, 10, 13, 14*
- ✓ *Responsible: EW management*

Given EW's site has only recently been relaunched with a new design and structure, it is not recommended to undertake any major changes in the short term. However, smaller improvements should be made to be able to identify target groups, increase the platform's relevance and clarity, as well as increasing the interactivity of the platform. These improvements include:

Better identification of target groups by adding information requests to the registration function

When registering with EW, currently users only need to indicate their gender and the country where they are from. While this ensures a straightforward registration process, it does not allow EW to segment its registered members into meaningful groups. This in turn would allow for targeted content to be developed and hence would better cater to their specific needs. It is recommended to add the following information requests to the registration process:

- Age
- Education level
- Profession
- Urban / Rural

Improve clarity of EW's objectives

- One of the banners on the homepage should include a short and concise description explaining what EW is all about and who it addresses, as well as a link to the "About Us" section. While other banners can change, this one should always be displayed and be the first one a user sees when entering the site.
- The site should have a permanent website description that appears in search engine results. It should be concise and clearly state EW's key objectives.

Include more mobile-friendly content

- EW's site is currently text heavy and the main resources are available only as pdf documents for download (in the resources section), as well as articles (stories, blog posts, initiatives etc.). Given that almost 50% of users are accessing EW's site via mobile phones, additional content formats should be developed to match with these devices, such as adding (audio-) visual content that conveys easy to understand messages.

Include more specific content for certain target groups

- While EW's site aims to reach out to the general public as well as to public, private, and civil society sectors, content is not organized around the needs of these different groups. It is

recommended to create sections within the platform that are targeted directly at specific sectors to make the site more relevant for them.

- It is also recommended to rethink the content categories (9 main topics and 101 sub-topics) in order to reduce complexity and to create clearer topic descriptions to add relevance.

#### Adequately maintain and manage different language versions

- Provide more content and increase engagement on the Spanish, French, and Arabic versions of EW's site in order to increase inclusiveness and broaden the user base from non-English speaking countries.
- Include Chinese and Russian languages to broaden the appeal of EW's site in Russia and Central Asian countries, as well as in China, and add Portuguese language also.

**Recommendation 7: Integrate a Monitoring & Evaluation framework with a results based management approach into activities to be able to regularly collect and analyze standardized data for informed decision-making.**

- ✓ *Based on Conclusions 8, 9, 12*
- ✓ *Responsible: EW management*

Regular monitoring of EW's progress and results not only enables the team to better manage the platform and the community, but will also provide EW with important information for engaging partners. Only if EW can showcase evidence-based results, will it be able to attract new partners and donors.

Taking into consideration the time and human resources constraints faced by EW's team, it is recommended to establish a "light" monitoring dashboard in Excel that captures monthly data on the results of key activities and should not take more than three hours per month to complete.

- Monitoring data should include: key metrics from Google Analytics (monthly users, sessions, page views, time on site, bounce rate, most looked at pages); information from the platform backend (new registrations per month, resources uploaded, number of discussions, comments, stories added); information about online and offline events (e.g. number of webinars, number of offline events where EW participated by region, and type of event); and social media channels (number of posts and tweets, number of likes/shares/comments/retweets, outreach).
- Most importantly, for offline events, the number of participants needs to be captured, as well as the type of audience (e.g. government, business, grassroots, etc.). Regarding webinars, the number of participants also needs to be tracked and in addition, it is recommended to run a short feedback survey after each webinar where participants can give their opinion on the quality and relevance of the session. Online technology also allows webinars to begin with a survey that asks a number of key questions, for example age, gender, region and profession of the participants. By capturing a few simple data points, EW will receive valuable information about the key audiences that are being attracted by the webinars. This information can then be fed into the development of the Virtual Skills School.
- Another important area where EW needs to monitor activities and results is the champions initiative. Currently, no centralized information exists about the type of activities implemented by the currently 208 champions from 64 different countries. Individual stories that have been reported indicate that the champions are implementing important activities and creating outreach to vulnerable groups. It is highly recommended to systematically capture information on these activities and the respective target groups. This could be achieved by allowing champions to complete a standardized online form at the end of their championship as a prerequisite to them receiving their certificates. Taking such an



approach allows information to be easily processed into a central data base. Information should be captured on the country and date the initiative took place, the type of initiative (online/offline), type of target group (e.g. children, youth, female entrepreneurs, men, etc.), approximate number of people reached, area (urban/rural), and partnerships (if any). A short text description should also be included, giving details about the implementation process and the outputs.

In addition, some improvements need to be made to the configuration of Google Analytics regarding how data is tracked:

- Filter out the IP addresses of all of EW's team members. Team members' sessions are currently counted, which leads to an overstated number of overall sessions.
- Set up Google Analytics in a way that data from the different language versions are tracked separately, so it can be easily seen how many users are accessing these different versions.
- If possible, do not track iLearn Free Basics users in Google Analytics, or at least ensure that Google Analytics shows which users are iLearn Free Basics users and which are not, as currently the numbers are mixed up.

Working with Facebook at some point in time is also recommended to undertake an assessment of iLearn Free Basics users, as information provided through Free Basics Insights does not provide informative data either on the users' profiles or their behaviour.

**Recommendation 8: Assign a specific section within the platform exclusively to private sector in order to engage them in a more proactive way and maintain the relevance of the WEPs**



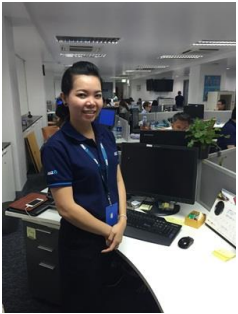
- ✓ *Based on Conclusions 2, 14*
- ✓ *Responsible: EW management*

Currently, EW aims to be a platform for everyone interested in WEE, including government, the business community, entrepreneurs, international and national NGOs, grassroots organizations, as well as individuals in general (both women and men and including marginalized groups). This results in the content, online activities, and communication efforts with which EW tries to reach out to all these different groups being dispersed. However, certain groups, such as the private sector require more focused messages and private spaces if they are to join the platform.

This can be achieved by:

- Leveraging the organizational member space to make it a genuine space for knowledge exchange and sharing of experiences and best practices. It should be only for private sector organizations and be integrated with the new WEPs section. NGOs and civil society organizations should not be part of this section, and instead a separate space should be provided only for the civil society sector.
- Organizing webinars and other activities specifically for businesses.
- Developing a clear value proposition and communication strategy for the private sector.
- Including human resources (at least one person) dedicated to private sector engagement activities

# Annex I Case studies

|  |   |  |  |
|--|---|--|--|
| <p><b>An Empower Women Case Study:</b><br/> <i>How sharing one woman's story from Laos has had a ripple effect on the global community of Empower Women</i></p> <p>January 2017</p>  |   |   |  |
| <p><b>ANZ Bank (Laos) Ltd.</b></p>   |  | <p><b>Web address of organization:</b> www.anz.com</p> <p><b>Country:</b> Laos</p> <p><b>Region:</b> Asia and the Pacific</p> <p><b>Focus area:</b> Women's economic empowerment, skills development</p> <p><b>Year of engagement with Empower Women:</b> 2015</p>   |  |
| <p><b>Challenge</b></p> <p>In Laos, many jobs requiring expert skills are filled by expatriates rather than by local staff. Furthermore, in the financial services sector, achieving gender parity has been challenging with management roles being mostly filled by men. Driving the industry-linked challenges further, societal norms for women in Laos typically result in women failing to progress to the top levels of business.</p>  |   |  |  |
| <p><b>Becoming an Empower Women partner</b></p> <p>ANZ Bank's CEO, Tammy Medard, learned about Empower Women and the "I am (wo)man" campaign through her involvement in the Women's Empowerment Principles (WEPs) of UN Women and the UN Global Compact. Having dived deeper into the platform, Tammy saw it as the perfect way to share a particular story of resilience and success regarding one of her staff. In this instance, she wanted to share the story of a high-performing local staff member, Souphachanh "May" Khansyla, a woman who had the potential of becoming the company's CEO.</p>  |   | <p><b>Actions taken</b></p> <p>ANZ Bank's CEO submitted May's story to the team of Empower Women as part of the "I am (wo)man" campaign. The story achieved extensive reach and was even published in a book at a later date. May was also invited to tell her story at the WEP's annual summit. Currently, May is the back up to ANZ Bank's CEO, Tammy Medard, in the company's Leadership Group of the WEPs and she is flagged as a potential successor for the bank's CEO role.</p> |  |
| <p><i>"The Empower Women campaign was an avenue to get May's story out to the broader ANZ community: 50,000 staff across 34 countries. Moreover, the campaign helped to raise her profile at the executive level." (Tammy Medard, ANZ Bank's CEO)</i></p>  |   |  |  |
| <p><b>Impact generated</b></p> <p><b>On a personal level:</b></p> <ul style="list-style-type: none"> <li>▪ Increased self-confidence.</li> <li>▪ Increased credibility within the bank and the business community in Laos.</li> <li>▪ Flagged as the successor for the CEO role at ANZ Bank Laos.</li> </ul> <p><b>On a community level:</b></p> <ul style="list-style-type: none"> <li>▪ Reached more than 50,000 ANZ staff across 34 countries.</li> <li>▪ Provided an example to other girls, young women and their parents to follow, who had decided to keep their girls in school and continue with secondary education.</li> </ul> <p><b>On a systemic level:</b></p> |   |  |  |

- Female education has taken a more prominent role in policy.
- Increased accountability by the financial sector to educate the impoverished on financial literacy and the options for school funding.

#### Lessons learned

Sharing an individual story can have a ripple effect across the wider community and encourage other women to pursue their goals.

#### Going beyond

Continue to provide a digital platform to share stories.

Promote individual success stories at local, regional, and global speaking events.

Connect individuals to the UN network to build their confidence further and increase influence.

*“Empower Women not only gave a voice to May, but empowered hundreds of women just like May. Before Empower Women, I would have just told May's story to people of my similar socioeconomic class. The Empower Women campaign was a credible platform to help May see how far she had come, and also for her community to see May as a both a leader and as a resilient and strong person.” (Tammy Medard, ANZ Bank CEO)*

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| <p><b>An Empower Women Case Study:</b></p> <p><i>Leveraging technology and social media for women's economic empowerment – a partnership between Empower Women &amp; Facebook</i></p> <p>(September 2016)</p>  |  |  |
| <p><b>Facebook</b></p>    | <p><b>Web address of organization:</b> <a href="http://www.facebook.com">www.facebook.com</a>,<br/><a href="http://www.shemeansbusiness.fb.com">www.shemeansbusiness.fb.com</a></p> <p><b>Country:</b> Global</p> <p><b>Region:</b> Global</p> <p><b>Focus area:</b> SMEs owned by women, female entrepreneurship, social media skills</p> <p><b>Years of engagement with Empower Women:</b> Two (from October 2014)</p>   |   |
| <p><b>Challenge</b></p> <p>Female entrepreneurs help drive the economy, contributing substantially to economic growth and poverty reduction around the world. In the Asia-Pacific economy alone, it is estimated that women can contribute US\$89 billion annually to the local economy. However, a significant gender gap still exists when it comes to economic opportunities, income, and female education, especially in developing countries as well as in developed nations.</p>   | <p><b>Facebook's approach</b></p> <p>Facebook looks to support women and, in particular, to encourage women entrepreneurs and female business owners to develop their skills and careers. Through the use of technology, Facebook's network, and tailored online and offline trainings, Facebook aims to connect women around the world and provide them with necessary resources, thereby empowering them economically.</p>   |   |
| <p><b>Becoming a partner of Empower Women</b></p> <p>Facebook's COO met Empower Women's Program Manager at an event in October 2014 and became extremely interested in the Empower Women platform. Its focus on women's economic empowerment matched with Facebook's approach and was in line with what Facebook had been working towards. Throughout the course of the partnership, Facebook and Empower Women have been in continuous contact and implemented various activities jointly.</p> <p>One of the key assets Facebook recognizes in Empower Women is the platform's large user base, representing Empower Women's scale and reach, as well as its brand credibility achieved through the "UN Women" brand.</p> | <p><b>Actions taken</b></p> <p>The partnership between Empower Women and Facebook has expanded over time and both organizations have collaborated in various areas:</p> <p><b>Delivering workshops and trainings:</b> Empower Women and Facebook jointly organized two "Boost your Business" workshops in South Africa. In addition, Empower Women made use of the workshops' content in other offline trainings and produced several online videos.</p> <p><b>iLearn:</b> Facebook developed Empower Women's global mobile learning platform "iLearn" through the Facebook Free Basics app. iLearn is available on regular feature phones free of charge.</p> <p><b>User's reach &amp; engagement through Facebook:</b> As part of the #SheMeansBusiness campaign, Facebook offered in-kind Facebook advertising (March to August 2016) and has sponsored technical support on social media through ActionSprout.</p> |   |
| <p><b>Impact generated</b></p>   |  |   |
| <p><i>On the user:</i></p> <ul style="list-style-type: none"> <li>Provision of technical advice and networking opportunities to more than 400 women in South Africa through the "Boost</li> </ul>  |  |   |

your Business Workshop”.

*On the Empower Women platform and social media channels:*

- 300,000 users reached in 28 countries via eight different languages across Latin America, Africa and Asia through iLearn.
- Significant increase in the reach and engagement of Empower Women's Facebook users:
  - Increase of Empower Women's Facebook page likes from approximately 12,800 in December 2015 to around 200,000 in September 2016.
  - Average number of likes per month increased from 2,075 in 2015 to 205,269 in 2016.
  - Average number of comments per month increased from 132 in 2015 to 1,135 in 2016.
  - Average number of shares per month increased from 652 in 2015 to 4,619 in 2016.

*On the Empower Women team:*


- Improvement of the technical social media skills of the Empower Women team.



**Going beyond**

- Closer collaboration between Facebook and UN Women country offices/Empower Women regarding local initiatives.
- Stronger focus on developing local content for iLearn.
- Expand the network of partnerships to local organizations.




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| <p><b>An Empower Women Case Study:</b><br/> <i>Empowering vulnerable women and men in Eastern Uganda through offline activities</i> (November 2016)</p>   |   |    |
| <p><b>Champion:</b><br/> <b>Tonny Okello</b></p>  |  | <p><b>Country:</b> Uganda<br/> <b>Region:</b> Eastern and Southern Africa<br/> <b>Focus area:</b> Women's economic empowerment<br/> <b>Year of engagement with Empower Women:</b> 2015-2016</p>   |
| <p><b>Challenge/Social problem</b></p> <p>Within the fishing community where Tonny works in the Eastern part of Uganda, internet connectivity is a problem. Some people have mobile phones but most do not have access to the internet. Language barriers constitute another challenge, as many people speak local languages only and do not understand English.</p> <p>Income is generated from mainly selling fish, firewood, and charcoal. Family incomes are low and when it comes to sending their children to school, the education of boys is given priority. In these communities, it is perceived that investing in a girl's education is not money well spent, and instead, families normally prepare their daughters for marriage at an early age as they are unable to support them financially. When the girls get married, they tend to leave school because they have to take care of household tasks and look after their families. As a consequence, women have lower education levels and are mostly dependent on men's income generating activities.</p> |   | <p><b>Tonny Okello is a champion that supports fishing communities in Uganda</b></p> <p>As an Empower Women's champion, Tonny started to support both women and men from the fishing communities of Eastern Uganda by providing training on how to become more aware of their rights regarding health and property inheritance, and access to information and financial literacy. He and other colleagues created a group of 40 members named the "Group of 40" that also organized savings groups within the communities. He also met with women and men to raise awareness about the importance of women's economic empowerment and female education.</p> <p>In addition, Tonny organized a program for rural women to produce handicrafts and artisanal products made from recycled materials. Tonny and a group of volunteers helped these women to take space at the local market in order to sell what they had made. From the sales revenue generated, 30% of the money was saved and 70% was spent on buying materials to produce more goods, as well as covering the personal needs of these women. With the income that they generated, Tonny and his colleagues were also able to continue implementing activities in the local communities.</p> |
| <p><b>Becoming an Empower Women champion</b></p> <p>Tonny knew about Empower Women because while looking for a job, he subscribed to the UN job finder alerts where he came across an opportunity to become a global champion with Empower Women. He was always interested in women's rights and women's economic empowerment but prior to joining the Empower Women community he had not been active in this field.</p>  |   | <p><b>Empower Women</b></p> <p>Through Empower Women, he started to give inspirational talks and shared the experiences of other women with these communities. He downloaded content from the Empower Women website and translated it into local language in order to increase women's and men's awareness of WEE issues through offline activities.</p> <p>Sometimes he faced rejection, even from those people he was trying to help. According to Tonny, people look for tangible benefits and it is more</p>  |

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|   | <p>difficult to get them interested in long-term payback projects. However, Tonny wants to continue implementing his initiative and to expand it to other communities in Uganda, even after completing his Empower Women championship.</p>  |
| <p><b>Impact generated</b></p>  |   |
| <p style="text-align: center;"><b>Impact at individual level</b></p> <ul style="list-style-type: none"> <li>▪ Through Empower Women, Tonny has become more aware of WEE issues in his country. Empower Women has helped him to “find his feet.”</li> <li>▪ Tonny has increased in self-confidence because he has been able to speak and share information that is evidence based.</li> <li>▪ Empower Women has helped him to expand his network of people. He is in contact with other champions from Uganda, as well as from his region and beyond.</li> <li>▪ He is currently organizing a forum with champions from other regions related to women’s entrepreneurship in different countries.</li> </ul> | <p style="text-align: center;"><b>Impact at organizational and systemic level</b></p> <ul style="list-style-type: none"> <li>▪ The training and savings groups that he supported helped vulnerable women and men to improve the way they invested and planned their savings.</li> <li>▪ The income that these women and men generate through the production of handicrafts and artisanal products contribute to increasing their self-esteem. Now they feel that they are able do something useful and they can generate income by themselves.</li> </ul> |
| <p><b>Going beyond</b></p> <ul style="list-style-type: none"> <li>▪ Young men like Tonny, with their motivation and knowledge gained through Empower Women, advocate for women’s economic empowerment through the implementation of offline activities that require little investment.</li> <li>▪ In order to implement offline activities, it is important to have the support of Empower Women as this is the entity that the champions represent.</li> <li>▪ Champions would highly benefit from the support of UN Women’s national and regional offices in order to gain more self-confidence and credibility in their communities.</li> </ul>  |    |

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|---|--|---|
| <p><b>An Empower Women Case Study:</b><br/> <i>How Empower Women can shape career paths that in turn contribute to women's economic empowerment</i> (November 2016)</p>   |  |    |
| <p><b>Champion:</b><br/> <b>Nastassja</b><br/> <b>Wohnhas</b></p>   |   | <p><b>Country:</b> Germany/ India</p> <p><b>Focus area:</b> Women's economic empowerment</p> <p><b>Year of engagement with Empower Women:</b> 2013</p>  |
| <p><b>Challenge/Social problem</b></p> <p>Chittapur, a small town in Southern India, is located in one of the poorest regions of the country with significant unemployment and high illiteracy rates that disproportionately affects more women than men. Many women spend most of their time at home in order to take care of household tasks. In some instances, they make incense or other handicraft products to add to the small income of their husbands. However, many families do not earn enough to allow them to send their children to school and are thus trapped in a poverty cycle.</p> |  | <p><b>Nastassja dedicates her professional life to empowering women in rural India through sustainable garment production</b></p> <p>Following on from her experience gained with Empower Women, Nastassja started to work with a German company that collaborates with socially disadvantaged women in India to produce fair fashion. In addition to creating sustainable supply chains, the company provides workshops to the rural women who produce the garments, including English language classes, modern sewing techniques, and also regarding women's rights. There is opposition to what the company is doing because the women began to request their economic rights which some community members were against. Despite this, the company intends to expand the program to other villages and to scale up the initiative to include health check-ups for the women.</p> <p>Nastassja also intends to take a PhD to conduct scientific research on whether women can be empowered through the fair garment industry.</p> |
| <p><i><b>"Being part of the Empower Women global champion initiative motivated me a lot and impacted the life choices that I took afterwards." Nastassja Wohnhas</b></i></p>  |  |   |
| <p><b>Becoming a champion for Empower Women</b></p> <p>Nastassja was part of the first group of champions in 2013. When she started as a champion, she worked for the American Chamber of Commerce in Germany but she had always been interested in women's economic empowerment. Being a champion for Empower Women was a great experience for her. She was mainly engaged in online communication and outreach activities such as a tweetathon or twitter chats with local politicians. The goal was to increase awareness of Empower Women, as the</p>   | <p><b>Empower Women</b></p> <p>Working in the group of champions motivated her a lot. It was great team work, and despite the fact that everyone had jobs or needed to study, the group still dedicated a lot of time to Empower Women. Nastassja realized she enjoyed working with people that not only work for money, but also for ideals. She talked about women's economic empowerment whenever she could. Finally, she quit her job at the American Chamber of</p> |   |



|  |  |
|--|--|
| <p>project had just started.</p>   | <p>Commerce and began working with a social enterprise that produces garments in India, and that engages and pays fair wages to Indian women from regions where women are usually not economically empowered.</p>  |
| <p><b>Impact generated</b></p>   |  |
| <p style="text-align: center;"><b>Impact at individual level</b></p> <ul style="list-style-type: none"> <li>▪ Being engaged with Empower Women took her in a certain direction, resulting in her paying more attention to women’s economic empowerment and taking the decision to dedicate her professional life to this purpose.</li> </ul>   | <p style="text-align: center;"><b>Impact at organizational and systemic level</b></p> <ul style="list-style-type: none"> <li>▪ Empower Women has had a direct impact on her life, but Nastassja also hopes she can create impact in other peoples’ lives who in turn can impact other peoples’ lives and so on, thus creating a ripple effect at the community level.</li> </ul> |
| <p><b>Going beyond</b></p> <p>It has not been possible to use Empower Women for educating the Indian women as there is only one computer in the village with a very slow internet connection and most of the women cannot read or write anyway. Nastassja’s recommendations include:</p> <ul style="list-style-type: none"> <li>▪ Create an app for women who cannot read that works with pictures and videos instead.</li> <li>▪ Continue local outreach through “real” people that can organize events and engage with the local population.</li> <li>▪ Collaborate more with UN Women’s national chapters.</li> </ul> |   |

## Annex II List of top 10 resources on WEE

Based on Q 19 of the online survey to users: What are other online platforms or offline resources (workshops, courses, events etc) you use to learn about and/or connect with others on women's economic empowerment issues? (Only top online resources mentioned have been included here).

UN Women's website was mentioned as the number one resource where users look for information and resources on WEE apart from Empower Women. The other top ten resources are:

|    |   |
|----|---|
| 1  | World Bank                              |
| 2  | AWID                                    |
| 3  | Cherie Blaire Foundation                |
| 4  | BPW                                     |
| 5  | Global Fund for Women                   |
| 6  | Young African Leaders Initiative (YALI) |
| 7  | LeanIn                                  |
| 8  | Acumen                                  |
| 9  | European Women's Lobby                  |
| 10 | SEEP Network                            |

## Annex III Stakeholder analysis

Submitted in a separate file in Excel format.

## Annex IV Complete survey data

Submitted in three separate files in Excel format.

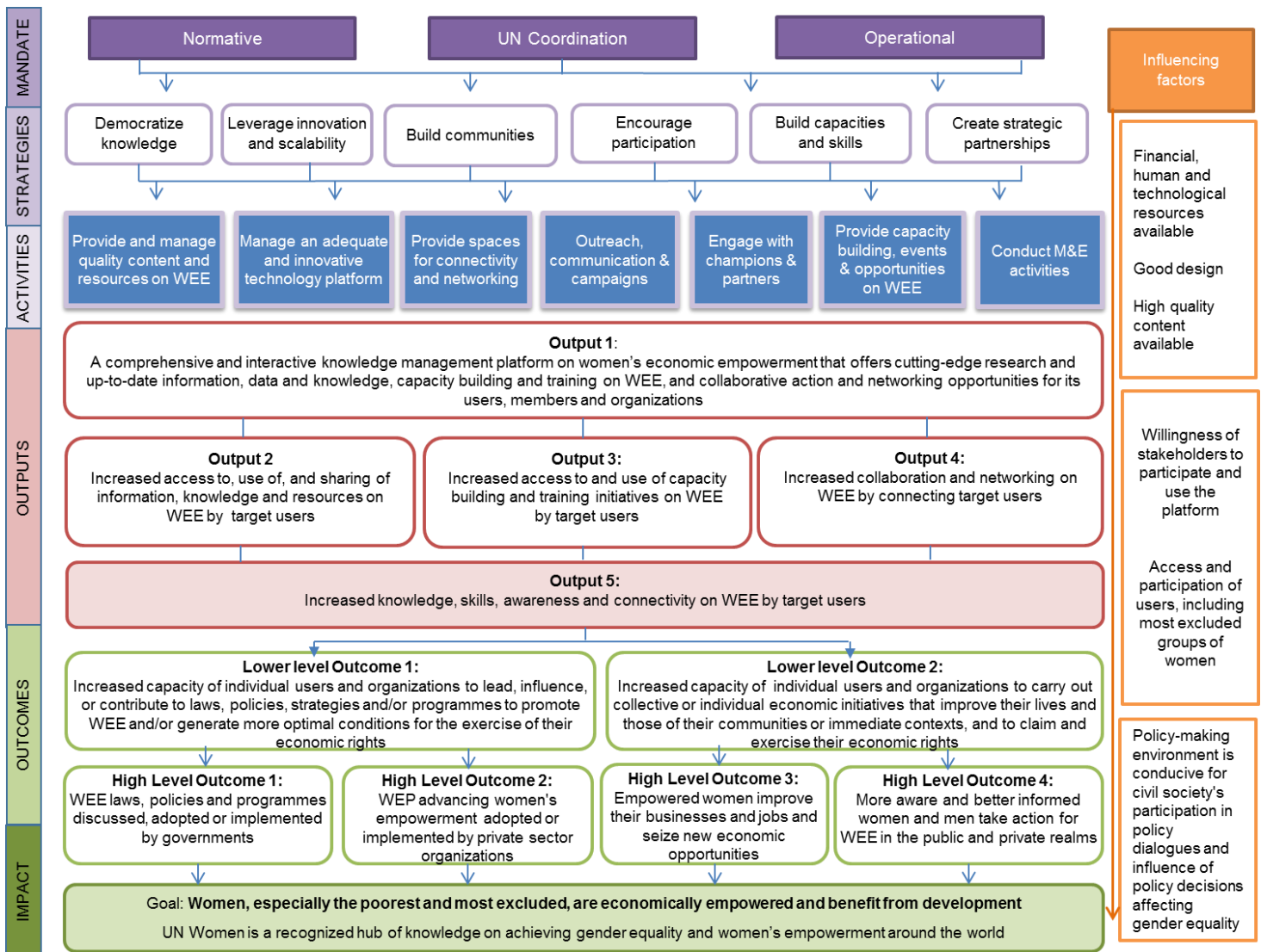
- Staff survey data and graphics
- Partner survey data and graphics
- User survey data and graphics

# Annex V Theory of Change

The Theory of Change (ToC) serves as the main conceptual framework for this evaluation. It provides a retrospective summary of the main intervention logic of Empower Women and aims to capture the common logical denominators that have shaped project work during the period under evaluation. The diagram below summarizes Empower Women’s reconstructed ToC. It has been elaborated on the basis of information taken from the strategic project documents, as well as through collaboration with UN Women project staff, evaluation experts and interviews with selected key stakeholders<sup>95</sup>.

While any graphic representation of the ToC suggests a linear sequence of strategies, activities, outputs and outcomes, it needs to be highlighted that Empower Women is an innovative project that is prototyping, piloting and testing new approaches that UN Women is engaging with. Notable among these is the use of online technology. Due to its evolving nature, the thinking around how change is generated has also developed over time. To reflect this, the evaluation team integrated elements from the original ToC described in the initial documents with new ideas formulated at later stages. The ToC constitutes a “living document” that will be validated during the evaluation process with the participation of different stakeholders. The evaluation team will integrate into this a gender equality and human rights approach by ensuring that the views of a wide range of stakeholders, including different user groups, are represented and actively involved in the validation of the ToC.

**Figure 3: Empower Women’s ToC 2012-2016**



<sup>95</sup> Government of Canada, Empower Women regional coordinators

The ToC aims to describe the logical results chain of change that takes place at the individual and group level, organizational level and systemic level through the implementation of project activities. The underlying logic is that, through the resources and opportunities offered by the initiative, women and men acquire new skills, knowledge, awareness and improved connectivity on WEE which in turn translate into increased capacity to become leaders and change agents for WEE. This empowerment at the individual level will boost both individual and collective action resulting in a change at the organizational level and ultimately creating long-term ripple effects at the systemic level.

Empower Women operates through implementing different activities at global, regional and national levels. These activities correspond to the UN Women triple mandate and more specifically to six strategies that jointly contribute to the overarching aim of empowering women:

- **Democratize knowledge:** Empower Women promotes inclusiveness by collecting, producing and sharing of knowledge on WEE that takes into consideration different needs of target audiences, including those without the formal education/skills/time or resources to access, read and process the existing formal knowledge generated by academia and research institutions. This also includes the need to adapt language without losing the complexity and sophistication of the information, and to share knowledge in formats appropriate for new technologies and devices. In addition, everyone can participate in knowledge generation and sharing by uploading resources or submitting stories, experiences, initiatives or best practices.
- **Leverage innovation and scalability:** Empower Women leverages innovation through its online technology platform that contributes to increase women's economic empowerment as it provides a globally accessible medium for people to communicate and connect, access information, knowledge and capacity building and other events and opportunities on WEE. Scalability is also related to innovation as one effort can be multiplied and scaled up with the support and expert use of technology, including by reporting and sharing of local offline initiatives that can be made available to the global community online.
- **Build communities:** Empower Women aims to increase the sense of belonging to an international community that promotes WEE and to enhance connectivity among users. Community building is at the core of Empower Women's work that aims to not only provide another information platform, but to create a global movement of people for WEE. This community is built through communication and outreach activities, as well as through maintaining continuous contact with users and listening to their needs. Different methodologies such as design thinking have enabled channels for receiving users' input and continuously developing the platform.
- **Encourage participation:** Empower Women encourages participation of target audiences to enable empowering environments for WEE. The mobilization of these target audiences such as champions allows Empower Women to engage with broader audiences online and offline at the national levels that otherwise would be "left unaddressed" by the platform. On the other hand, participation allows users to provide feedback on the content of the platform, engage in e-discussions, participate in campaigns, leave comments and suggest improvements and innovative ways to engage wider audiences.
- **Build capacities and skills:** Empower Women is a learning platform that offers the facility to raise awareness and develop skills and capabilities through webinars as well as through offline trainings and workshops. In addition, the iLearn platform that is integrated with Empower Women offers information and advice from successful women entrepreneurs to aspiring women entrepreneurs on how to build and grow a business.
- **Create strategic partnerships:** Empower Women creates strategic partnerships with international organizations, academia, NGOs and private sector organizations at the global and regional levels that are engaged in support of women's economic empowerment. Partnerships mainly contribute to content generation and knowledge sharing and provide outreach to wider audiences online and offline through participation in events and facilitation of opportunities for the user community. Some strategic partners also provide additional financial resources or pro bono services to Empower Women.

These six strategies translate into seven activity areas:

- **Activity 1: Provide and manage quality content and resources on WEE**

This includes the ongoing task of identifying, collecting, quality checking, adapting and uploading relevant resources on WEE. Resources are the documents and videos available in the resources library, initiatives, stories and the WE Inspire blog, the campaigns section as well as the events & opportunities and the news sections, and the iLearn platform.

- **Activity 2: Manage an adequate and innovative technology platform**

This activity is carried out through on-going enhancements and development of new and innovative features on the platform, often based on user requests. This includes the important task of listening to users through direct communication channels like surveys, conversations and discussions to capture their recommendations on new needs or gaps of the platform. Methodologies as design thinking are applied to receive user's inputs in order to develop a platform that is adjusted to their needs. It also includes the management of the different Empower Women language versions in Arabic, French and Spanish.

- **Activity 3: Provide spaces for connectivity and networking**

Empower Women provides spaces to build communities, consensus, connectivity and networking through the directory of registered members, e-discussions, webinars, Google Hangouts and social media channels, such as the Empower Women and Champion Facebook groups. It also includes recent initiatives such as the business hub for gender-responsive businesses, business networks and support organizations.

- **Activity 4: Outreach, communication and campaigns**

These activities aim to raise awareness on Empower Women as the global platform for WEE, and to encourage increased registrations and use of the platform. This includes regional launches, the production of communication and promotional materials, use of social media, the monthly newsletter and organization and participation in major conferences and other offline events. On the other hand, activities are directed at raising awareness on WEE related topics, which is also done through online campaigns and regular online communication.

- **Activity 5: Engage with champions and partners**

Empower Women engages champions through its Global Community Champions Initiative (GCCCI) which provides users the opportunity to represent Empower Women in their countries and advocate for women's empowerment in their local communities through implementation of innovative projects and training.. Champions receive coaching and mentoring from the Regional Coordinators and HQ team on how to best bring their initiatives forward. They can also share their ideas with other champions and bring good practices on women's economic empowerment from other communities back to their own context. Empower Women also identifies and engages with strategic partners on the global and regional levels that range from international organizations (including UN Agencies to ensure better coherence and coordination on WEE within the UN system), to institutions with common interests and other online platforms to support coordination and cross-promotion, or to co-organize offline or online events.<sup>96</sup>

- **Activity 6: Provide capacity building, events and opportunities on WEE**

Empower Women implements learning activities both online and through offline events that aim to increase the capacities and skills of users with regard to WEE. Empower Women aims to achieve this in two ways, on the one hand providing capacity building for women and girls on topics that contribute to their empowerment, such as negotiation skills, business management skills, etc. On the other hand, capacity building targets women and men advocates to increase their knowledge and skills on WEE to be better able to promote this topic in their personal and work environments.

- **Activity 7: Conduct M&E activities,**

Empower Women's project management staff monitors and evaluates the activities of the platform during programme implementation to ensure the achievement of outputs and the contribution to outcomes. These monitoring and evaluation activities include a mid-term review, a branding and messaging survey and focus groups as well as regular monitoring of the project, the latter being reported in the annual donor reports.

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<sup>96</sup> Donor report 2014-2015

Through these different activities, Empower Women aims to increase target users' knowledge, skills, consensus and connectivity on WEE (output 5). Institutions and individuals are able to increase their knowledge, skills, consensus and connectivity on WEE if they are able to have access to, use and share information (output 2), acquire knowledge and resources (output 3) and have the opportunity to participate in capacity building and training initiatives (output 4). To facilitate this increased access, Empower Women provides a comprehensive and interactive knowledge management platform that offers up-to-date information, data and knowledge, capacity building and training on WEE and collaborative action and networking opportunities for its users (output 1).

This increase in knowledge, skills, consensus and connectivity will in turn result in two major outcomes:

- **Lower Level Outcome 1:**

Increased capacity of individuals and organizations to lead, influence or contribute to laws, policies, strategies and/or programmes to promote WEE and/or to generate more optimal conditions for the exercise of their economic rights.

- **Lower Level Outcome 2:**

Increased capacity of individuals and organizations to implement collective or individual economic initiatives that improve both their lives and those of their communities or immediate contexts and to claim and exercise their economic rights.

Ultimately, the individual and collective actions that have been made possible by this increase of capacities trigger a change at the systemic level. This happens when institutions such as governments and companies adopt policies and programmes that promote WEE in the work place, market place and in communities and when women and men are able to fully realize their economic rights on a broad scale. This is represented by four high level outcomes:

- **High Level Outcome 1**

WEE laws, policies and programmes discussed, adopted or implemented by governments

- **High Level Outcome 2**

WEP advancing women's empowerment adopted or implemented by private sector organizations

- **High Level Outcome 3**

Empowered women improve their businesses and jobs and seize new economic opportunities

- **High Level Outcome 4**

More aware and better informed women and men take action for WEE in the public and private realms

### Key assumptions and causal connections

The violet and red parts of the graphic represent aspects of the ToC in which UN Women has full accountability (activities and outputs). The lower part represents aspects of the ToC which Empower Women hopes to contribute to (lower level outcomes). The final part represents expected results with no direct causal linkages, but contributions together with other factors (higher level outcomes and impact).

The orange boxes in the graphic represent key assumptions about the factors needed to progress from one level of the ToC to the next one. The table below summarizes key assumptions and the nature of the causal connections between the different elements of the ToC.

**Table 1: Key assumptions and causal connections**

| TOC component         | Main assumptions   | Causal Connection                       |
|-----------------------|--|---|
| Activities to Outputs | <ul style="list-style-type: none"> <li>▪ Financial and human resources available within UN Women and its key partners to implement the planned activities</li> <li>▪ High quality content available to publish on the site which results in motivation for users to actively participate in Empower Women</li> <li>▪ User friendly structure and design of the Empower Women platform</li> </ul> | Attribution (direct causal linkage)     |
| Outputs to outcomes   | <ul style="list-style-type: none"> <li>▪ Target users (including the most excluded groups of women) participate and have access to the internet as well as having the technical capability to use the Empower Women platform</li> <li>▪ Target users are willing and committed to form networks, develop capabilities,</li> </ul>  | Contribution (no direct causal linkage) |

|                    |   |  |
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|                    | share information and be advocates for women's economic empowerment   |  |
| Outcomes to Impact | <ul style="list-style-type: none"> <li>▪ Political, cultural, social and economic context facilitates advocacy on gender equality</li> <li>▪ The policy-making environment is conducive for civil society's participation in policy dialogues and influence of policy decisions affecting gender equality.</li> </ul> | Plausible contribution (contributing factor, next to other external factors) |



## Annex VI Evaluation Matrix

The matrix includes the evaluation criteria, main evaluation questions with all the corresponding sub-evaluation questions, indicators for measuring progress, required data, data sources, and data collection methods. It should be noted that the evaluation matrix is a living document and will be subject to modification and amendment as the evaluation progresses. However, any modification to the evaluation matrix will be made in consultation with the UN Women evaluation manager. Regarding indicators, wherever possible, they will be collected disaggregated by gender and other relevant socio-economic criteria such as geographic location, rural/urban, stakeholder group, etc.

**Table 4: Evaluation matrix**

| Eval Criteria    | Evaluations questions   | Assumptions   | Indicators  | Means of verification   |
|------------------|---|---|---|---|
| <b>Relevance</b> | 2. How has Empower Women contributed to the realization of UN Women's strategic priorities on women's economic empowerment at global and regional levels, and what role could it play in supporting the UN Women's flagship programmes on women's economic empowerment and the 2030 Agenda? | EW contributes to advance to the implementation of UN Women's strategic priorities on WEE at both global and regional levels<br><br>Empower Women contributes to the support of UN Women's flagship programmes on WEE and the 2030 Agenda | <b>Qualitative:</b><br>The extent to which Empower Women is aligned with: <ul style="list-style-type: none"> <li>UN Women's Strategic Plan and MTR priorities on WEE</li> <li>UN Women's global and regional strategies</li> <li>Women's flagship programmes on women's economic empowerment</li> <li>MDGs</li> <li>SDGs</li> <li>Conventions on decent work, migration &amp; labour standards (ILO)</li> <li>Beijing Platform for Action</li> <li>Women's Empowerment Principles (WEP's)</li> </ul> <b>HR &amp; GE relevance:</b> <ul style="list-style-type: none"> <li>The extent to which the intervention is aligned with international instruments, standards and principles on HR &amp; GE and contributes to their implementation</li> <li>The extent to which the intervention is informed by substantive and tailored human rights and gender analysis that identify underlying causes and barriers to HR &amp; GE</li> </ul> | Document review: <ul style="list-style-type: none"> <li>✓ Pro Doc Knowledge Gateway</li> <li>✓ UN Women Strategic Plan and regional strategies</li> <li>✓ Midterm Review of the Strategic Plan, 2014-2017</li> <li>✓ WEE corporate evaluation</li> <li>✓ MDGs</li> <li>✓ SDGs</li> </ul> Interviews: <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> </ul> |
| <b>Relevance</b> | 3. Is the programme designed in the most appropriate way to achieve the intended outcomes and results?  | Programme design of Empower Women is relevant to reach intended outputs and outcomes  | <b>Qualitative:</b> <ul style="list-style-type: none"> <li>The extent to which project strategies and activities have been appropriately designed to reach intended outputs, outcomes and goals</li> </ul> <b>HR&amp;GE relevance:</b> <ul style="list-style-type: none"> <li>The extent to which the intervention is informed by the needs and interests of</li> </ul>   | Document review: <ul style="list-style-type: none"> <li>✓ Pro Doc Knowledge Gateway</li> <li>✓ Knowledge Gateway Logframe</li> <li>✓ Donor Reports</li> <li>✓ Needs assessment/</li> </ul>  |

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|                   |   |  | <p>diverse groups of stakeholders through in-depth consultation</p> <ul style="list-style-type: none"> <li>The extent to which duty bearers and rights holders were able to participate in the design of the project</li> </ul>   | <p>global survey report</p> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> <li>✓ Strategic partners</li> <li>✓ CIDA (donor)</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>✓ UN Women staff</li> <li>✓ Partners</li> </ul>  |
| <b>Relevance</b>  | 4. Have the project activities been consistent with the overall project goal and expected results?  | Empower Women activities have been implemented according to the overall project goal and expected results of the programme | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>The extent to which activities (online and offline) are aligned / not aligned with Empower Women's reconstructed ToC and log frame intended results</li> <li>The perception of interviewees/ focus group participants regarding the relevance of project activities (online and offline)</li> <li>The perception of survey respondents (UN Women staff and users) regarding the relevance of the activities (online and offline)</li> </ul> <p><b>HR&amp;GE relevance:</b></p> <ul style="list-style-type: none"> <li>The extent to which project activities have met the diverse needs of the diverse groups of stakeholders</li> <li>The extent to which diverse stakeholders and target groups were reached out and able to participate in or access project activities</li> <li>The extent to which Empower Women adapts its communication language style, contents / external actions, etc. to the needs (and access in a wide sense) of different stakeholders, especially the most vulnerable and to changes derived of this inclusive strategy</li> </ul> | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Pro Doc Knowledge Gateway</li> <li>✓ Donor reports</li> <li>✓ MTR surveys</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women management staff of Empower Women at global and regional level</li> <li>✓ Key partners</li> </ul> <p>Online survey:</p> <ul style="list-style-type: none"> <li>✓ Registered users</li> <li>✓ UN Women staff</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul> |
| <b>Relevance:</b> | 5. How has Empower Women built synergies and partnerships with other organizations and companies, including those within the UN system, in order to add value to the growth and relevance of the project? | Empower Women has contributed to creating synergies and partnerships with other organizations and companies,               | <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>The number of partnerships established with other UN organizations at a global and regional level and their alignment with EW objectives</li> <li>The number of partnerships established with third organizations (private sector, civil society, academia etc.) at a global and regional level and their alignment with EW objectives</li> <li>Analysis of missing partnerships (gaps with feminist organizations, relevant UN partners, foundations, etc.) on the basis of potential and existing</li> </ul>   | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Donor reports</li> <li>✓ MTR surveys</li> <li>✓ WEE corporate evaluation</li> <li>✓ Partnership MoUs</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ Empower Women</li> </ul>   |

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|                      |  | including organizations of the UN system that have added value to the project  | relationships with stakeholders<br><br><b>Qualitative:</b> <ul style="list-style-type: none"> <li>The extent to which Empower Women key partners perceive their engagement with Empower Women as relevant in adding value to the project</li> <li>The extent to which Empower Women staff perceives the engagement with key partners as relevant in adding value to the project</li> <li>The extent to which Empower Women users (champions) perceive partnerships as relevant</li> <li>The congruence between (UN) partner expectations and reality'</li> </ul><br><b>HR&amp;GE:</b> <ul style="list-style-type: none"> <li>The extent to which Empower Women has made adequate efforts to incorporate women's organizations or organizations that work with vulnerable women in partnerships</li> </ul> | management staff at global and regional level<br>✓ Key partners, including other UN agencies<br><br>Online Survey:<br>✓ UN Women staff<br>✓ Partners<br><br>Focus group:<br>✓ Champions        |
| <b>Relevance</b>     | 6. How has Empower Women built synergies with other sections/ departments within UN Women to add value to the growth and relevance of the project?         | Empower Women has seized opportunities to create synergies within UN Women to integrate the project into the overall work of the organization and add value to it. | <b>Quantitative:</b> <ul style="list-style-type: none"> <li>Number of collaborations established with other UN Women sections/departments and their alignment with EW objectives</li> </ul><br><b>Qualitative:</b> <ul style="list-style-type: none"> <li>The extent to which Empower Women staff perceives collaboration with other UN Women sections/departments as relevant for adding value to the project</li> <li>The extent to which UN Women staff from other sections/ departments perceives Empower Women to be a relevant project for the organization as a whole and to add value to other sections/departments</li> </ul>  | Document review:<br>✓ Donor reports<br>✓ WEE corporate evaluation<br><br>Interviews:<br>✓ UN Women management and staff at global and regional level<br><br>Online Survey:<br>✓ UN Women staff |
| <b>Effectiveness</b> | 7. How effectively has the project delivered a relevant, global, comprehensive and interactive knowledge platform to advance women's economic empowerment? | Empower Women is a relevant, global, comprehensive and interactive knowledge platform that advances women's economic   | <b>Quantitative:</b> <ul style="list-style-type: none"> <li>Number of visitors/ percentage of new and returning visitors per year</li> <li>Number of unique users per year</li> <li>Number of sessions, page views, time on site per year</li> <li>Usage per device per year</li> <li>Number of registered users &amp; user profile (gender, geography, age, etc.)</li> <li>Number of organizations registered (disaggregated by region/country) per year</li> <li>Number of countries represented by registered users / organizations per year</li> </ul>  | Document review:<br>✓ Donor reports<br>✓ Assessment Survey PwC<br><br>Interviews:<br>✓ UN Women management at global and regional level  |

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|                      |  | empowerment   | <ul style="list-style-type: none"> <li>■ Number of individuals who applied to become Champions per year</li> <li>■ Number of (quality assured) resources uploaded</li> <li>■ Number and topics of stories created; number of comments per story</li> <li>■ Number and topics of discussions created; number of comments per discussion</li> <li>■ Number and type of events &amp; opportunities created (webinars, e-discussions, etc.)</li> <li>■ Percentage of survey respondents satisfied with the ease, relevance and quality of the resources available</li> <li>■ Percentage of survey respondents satisfied with the relevance and quality of e-discussions</li> <li>■ Percentage of survey respondents satisfied with relevance and quality of online training (webinars etc.)</li> <li>■ Percentage of survey respondents satisfied with the user interface design and navigation/ user friendliness of the platform</li> <li>■ Percentage of survey respondents stating that the platform meets their needs</li> <li>■ Number of newsletter subscribers</li> <li>■ Unsubscribe rate of newsletter recipients</li> <li>■ Open rate of newsletters</li> <li>■ Click-through rate of newsletters</li> <li>■ Conversion rate of newsletters</li> <li>■ Number of references to the platform in relevant media outlets, websites, blogs and social media platforms worldwide per year</li> </ul> <p><b><u>HR&amp;GE:</u></b></p> <ul style="list-style-type: none"> <li>■ Perception from different target groups about the utility of the platform for the acquisition of relevant, global and comprehensive knowledge to advance in their economic empowerment.</li> <li>■ Perception from different target groups about the practicality/usefulness of knowledge to advance in their economic empowerment.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Strategic partners</li> </ul> <p>Focus groups:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>✓ UN Women staff</li> <li>✓ Registered users</li> <li>✓ Non-registered users</li> <li>✓ Partners</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>✓ Review of Empower Women platform</li> <li>✓ Google Analytics</li> <li>✓ Newsletters</li> <li>✓ Campaigns</li> </ul> |
| <b>Effectiveness</b> | 8. What has been the progress made towards the achievement of the expected outputs and outcomes? | Empower Women has made significant progress towards achieving outputs and outcomes as | <p><b><u>Quantitative:</u></b></p> <ul style="list-style-type: none"> <li>■ The percentage of survey respondents reporting that Empower Women has increased their access to, use of and sharing of information, knowledge and resources on WEE</li> <li>■ The percentage of survey respondents reporting that Empower Women has increased their access to and use of capacity building and training opportunities (online or offline)</li> </ul>   | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Donor reports</li> <li>✓ MTR surveys</li> <li>✓ WEE corporate evaluation</li> <li>✓ Midterm Review of the Strategic Plan, 2014-2017</li> </ul>   |

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|  |  | <p>defined in the reconstructed ToC and initial log frame</p> | <ul style="list-style-type: none"> <li>■ The percentage of survey respondents reporting that Empower Women has increased their access to events and opportunities (online or offline)</li> <li>■ The percentage of survey respondents reporting that Empower Women has contributed to increasing collaboration and networking on WEE by connecting users through different activities and spaces (online or offline)</li> <li>■ The percentage of survey respondents reporting that Empower Women has made a direct contribution to their increased skills, knowledge, awareness and connectivity regarding WEE</li> <li>■ The percentage of survey respondents reporting that Empower Women has contributed to their enhanced capacity to lead, influence, or contribute to laws, policies, strategies and/or programmes to promote WEE and/or generate more optimal conditions for the exercise of their economic rights</li> <li>■ The percentage of survey respondents reporting that Empower Women has contributed to their enhanced capacity to carry out collective or individual economic initiatives that improve their lives and those of their communities or immediate contexts and/ or to claim and exercise their economic rights</li> </ul> <p><b><u>Qualitative:</u></b></p> <ul style="list-style-type: none"> <li>■ Evidence of cases where governments discuss, adopt or implement WEE laws, policies and programmes due to Empower Women users' influence or contribution</li> <li>■ Evidence of cases where companies adopt and implement WEP to advance women's empowerment in the work place, market place and community due to Empower Women users' influence or contribution</li> <li>■ Evidence of women entrepreneurs that create and/ or grow their businesses, and/or successfully market their products and services locally, nationally and internationally due to enhanced capacities, skills and connectivity obtained through Empower Women</li> <li>■ Evidence of women whose job situation is improved</li> <li>■ Evidence of women and men that take action for WEE and seize new opportunities on the labour market, improving their working conditions and getting better paid, due to enhanced capacities, skills and connectivity obtained through Empower Women</li> </ul> <p><b><u>HR&amp;GE</u></b></p> <ul style="list-style-type: none"> <li>■ The extent to which the most excluded groups (grassroots women, rural women, women farmers), from different socio-economic backgrounds have access to and have benefited from Empower Women</li> </ul> | <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> <li>✓ Strategic partners</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>✓ Registered users</li> <li>✓ UN Women staff</li> <li>✓ Partners</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul> |
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|                      |   |   | <ul style="list-style-type: none"> <li>Reported knowledge, exercise and demand of rights (collective initiatives/individual perceptions)</li> <li>Reported processes of collective empowerment and processes of individual empowerment (types)</li> <li>Reported changes generated after the usage of knowledge and skills: living conditions, gender relations, power, access, etc.</li> </ul>  |   |
| <b>Effectiveness</b> | 9. What were the accelerating factors and obstacles for achieving results; how were these embraced or tackled?  | Accelerating factors that have facilitated the achievement of either expected results<br>Implementation or obstacles that have hindered the achievement of expected results   | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Type and effects of internal and/or external enabling and limiting factors on the achievement of results</li> <li>Measures undertaken by Empower Women staff to overcome obstacles and challenges conditioning the achievement of results</li> <li>Measures undertaken by Empower Women staff to leverage enabling factors for the achievement of results</li> </ul>   | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Pro Doc Knowledge Gateway</li> <li>✓ Donor reports</li> <li>✓ MTR surveys</li> </ul> <p>Interviews</p> <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul>  |
| <b>Effectiveness</b> | 10. What project approaches and strategies were the most effective in reaching the intended outcomes and enhancing awareness, knowledge, collaboration and action for women's economic empowerment? | Empower Women has applied effective project approaches and strategies that have contributed to reach intended outcomes and have enhanced awareness, knowledge, collaboration and action for women's economic empowerment. | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Evidence of successful project approaches and strategies taking into account different stakeholders and target groups with special attention to most vulnerable women</li> <li>The extent to which good practices and innovative approaches are captured and applied to enhance awareness, knowledge, collaboration and action for women's economic empowerment at global, regional and country level</li> </ul> | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Donor reports</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women KGPMT</li> <li>✓ UN Women staff at ROs</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>✓ UN Women staff</li> <li>✓ Registered users</li> <li>✓ Partners</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul> |
| <b>Effectiveness</b> | 11. How effectively has the project made use of social media to enhance outreach and engagement to advance women's  | Empower Women has used social   | <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>Number of Facebook page likes</li> </ul>  | <p>Social Media Analytics review:</p> <ul style="list-style-type: none"> <li>✓ Hootsuite</li> </ul>   |

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|                      | economic empowerment?  | media effectively as an online extension of the knowledge platform to increase outreach and engagement of target groups to advance women's economic empowerment | <ul style="list-style-type: none"> <li>■ Number of comments</li> <li>■ Number of shares</li> <li>■ Number of unique users reached</li> <li>■ Facebook user profile (gender, geography, age)</li> <li>■ Most viewed Facebook posts</li> <li>■ Most engaged Facebook posts</li> <li>■ Number of Twitter followers</li> <li>■ Number of tweets</li> <li>■ Hashtag performance</li> <li>■ Number of videos uploaded to YouTube</li> <li>■ Number of views (in total / per video / per type of video)</li> <li>■ Number of channel subscribers</li> <li>■ Number of likes</li> <li>■ Number of shares</li> <li>■ Number of comments</li> <li>■ Watch time (minutes &amp; percentage of video viewed)</li> <li>■ YouTube user profile (gender, geography, age)</li> <li>■ Traffic sources</li> <li>■ Playback locations</li> <li>■ Most viewed videos</li> <li>■ Number of followers in Pinterest</li> <li>■ Number of pictures pinned</li> <li>■ Percentage of survey respondents that follow Empower Women on social media</li> <li>■ Percentage of survey respondents satisfied with the quality of the social media content</li> <li>■ Percentage of user traffic to the Empower Women website that originates from social media</li> </ul> <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>■ Evidence of the use of and engagement on social media channels vs. the use of and engagement on the online platform by different target groups</li> </ul> | <ul style="list-style-type: none"> <li>✓ Facebook Insights</li> <li>✓ Tweetreach</li> <li>✓ YouTube Analytics</li> <li>✓ Commun.it</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ Empower Women community management &amp; communication specialists</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>✓ UN Women staff</li> <li>✓ Registered users</li> <li>✓ Non-registered users</li> </ul> <p>Focus groups:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul> |
| <b>Effectiveness</b> | 12. How effectively has the project made use of offline activities to enhance outreach and engagement to advance women's economic empowerment? | Empower Women has used offline activities such  | <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>■ Percentage of survey respondents stating they have participated in offline events</li> </ul>   | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Documentation on offline activities provided by HQ and</li> </ul>  |

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|                      |   | as events, trainings and workshops to create outreach and engagement to advance women's economic empowerment | <ul style="list-style-type: none"> <li>▪ Number and type of offline events organized by Empower Women on a global, regional or national level</li> <li>▪ Number and type of offline events organized by other organizations where Empower Women actively participated at a global, regional or national level</li> <li>▪ Number of participants in offline events/trainings/workshops</li> <li>▪ Percentage of stakeholders confirming the degree to which Empower Women has contributed to increase women's participation, voice and leadership in (real/off line) communities</li> </ul> <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ Evidence of results produced through offline events</li> </ul>   | <p>Regional Coordinators (if available)</p> <ul style="list-style-type: none"> <li>✓ Information on offline activities posted on Empower Women platform</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ Empower Women management at global and regional level</li> <li>✓ Strategic partners</li> </ul> <p>Focus groups:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> <li>✓ Participants of offline activities (if available)</li> </ul> |
| <b>Effectiveness</b> | 13. How effective are the partnerships? What are the existing gaps and why do they exist? | Partnerships are managed in an effective way to achieve planned objectives                                   | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ Evidence of results produced through partnerships that contribute to the project's objectives</li> <li>▪ The extent to which partnerships are managed to deliver results</li> <li>▪ The extent to which Empower Women key partners perceive their engagement in the area of WEE as being effective</li> <li>▪ The extent to which UN Women staff perceives EW partnerships with private companies, foundations, other UN Agencies etc. as being effective</li> <li>▪ Type and effects of enabling and limiting factors on partnerships' effectiveness</li> </ul> <p><b>HR&amp;GE:</b></p> <ul style="list-style-type: none"> <li>▪ The extent to which women's organizations or organizations that work with vulnerable women are able to participate in partnerships that significantly contribute to building capacity in their organizations.</li> <li>▪ The extent to which partnerships (among women's organizations or organizations that work with vulnerable women and relevant stakeholders) positively contribute to changes in women's economic conditions, changes in normative/political framework related to WEE or changes in cultural patterns</li> </ul> | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Partnerships agreements or MOUs</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> <li>✓ Key strategic partners</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>✓ UN Women staff</li> <li>✓ Partners</li> </ul>  |



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| <b>Efficiency of management arrangements and resources:</b> | 14. How efficiently and timely were programme activities implemented as per the work plans?   | Program activities are implemented according to work plans  | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ Evidence of activities having been implemented according to work plans, including partnership activities</li> <li>▪ Adequacy of resources allocation (human resources, financial resources) to implement activities according to work plans</li> <li>▪ Evidence of data based decision making</li> </ul>   | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ ProDOC</li> <li>✓ Donor Reports</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> <li>✓ CIDA (donor)</li> </ul>  |
| <b>Efficiency of management arrangements and resources:</b> | 15. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the programmatic outcomes? What were the bottlenecks encountered? How were they addressed? | Activities have been implemented in an adequate time and with adequate funding and personnel to obtain results                    | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ Adequacy of Empower Women’s organizational assets, structures and capabilities (in terms of financial and human resources) at global, regional and national levels for efficient implementation of Empower Women</li> <li>▪ Evidence of measures undertaken to overcome implementation obstacles and challenges related to allocation of resources (financial, human, technical support, etc.) during implementation</li> <li>▪ The extent to which internal coordination/communication (vertical/horizontal) mechanisms have been implemented to obtain results</li> <li>▪ Type of bottlenecks encountered and appropriately addressed</li> <li>▪ Cost effectiveness of achieved results</li> </ul> <p><b>HR&amp;GE</b></p> <ul style="list-style-type: none"> <li>▪ Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.</li> </ul> | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Pro DOC: Work Plan of the project</li> <li>✓ Donor Reports</li> <li>✓ Financial reports</li> <li>✓ Financial statements</li> <li>✓ Administrative documents</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ CIDA (donor)</li> <li>✓ UN Women management and staff at global and level</li> </ul> |
| <b>Efficiency of management arrangements and resources:</b> | 16. How has Empower Women balanced the initial project scope with the increased demand from its users to provide resources for individual women’s empowerment?                                    | Empower Women has efficiently managed the increased demand from its users to provide resources for individual women’s empowerment | <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>▪ Resources (financial, human resources) allocated per year to meet increased user demand</li> <li>▪ Resources (financial, human resources) dedicated to managing Empower Women per year</li> </ul> <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ The extent to which user demands have been answered/met</li> </ul>  | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Donor reports</li> <li>✓ Financial reports</li> <li>✓ Empower Women platform resources</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women KGPMT</li> </ul>   |
| <b>Efficiency of management arrangements and resources:</b> | 17. How has the project used technology and partnerships to maximize results?   | Empower Women has efficiently used technology and   | <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>▪ Number of partnerships established with tech companies/ experts</li> <li>▪ Allocation of resources to access high quality technology</li> </ul>   | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Donor reports</li> <li>✓ Financial reports</li> </ul>   |

|   |  |   |  |  |
|---|--|---|--|--|
|   |  | partnerships to maximize results  | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Type and quality of technology used to enhance outreach and interactivity of Empower Women</li> <li>Type and quality of partnerships established with relevant tech companies/experts</li> <li>The extent of complementarity, synergy and co-ordination between UN Women and its key partners</li> <li>Evidence of increased results due to efficient use of technology and partnerships</li> </ul> <p><b>HR&amp;GE</b></p> <ul style="list-style-type: none"> <li>The extent to which the use of technology and partnerships takes into account the need to prioritize those most marginalized.</li> </ul>  | <p>Interviews:</p> <ul style="list-style-type: none"> <li>UN Women management at global and regional level</li> <li>Key partners (tech partners)</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>Partners</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>Google Analytics</li> <li>Empower Women platform</li> <li>Social media accounts</li> <li>Newsletters</li> <li>Campaigns</li> </ul> |
| <b>Efficiency of management arrangements and resources:</b> | 18. How has progress towards results been monitored? Have risks and challenges been anticipated and corrective actions been taken? | Empower women is regularly monitored to assess progress towards results. Risks and challenges have been adequately anticipated and corrective actions have been taken | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Allocation of human resources to monitor programme results</li> <li>Use of planning and monitoring systems to measure results</li> <li>The extent to which monitoring mechanisms for feedback and incorporation of changes and corrective measures have been implemented</li> <li>Stakeholders (partners) satisfaction with mitigation strategies &amp; creative solutions</li> <li>The number and nature of meetings and events where Empower Women information and experience were shared and exchanged between global, regional, sub-regional and national levels</li> </ul> <p><b>HR&amp;GE</b></p> <ul style="list-style-type: none"> <li>The extent to which implementation and activity reports contain information on how HR and GE issues were addressed</li> <li>The extent to which M&amp;E data has been collected in a disaggregated manner (e.g. by sex, ethnicity, age etc.)</li> </ul> | <p>Document review:</p> <ul style="list-style-type: none"> <li>Pro DOC: Work Plan of the project</li> <li>Monitoring reports</li> <li>Donor Reports</li> <li>Financial reports</li> <li>Decision making records</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>UN Women management and staff at global and regional level</li> <li>Strategic partners</li> <li>CIDA (donor)</li> </ul>                         |
| <b>Potential sustainability:</b>                            | 19. Are the results sustainable?   | Empower women results are sustainable   | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Perceptions of UN Women staff, partners, donors and champions on the extent to which achieved results are sustainable</li> <li>Perceptions of their ownership of the project</li> </ul>  | <p>Document review:</p> <ul style="list-style-type: none"> <li>Budget and work plan phase 2</li> <li>Phase 2 concept note</li> </ul>   |

|                                  |   |  |  |  |
|----------------------------------|---|--|--|--|
|                                  |   |  | <ul style="list-style-type: none"> <li>▪ Resources available for future platform maintenance, management and further development</li> <li>▪ Actions/mechanisms implemented to capitalize on the results</li> <li>▪ Cost-effectiveness of the platform</li> <li>▪ Linkages between sustainability &amp; platform growth</li> <li>▪ Learnings obtained transformed into knowledge &amp; empowerment</li> </ul> <p><b>HR&amp;GE:</b></p> <ul style="list-style-type: none"> <li>▪ The extent to which WEE results are likely to be sustainable without structural changes (normative/political and cultural patterns changes) (case studies).</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Potential partner assessment</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women high level management and KGPM</li> <li>✓ Strategic partners</li> <li>✓ CIDA (donor)</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul>  |
| <b>Potential sustainability:</b> | 20. What are enabling and limiting factors that can contribute to Empower Women's sustainability and growth?  | Internal and external factors limit or enable the sustainability of Empower Women                          | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ Type and effects of internal and external enabling and limiting factors that contribute or hinder Empower Women's sustainability</li> <li>▪ Technical sustainability (of the IT platform): barriers/factors hindering participation, operational arrangements, digital marketing</li> <li>▪ Financial sustainability (funding): diversified financial support base, financial risks, plans for new sources of funding</li> <li>▪ Sustainability related to expertise / platform design / project management</li> <li>▪ Sustainability related to international debate of WEE actions</li> <li>▪ Systematic approach to "lessons learned" linked to data based decision making</li> </ul> | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Monitoring reports</li> <li>✓ Donor Reports</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> <li>✓ CIDA</li> <li>✓ Key partners</li> <li>✓</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>✓ UN Women staff</li> <li>✓</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul> |
| <b>Potential sustainability:</b> | 21. What are the opportunities for Empower Women to grow, reach and engage wider and newer audiences, in particular young women and girls? What are the opportunities and challenges? | Empower Women grows and reaches and engages wider and newer audiences, in particular young women and girls | <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>▪ Market penetration of the platform per region and growth potential</li> </ul> <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ Level of engagement of Empower Women champions and other active members (individuals and organizations)</li> <li>▪ Potential and challenges to upscale to wider audiences, in particular young women and girls</li> <li>▪ Types and potential effects of new forms of engagement of (vulnerable)</li> </ul>   | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Monitoring reports</li> <li>✓ Donor Reports</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ Key experts</li> <li>✓ UN Women management and staff at global and regional level</li> </ul>   |

|                                 |  |   |   |  |
|---------------------------------|--|---|---|--|
|                                 |  |   | <p>young women and girls</p> <ul style="list-style-type: none"> <li>▪ Potential solutions and challenges to overcome the digital gap of the most vulnerable groups</li> <li>▪ Potential and challenges for new partnerships with key stakeholders, including other UN agencies</li> <li>▪ Potential and challenges for enhanced cooperation with other UN Women sections/ programmes</li> <li>▪ Evidence and success of existing digital (and off-line) marketing strategies</li> <li>▪ Potential and challenges for extending coverage (different population groups, other countries, etc)</li> <li>▪ Preferences from stakeholders over the parts of EW they wish to continue (on their own)</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Donors</li> <li>✓ Strategic partners</li> <li>✓ Potential partners</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>✓ Champions</li> </ul> <p>Surveys:</p> <ul style="list-style-type: none"> <li>✓ UN Women staff</li> <li>✓ Non-registered users</li> <li>✓ Registered users</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>✓ Google Analytics</li> </ul> |
| <b>Potential sustainability</b> | 22. How can Empower Women's integration into the flagship programming initiatives help secure resources for phase 2? | Empower Women has been integrated into the flagship programming initiatives of UNW which help to secure resources for phase 2 | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ Perceived gaps/ opportunities of UN Women management/ staff to further integrate Empower Women into flagship programs</li> <li>▪ Strategic interest/ alignment of partners/ potential partners with flagship programs</li> <li>▪ Willingness of key partners to further support Empower Women during phase 2</li> <li>▪ Interest of potential new partners to support Empower Women during phase 2</li> <li>▪ Donors' positive perceptions on the potential and interest to support such integration</li> </ul>   | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Monitoring reports</li> <li>✓ Donor Reports</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> <li>✓ Strategic partners</li> <li>✓ Potential partners</li> </ul>  |
| <b>Potential Impact</b>         | 23. Are there any unintended effects of the project (positive and negative)?   | Empower Women has caused unintended (positive and negative) results   | <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>▪ Evidence of unintended effects of Empower Women (positive or negative) on different stakeholder groups</li> <li>▪ Evidence of unintended positive/ negative effects reported by Empower Women programme management, registered users, partners and other stakeholders</li> </ul> <p><b>GE&amp;HR</b></p> <ul style="list-style-type: none"> <li>▪ Evidence of how different stakeholders and target groups have benefitted (or not) from unintended results, including the most marginalized and vulnerable</li> <li>▪ Evidence of success in building a movement behind the digital services.</li> <li>▪ Evidence of success &amp; lessons learned in creating a community of</li> </ul> | <p>Document review:</p> <ul style="list-style-type: none"> <li>✓ Monitoring reports</li> <li>✓ Donor Reports</li> </ul> <p>Interviews:</p> <ul style="list-style-type: none"> <li>✓ UN Women management and staff at global and regional level</li> <li>✓ Strategic partners</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>✓ UN Women staff</li> <li>✓ Registered users</li> </ul>                               |

|                         |   |   |   |   |
|-------------------------|---|---|---|---|
|                         |   |   | <p>champions actively working for the project success (in synergies with their own success and interests)</p> <ul style="list-style-type: none"> <li>Evidence of success (or lack thereof) related to the engagement of poor, vulnerable, difficult-to-reach people</li> </ul>  | <ul style="list-style-type: none"> <li>Partners</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>Champions</li> </ul>  |
| <b>Potential Impact</b> | 24. To what extent has Empower Women been successful in positioning itself as the global knowledge hub on WEE internally (UN Women) and externally? | Empower Women is globally perceived to be <i>the</i> knowledge hub for WEE  | <p><b>Quantitative:</b></p> <ul style="list-style-type: none"> <li>Percentage of survey respondents and interviewees that state they perceive Empower Women as the globally most comprehensive knowledge hub on WEE</li> </ul> <p><b>Qualitative:</b></p> <ul style="list-style-type: none"> <li>Survey respondents' / interviewees perception of Empower Women as a global knowledge hub in comparison to other online initiatives on WEE</li> <li>Analysis of literature &amp; other relevant specialized websites/institutions to identify referrals to the EW platform as the go-to site for information on WEE</li> <li>Links to EW from websites of UN entities working on WEE</li> </ul> | <p>Interviews:</p> <ul style="list-style-type: none"> <li>UN Women staff at global and regional level</li> <li>Partners</li> </ul> <p>Online Survey:</p> <ul style="list-style-type: none"> <li>UN Women staff</li> <li>Registered users</li> <li>Non-registered users</li> <li>Partners</li> </ul> <p>Focus group:</p> <ul style="list-style-type: none"> <li>Champions</li> </ul>   |
| <b>HR and GE</b>        | 25. What structural factors limit or enable that target groups, especially the most vulnerable women, can benefit from Empower Women?               | There are political, cultural and economic factors that limit or enable Empower Women's success in reaching out to the target users, including poorest and most marginalized groups | <ul style="list-style-type: none"> <li>Patterns of access to and use of the internet by women and men in different regions/countries worldwide, including cultural patterns</li> <li>Political enabling environment for WEE in different regions/ countries</li> <li>Economic enabling environment for WEE in different regions/ countries</li> <li>Perception of users about the enabling environment for WEE in their countries</li> <li>Perception of UN Women staff about the enabling environment for WEE in their respective countries of work</li> </ul>   | <p>Document review</p> <ul style="list-style-type: none"> <li>Studies, statistics and reports from other organizations on women's access to and use of internet and ICT</li> <li>Studies, statistics and reports on WEE laws and policies worldwide</li> <li>Studies, statistics and reports on macroeconomic trends and women's participation in the economy</li> </ul> <p>Online survey:</p> <ul style="list-style-type: none"> <li>Registered users</li> <li>Non-registered users</li> <li>UN Women staff</li> </ul> |

|                  |  |  |   |   |
|------------------|--|--|---|---|
|                  |  |  |   | Focus group:<br>✓ Champions   |
| <b>HR and GE</b> | 26. What approaches prevail throughout the EW project and how well they serve to its final goal?                             |  | <ul style="list-style-type: none"> <li>▪ Extent to which the EW approach frames WEE as a human rights issue (or an instrumental benefit for the general economy)</li> <li>▪ Extent to which the EW approach to WEE is inserted into a broader strategy to combat gender inequality and poverty reduction</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Document review</li> <li>✓ Interviews</li> <li>✓ Online survey</li> </ul>          |
| <b>HR and GE</b> | 27. To what extent WEE is a political versus individual issue? What type of (political) awareness is promoted?               |  | <ul style="list-style-type: none"> <li>▪ Extent to which EW approach situates WEE within a political worldview where power relations play a major role.</li> <li>▪ Extent to which the project is educating women in understanding the interplay between the personal and the political realms and providing a picture of structural and super-structural reasons that hold women in a disempowered position</li> </ul> | <ul style="list-style-type: none"> <li>✓ Document review</li> <li>✓ Interviews</li> </ul> <p>Focus group:<br/>Champions</p> |
| <b>HR and GE</b> | 28. How are men engaged in WEE? What is the role they play in the general approach to WEE (conceptually and practically)?    |  | <ul style="list-style-type: none"> <li>▪ Number of men that are registered on EW</li> <li>▪ Number of survey male respondents that state they are engaged in WEE through EW</li> <li>▪ Extent to which EW approach to WEE includes men conceptually and practically</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Document review</li> <li>✓ Interviews</li> <li>✓ Online survey</li> </ul>          |
| <b>HR and GE</b> | 29. To what extent the platform takes into account and identifies priorities given existing power relations that affect WEE? |  | <ul style="list-style-type: none"> <li>▪ Extent to which EW takes into account and identifies priorities given existing power relations that affect WEE.</li> </ul>   | <ul style="list-style-type: none"> <li>✓ Document review</li> </ul>   |

## Annex VII List of consulted stakeholders

| Type of stakeholder                   | Number Consulted | Female | Male | Data collection Method                 |
|---------------------------------------|------------------|--------|------|--|
| Empower Women Staff                   | 8                | 5      | 3    | Semi-structured interviews             |
| UN Women staff (global)               | 6                | 4      | 2    | Semi-structured interviews             |
| UN Women staff (global)               | 9                | N/A    | N/A  | Online survey                          |
| UN Women staff (regional)             | 7                | 6      | 1    | Semi-structured interviews             |
| UN Women staff (regional)             | 10               | N/A    | N/A  | Online survey                          |
| UN Women staff (national)             | 5                | 5      | 0    | Semi-structured interviews             |
| UN Women staff (national)             | 22               | N/A    | N/A  | Online survey                          |
| Empower Women partners                | 18               | 5      | 13   | Semi-structured interviews             |
| Empower Women partners                | 25               | N/A    | N/A  | Online survey                          |
| External experts                      | 3                | 3      | 0    | Semi-structured interviews             |
| Champions                             | 28               | 22     | 6    | Focus group/Semi-structured interviews |
| Registered users on Empower Women     | 776*             | 675    | 99   | Online survey                          |
| Non-registered users on Empower Women | 68               | 61     | 7    | Online survey                          |

# Annex VIII Data collection instruments

## Online survey to registered users

### Part I: Personal Information

1. Please indicate your age
  - <18
  - 18-24
  - 25-34
  - 35-44
  - 45-54
  - 55-64
  - 65+
2. Please indicate your gender:
  - Female
  - Male
  - Other
3. Please select the region you live in.
  - Arab States
  - Asia & the Pacific
  - Eastern & Southern Africa
  - Europe & Central Asia
  - Americas & the Caribbean
  - West & Central Africa
  - North America
4. Please indicate the country you live in:
5. Please indicate your nationality:
6. Please indicate your education level
  - Non formal education
  - Primary education
  - Secondary education
  - Vocational training
  - Bachelor's degree
  - Master's degree
  - Doctoral degree
7. Do you live in a rural or urban area?
  - Urban area
  - Rural area
  - Peri-urban
8. Please indicate your present work situation. Select all that apply
  - Employee in small or mid-size business
  - Employee in a big corporation
  - Employee in Public institution)
  - Employee in Local/ national non-profit, non-governmental organization
  - Employee International non-profit, non-governmental organization
  - Employee at University/ research centre
  - Employee at Training institute



- Employee Multilateral organization
  - Entrepreneur
  - Business owner
  - Freelance worker
  - Unpaid worker (including care/ household worker)
  - Student
  - Unemployed
  - Other (please specify)
9. Please indicate why Empower Women is relevant to your occupation/labour situation (select all that apply).
- I promote gender economic rights in my own work place
  - I am running my own business
  - I support women's enterprise/small business development
  - I help women to organize, to make their voices heard, and to claim their economic rights
  - I provide education and/or training for women and girls
  - I promote women's employment and decent work
  - I promote women's economic rights through advocating for gender-responsive laws/reforms and public policies
  - I provide financial services with women as a key target group
  - I provide funding to women's groups
  - I advocate for gender equality in the corporate sector
  - I conduct research and publish documents on women's economic empowerment
  - I advocate for enhanced role of men and boys in promoting women's economic empowerment
  - Other (please specify)
  - I use Empower Women only out of personal interest

## Part II: Use of Empower Women

10. How did you learn about Empower Women?
- Through someone I know
  - In a workshop or event
  - Through social media (Twitter, Facebook, etc.)
  - Web search (Google, Bing, Yahoo, etc.)
  - UN Women Website
  - Reference on other websites
  - Other (please specify)
11. How long have you been a registered member of Empower Women?
- More than 3 years
  - 1-3 years
  - Less than 1 year
12. How often do you access the Empower Women website?
- Daily
  - Once a week
  - Once a month
  - Few times per year
  - Never
- If never, please explain why
13. How often do you access Empower Women social media channels?
- Daily
  - Once a week
  - Once a month

- Few times per year
  - Never
- If never, please explain why

14. Please rate your interest in the content offer on Empower Women (on a scale from 1-5; 5-very interested, 1-not interested):

- Documents (studies, reports) on women's economic empowerment topics
- Videos on women's economic empowerment topics
- News, blog articles and stories
- WEE agenda ((Learning about relevant events and opportunities)
- Campaigns to promote women's economic empowerment
- Trainings and webinars
- iLearn platform
- Discussions and Networking with other users and organizations to exchange experiences and knowledge
- Initiatives on women's economic empowerment

15. In which of the following Empower Women activities have you participated? Please select as many as apply:

- Downloaded resources
- Uploaded resources
- Shared a personal story
- Shared and liked content in social media
- Participated in webinars
- Participated in offline activities: trainings, seminars, events etc
- Contributed to a discussion
- Posted comments
- Online campaigns

16. On a scale of 1-5, how much do you interact with Empower Women by participating in the above activities?

- Very often/very active
- Often/active
- Irregular but with certain continuity
- Sporadic
- Not at all

17. Were you able to find what you were looking for on Empower Women?

- Yes
- No

If no, what did you miss?

18. What are other online platforms or offline resources (workshops, courses, events etc) you use to learn about and/or connect with others on women's economic empowerment issues? Please specify

### **Part III: Perception of Empower Women**

19. How satisfied are you with the quality and usefulness of these different aspects/resources, ranking from 5 to 1:

- Downloadable documents on the Empower Women platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Videos on the Empower Women platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- News  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Initiatives

- (5 – Very satisfied, 1 – not at all; I don't know.)
- Stories  
(5 – Very satisfied, 1 – not at all; I don't know.)
- E-discussions  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Campaigns  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Events & Opportunities  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Online training (webinars)  
(5 – Very satisfied, 1 – not at all; I don't know.)
- iLearn platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Social media posts  
(5 – Very satisfied, 1 – not at all; I don't know.)

20. How satisfied are you with the:

- Structure and design of the platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Ease of navigation  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Interactivity of the platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Access to relevant organisations and individuals  
(5 – Very satisfied, 1 – not at all; I don't know.)

21. On a scale of 1-5, how relevant is the content of Empower Women for your national political and economic context? (5-Very relevant, 1-Not relevant, I don't know)

22. Agree or disagree: Empower Women is a comprehensive online knowledge platform for women's economic empowerment

- Agree
- Disagree
- Don't know

#### **Part IV: Effects of Empower Women**

23. Has Empower Women given you access to information and knowledge that you could not find anywhere else?

- Yes
- No

24. Has Empower Women given you access to events (seminars, workshops etc) and opportunities (scholarships, jobs etc) that you would not have had otherwise?

- Yes
- No

25. Has Empower Women increased your access to training and capacity building?

- Yes
- No

26. Has Empower Women increased your access to peers and networks on women's economic empowerment?

- Yes
- No

27. Do you feel to be part of a global community on women's economic empowerment?

- Yes
- No

28. Does Empower Women adequately respond to your knowledge/skills/networking needs?

- Yes
- No

If no, please explain why:

29. Has Empower Women helped to increase any of your capacities and skills? Please select as many as apply from the list:

- Understand and claim your economic rights
- Acquire greater decision-making power and leadership skills
- Adapt to labor market needs and find better job opportunities
- Ability to independently manage your resources and profits
- Create and/or grow a business
- Compete in markets
- Design and deliver services for women
- Advocate for economic rights of vulnerable groups of women
- Organize and take action on women's economic empowerment
- Network with others to promote women's economic empowerment
- Lead, influence, and advocate for women's economic empowerment
- Contribute to the formulation of laws, policies, strategies and/or programmes to promote women's economic empowerment
- Implement policies in your organization to advance women's empowerment in the work place, market place and/or community
- None of those
- Other (please specify)

30. Have any changes occurred due to your increased knowledge or capacities regarding women's economic empowerment? Please select as many as apply.

In your personal life

- It has increased my self-confidence
- I have a better balance among personal, family and professional life
- I have more autonomy to take decisions
- I am more engaged with women's economic empowerment and with gender equality
- I have found a better job
- I have started to create my own business
- No changes have occurred
- Other, please explain:

In your family relations/household organization

- I have better living conditions
- The members of my family are more aware of women's economic empowerment issues
- I have more equality in my family and personal relations
- No changes have occurred
- Other, please explain

In the community you live in.

- I have started to take action on women's economic empowerment in my community
- My community is more aware of women's economic empowerment issues
- My community has started or increased its engagement with women's social movements
- No changes have occurred
- Other, please explain

In the organization you work with.

- I have grown my business and am more successful in the market
- I have started to take action on women's economic empowerment in my work place
- My organization has adopted gender equality policies
- My organization has taken actions to advocate for women's economic empowerment in the private sector
- My organization has taken actions to advocate for women's economic empowerment in the public sector
- My organization has started to promote women's leadership
- No changes have occurred
- Other, please explain

Beyond your immediate personal or professional environment.

- Other organizations (private sector or NGO's) have adopted policies or programmes for women's economic empowerment
- Public institutions at local or national level have adopted women's economic policies or programmes. Please explain
- No changes have occurred
- Other, please explain

31. To what extent does the cultural, political and economic context of your country favour women's economic empowerment?  
(5 - very much – 1 - not at all- I don't know)

Please explain why

#### **Part V: Improvements and Recommendations**

32. How can we do better? What are the main aspects that you would improve on the Empower Women online platform? Please select as many aspects as apply :

- Design and structure to make the site more user friendly  
Please explain
- The type of content provided  
Please explain
- The quality of content provided  
Please explain
- Connectivity between users  
Please explain
- Improve communication and use of social media of the platform  
Please explain
- Other recommendations for improvement  
Please specify
- I wouldn't change anything, the platform is great as it is

33. Please indicate which topic of women's economic empowerment you would like to learn about in the future. Please select as many as apply

- Business management
- Financial management
- Marketing
- Soft skills
- Job search & Job application
- Advocacy work for women's economic empowerment
- Campaigning and communication
- Information and communication technology
- Innovation
- Other (please specify)

Thank you for your participation in this survey! In case we would like to ask for further feedback: Would you be willing to participate in an individual interview or focus group discussion?

- Yes. My name is \_\_\_\_\_ and my email address is \_\_\_\_\_
- No

## Online survey to non-registered users

### Part I: General information

1. Please confirm that you are NOT a registered user on [www.empowerwomen.org](http://www.empowerwomen.org)
  - I am not a registered user.
  - I am a registered user.
2. Please indicate your age
  - <18
  - 18-24
  - 25-34
  - 35-44
  - 45-54
  - 55-64
  - 65+
3. Please indicate your gender:
  - Female
  - Male
  - Other
4. Please select the region you live in.
  - Arab States
  - Asia & the Pacific
  - Eastern & Southern Africa
  - Europe & Central Asia
  - Americas & the Caribbean
  - West & Central Africa
  - North America
5. Please indicate the country you live in:
6. Please indicate your nationality:
7. Please indicate your education level
  - Non formal education
  - Primary education
  - Secondary education
  - Vocational training
  - Bachelor's degree
  - Master's degree
  - Doctoral degree
8. Do you live in a rural or urban area?
  - Urban area
  - Rural area
  - Periurban area
9. Please indicate your present work situation. Select all that apply
  - Employee at a small or mid-size business
  - Employee at a big corporation
  - Employee at a public institution
  - Employee at a local/ national non-profit, non-governmental organization
  - Employee at an international non-profit, non-governmental organization
  - Employee at university/ research centre
  - Employee at training institute
  - Employee at a multilateral organization

- Entrepreneur
- Business owner
- Freelance worker
- Unpaid worker (including care/ household worker)
- Student
- Unemployed
- Other (please specify)

10. Please indicate why Empower Women is relevant to your occupation/labour situation (select all that apply).

- I promote women's economic rights and gender equality in my own work place
- I am running my own business
- I support women's enterprise/small business development
- I help women to organize, to make their voices heard, and to claim their economic rights
- I provide education and/or training for women and girls
- I promote women's employment and decent work
- I promote women's economic rights through advocating for gender-responsive laws/reforms and public policies
- I provide financial services with women as a key target group
- I provide funding to women's groups
- I advocate for gender equality in the corporate sector
- I conduct research and publish documents on women's economic empowerment
- I advocate for enhanced role of men and boys in promoting women's economic empowerment
- Other (please specify)
- I use Empower Women only out of personal interest

## **Part II: Use and Perception of Empower Women**

11. How did you learn about Empower Women?

- Through someone I know
- In a workshop or event
- Through social media (Twitter, Facebook, etc.)
- Web search (Google, Bing, Yahoo, etc.)
- UN Women Website
- Reference on other websites
- Other (please specify)

12. How often do you access Empower Women social media channels?

- Daily
- Once a week
- Once a month
- Few times per year
- Never

If never, please explain why

13. How often do you access the Empower Women website?

- Daily
- Once a week
- Once a month
- Few times per year
- Never

If never, please explain why

14. Please rate your interest in the content offer on Empower Women (on a scale from 1-5; 5-very interested, 1-not interested):

- Documents (studies, reports) on women's economic empowerment topics
- Videos on women's economic empowerment topics
- News, blog articles and stories
- WEE agenda ((Learning about relevant events and opportunities)
- Campaigns to promote women's economic empowerment
- Trainings and webinars
- iLearn platform
- Discussions and Networking with other users and organizations to exchange experiences and knowledge
- Initiatives on women's economic empowerment

15. How satisfied are you with the quality and usefulness of these different aspects/resources, ranking from 5 to 1:

- Downloadable documents on the Empower Women platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Videos on the Empower Women platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- News  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Initiatives  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Stories  
(5 – Very satisfied, 1 – not at all; I don't know.)
- E-discussions  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Campaigns  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Events & Opportunities  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Online training (webinars)  
(5 – Very satisfied, 1 – not at all; I don't know.)
- iLearn platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Social media posts  
(5 – Very satisfied, 1 – not at all; I don't know.)

16. How satisfied are you with the:

- Structure and design of the platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Ease of navigation  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Interactivity of the platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Access to relevant organisations and individuals  
(5 – Very satisfied, 1 – not at all; I don't know.)

17. Has Empower Women given you access to information or knowledge that you could not find anywhere else?

- Yes
- No

18. Would you like to become a registered user of the Empower Women platform?

- Yes
- No

If not, please explain why

19. Agree or disagree: Empower Women is a comprehensive online knowledge platform for women's economic empowerment issues

- Agree



- Disagree
- Don't know

20. What are other online or offline resources you use to learn about and/or connect with others on women's economic empowerment issues?

Thank you for your participation in this survey! Would you be willing to provide further feedback on Empower Women by participating in an individual interview or focus group discussion?

- Yes. My email address is \_\_\_\_\_
- No

## Online survey to UN Women Global, RO and National level

### I. General information

1. Please indicate the level you work at.
  - HQ
  - RO
  - CO
  
2. Please select the region you work in.
  - Arab States
  - Asia & the Pacific
  - Eastern & Southern Africa
  - Europe & Central Asia
  - Americas & the Caribbean
  - West & Central Africa
  - North America
  
3. Please indicate the country you work in.
  
4. Which is your position at UN Women? Please select.
  - SSA
  - National officer
  - P2
  - P3
  - P4
  - P5
  - D1
  - D2
  - Other (please specify)
  
5. What is your main area(s) of responsibility within UN Women?
  - Women's Economic Empowerment
  - Ending Violence Against Women
  - Leadership and Political Participation
  - Peace and Security
  - HIV/AIDS
  - Governance and National Planning
  - Humanitarian Action
  - Communication
  - Coordination
  - Monitoring & Evaluation
  - Fund Management
  - Administration
  - Other (please specify):
  
6. Does your department/ section/ office collaborate with Empower Women?
  - Yes
  - No
  - I don't know
  
7. If yes, in which way (select as many as apply):
  - Provide publications for the library
  - Moderate discussions
  - Organize webinars
  - Share stories or initiatives
  - Nominate authors for WE Inspire Blog
  - Source women entrepreneurs' stories for iLearn

- Suggest gender-responsive companies for the Business Hub
- Promote Empower Women activities, events and campaigns on social media
- Contribute to the News and Updates section of Women's Economic Empowerment
- Provide opportunities (e.g. funding, guests, awards, research)
- Encourage colleagues/contacts to register
- Feature Empower Women logo on a website
- Organize offline events linked to Empower Women
- Identify/ establish partnerships with other organizations
- Other (please specify):

## II. Use of Empower Women

8. Are you familiar with Empower Women?
- Yes
  - No
9. Are you personally registered on the Empower Women online platform?
- Yes
  - No
10. If you are not registered on EmpowerWomen.org, please specify why:
- I was not aware of the platform
  - I intended to do so but did not find the time
  - I found the registration process too complex
  - I don't think the platform is useful for me
  - Other: \_\_\_\_\_
11. How often do you access the Empower Women website?
- Daily
  - Once a week
  - Once a month
  - Few times per year
  - Never
- If never, please explain why
12. How often do you access Empower Women social media channels?
- Daily
  - Once a week
  - Once a month
  - Few times per year
  - Never
- If never, please explain why
13. Please rate your interest in the following resources provided on Empower Women (on a scale from 1-5; 5-very interested, 1-not interested):
- Documents (studies, reports) on women's economic empowerment topics
  - Videos on women's economic empowerment topics
  - News, blog articles and stories
  - WEE agenda ((Learning about relevant events and opportunities)
  - Campaigns to promote women's economic empowerment
  - Trainings and webinars
  - iLearn platform
  - Discussions and Networking with other users and organizations to exchange experiences and knowledge
  - Initiatives on women's economic empowerment

14. On a scale of 1-5, how much do you interact with Empower Women by participating in discussions, webinars, events, campaigns, etc.? (5-Very often, 1-Not at all)
15. In which of the following Empower Women activities have you participated? Please select as many as apply:
- Participated in webinars
  - Contributed to a discussion
  - Posted comments
  - Downloaded resources
  - Uploaded resources
  - Shared a personal story
  - Shared initiatives/ stories of my section/department/office
  - Participated in offline activities: trainings, seminars, events etc.
  - Shared and liked content in social media
  - None
16. Do you perceive Empower Women as the globally most comprehensive knowledge hub on WEE?
- Yes.
  - No.
  - Don't know
17. What are other online or offline resources you use to learn about and/or connect with others on women's economic empowerment issues?

### III. Effects of Empower Women

18. Please indicate if Empower Women has increased any of your professional skills/capacities. Please select as many increased capacities/skills as apply from the list:
- To network with others to promote women's economic empowerment
  - To lead, influence and advocate for women's economic empowerment
  - To contribute to the formulation of laws, policies, strategies and/or programmes to promote women's economic empowerment
  - To organize and take action on women's economic empowerment
  - To implement policies in your organization to advance women's empowerment in the work place, market place and/or community
  - None of those
  - Other: please specify
19. Have any changes occurred due to your increased knowledge or capacities regarding women's economic empowerment? Please select as many as apply.

Within your division/ section/ office

- Yes
  - No
- If yes, please explain

Beyond your immediate professional environment (effects on other organizations or groups of target population).

- Yes
  - No
- If yes, please explain

20. To what extent does the cultural, political and economic context of the country you work in favour women's economic empowerment?

(5 - very much – 1 - not at all)

Please explain why

#### IV. Added Value of Empower Women

21. How satisfied are you with the quality and usefulness of these different aspects/resources, ranking from 5 to 1:

- Downloadable documents on the Empower Women platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Videos on the Empower Women platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- News  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Initiatives  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Stories  
(5 – Very satisfied, 1 – not at all; I don't know.)
- E-discussions  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Campaigns  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Events & Opportunities  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Online training (webinars)  
(5 – Very satisfied, 1 – not at all; I don't know.)
- iLearn platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Social media posts  
(5 – Very satisfied, 1 – not at all; I don't know.)

22. How satisfied are you with the:

- Structure and design of the platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Ease of navigation  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Interactivity of the platform  
(5 – Very satisfied, 1 – not at all; I don't know.)
- Access to relevant organisations and individuals  
(5 – Very satisfied, 1 – not at all; I don't know.)

23. How relevant do you perceive Empower Women to be for WEE stakeholders working in your country/region?

(5 – Very relevant, 1 – not at all; I don't know.)

Please explain briefly

24. How relevant do you perceive Empower Women to be for target groups, especially vulnerable women, of your country/region?

(5 – Very relevant, 1 – not at all; I don't know.)

Please explain briefly

25. How relevant do you perceive Empower Women to be for the advancement on the implementation of UN Women's strategic priorities on WEE at the global and regional levels? (5 – Very relevant, 1 – not at all; I don't know.)

26. How relevant do you perceive Empower Women to be for the work of your own section/ department/ office? (5 – Very relevant, 1 – not at all; I don't know.)

27. Do you see any opportunities to collaborate more closely with Empower Women to create synergies and add value to your own work, as well as to the Empower Women initiative?

- Yes  
Please explain

- No  
Please explain why not

28. What are main challenges for an effective collaboration of your section/ department/ office with Empower Women? (select as many as apply)

- Time constraints
- Budget constraints
- We don't have any common objectives
- Lack of communication with the Empower Women team
- It is not foreseen in our strategic planning
- It is not part of my job description
- There are no challenges
- Other (please specify)

29. What would your section/ department/ office need in order to be able to effectively collaborate with Empower Women?

- Clear directions from UNW management on how to collaborate
- Integrate collaboration in strategic planning
- Better communication among HQ, RO and CO
- Allocate resources for collaboration
- Other (please specify)

#### **V. Potential Impact of Empower Women**

30. Do you know any relevant initiative/good practice generated through or based on Empower Women in your country/region?

- Yes. Please explain briefly
- No.

31. Within the context of the country/ region where you work, how would you rank the importance of the following approaches for Empower Women to create impact for women's economic empowerment?

- Working more strategically with government to influence policies  
(5 – Very relevant, 1 – not at all)
- Working more strategically with private sector to advocate for WEPs  
(5 – Very relevant, 1 – not at all)
- Working more strategically with civil society to reach out to and build capacities of women's organizations  
(5 – Very relevant, 1 – not at all)
- Working more strategically with schools and academia to promote research and education for WEE  
(5 – Very relevant, 1 – not at all)
- Other (please specify)

32. Do you think that Empower Women could reach out to the most vulnerable groups such as rural women/ migrant women/ women refugees in your country/region?

- Yes. Please explain briefly how
- No. Please explain briefly why not
- Don't know

33. Do you see potential for attracting more young women and girls to the Empower Women initiative in your region?

- Yes. Please explain briefly how
- No. Please explain briefly why not
- Don't know

#### **Part VI: Improvements and Recommendations**

34. What are the main aspects that you would improve regarding Empower Women? Please select as many as apply:

- The type of content provided  
Please explain
- The quality of content provided  
Please explain
- Connectivity between users  
Please explain
- Improve communication and use of social media of the platform  
Please explain
- Design and structure to make the site more user friendly  
Please explain
- More relevant partnerships with other organizations to increase outreach and impact  
Please specify
- Better coordination/ collaboration with other UN Women entities  
Please specify
- Other recommendations for improvement  
Please specify
- I wouldn't change anything, the platform is great as it is

Thank you for your participation in this survey! Would you be willing to provide further feedback on Empower Women by participating in an individual interview?

- Yes
- No

## Online survey to Empower Women Partners

### I. Organizational profile

1. Please indicate the type of your organization

- Public institution
- Private sector
- Non-profit, non-governmental
- Academic institution/ research centre
- Training institute
- Multilateral organization
- Other (please specify)

2. Please indicate the size of your organization

- 1-50
- 51-100
- 101-250
- 251-500
- 500+

3. Please select the region you work in

- Arab States
- Asia & the Pacific
- Eastern & Southern Africa
- Europe & Central Asia
- Americas & the Caribbean
- West & Central Africa
- North America

4. Please indicate the country your work in

### II. Collaboration with UN Women

5. Who initiated the collaboration between your organization and Empower Women?

- My organization
- Empower Women management
- UN Women management from another department

6. Why did your organization decide to collaborate with Empower Women? (select all that apply)

- Build on to a partnership with UN Women that already existed before engaging with Empower Women
- Get global recognition for our commitment to gender equality and spread awareness about our initiatives
- Provide an opportunity for our employees to be part of a global network for women's economic empowerment and build their leadership skills
- Access an extensive library of resources, news and updates about women's economic empowerment
- Engage in discussions with likeminded organizations
- Other (please specify)

7. How many collaborations have you had with Empower Women?

- Only one
- More than one
- We have a permanent ongoing collaboration/partnership



8. What has been your key contribution(s) to Empower Women as a partner? (Select as many as apply)
- Provided publications for the Library
  - Moderated e-discussions
  - Organized webinars
  - Contributed to the News and Updates section
  - Shared stories or initiatives to be published on Empower Women
  - Provided Opportunities (e.g: funding, grants, awards, research)
  - Nominated authors for WE Inspire Blog
  - Sourced women entrepreneurs' stories for iLearn
  - Suggested gender-responsive organizations for the Business Hub
  - Promoted Empower Women activities and events on social media
  - Participated in Empower Women campaigns or events
  - Encouraged colleagues to register
  - Featured Empower Women logo on our organization's website
  - Organized offline events linked to Empower Women
  - Sponsored an initiative of Empower Women (campaign, event or other)
  - Made a donation to Empower Women
  - Provided pro bono services and expertise to Empower Women
  - Other (please specify):
9. What is your perception of the collaboration with Empower Women regarding:
- Alignment of objectives between your organization and Empower Women  
(5 – very clear alignment – 1 - not clear at all)
  - Definition of the collaboration (who does what, when, and how)  
(5 – very clear – 1 - not clear at all)
  - Communication between your organization and Empower Women  
(5 – regular communication – 1 –no communication)
10. How has your organization benefited from being a partner of Empower Women? Select as many as apply
- Being a member of a global community of advocates for women's economic empowerment
  - Enhanced global visibility of our work on women's economic empowerment
  - Being updated on initiatives related to women's economic empowerment
  - Co-organize activities and events with UN Women
  - Enhanced employee engagement on women's economic empowerment
  - Strengthened our organization's knowledge, capacities and skills on WEE
  - Implemented policies in our organization to advance women's empowerment in the work place, market place and/or community
  - Other (please specify)
11. How do you think that women benefitted from your collaboration with Empower Women? (Select all that apply)
- Access to more information and knowledge resources online
  - Access to more inspirational stories and best practices online
  - Access to motivation for action through online campaigns
  - Access to new opportunities (grants, awards, etc.)
  - Access to capacity building and training online
  - Access to capacity building and training offline
  - Increased outreach to the user community
  - Additional technical or financial resources
  - Other (please specify)
12. Do you know what outcomes your collaboration with Empower Women has produced for the target population? (For example, increased capacities to advocate for WEE, increased capacities to take action and claim economic rights, increased capacities to implement economic activities, etc.)

- No
- Yes (please specify)

13. On a scale of 1-5, how satisfied are you overall with the collaboration with Empower Women?

(5 – very satisfied – not at all)

14. How relevant is the collaboration with Empower Women for your organization?

(5 – very relevant – not at all)

15. Do the results of the collaboration meet your initial expectations?

- Yes
- No

16. Would your organization like to continue collaborating with Empower Women in the future?

- Yes
- No (please explain why)

17. If yes, would you collaborate in the same way as before, or do you see potential for upscaling/ redefining the collaboration?

- Continue in the same way
- Upscale/ redefine (please explain)

Thank you for your participation in this survey! Would you be willing to provide further feedback on Empower Women by participating in an individual interview?

- Yes
- No

## Semi-structured interview guide for Empower Women team members

|                  |  |
|------------------|--|
| Date             |  |
| Interviewers     |  |
| Name             |  |
| Position         |  |
| Address/Based in |  |
| Tel.             |  |
| Mail             |  |

### Part I: General information

1. Please explain briefly your main tasks and responsibilities with Empower Women.

2. Please explain briefly how the Empower Women initiative has evolved over time. What were most important milestones and challenges?

### Part II: Relevance

3. How would you describe in one sentence the objectives of Empower Women?

4. How relevant/aligned do you think Empower Women is with UN Women's overall approach to WEE? How aligned is it to global and regional strategies on WEE?

5. How have Empower Women's strategies and approaches been aligned with the needs of stakeholders and target groups? Which needs could not be met?

6. Were duty bearers and rights holders able to participate in the design of the project?

### Part III: Efficiency

7. How much time do you dedicate approximately to each of your tasks and responsibilities?

8. Are there any tasks that you think would be important to implement, but you do not have sufficient time for them?

9. Do you think that the project is well staffed for the efficient implementation of all activities?

10. Has the budget for phase 1 been adequate for project implementation?

11. Which instruments and approaches have been applied to monitor progress on implementation and outputs/outcomes? What knowledge management approaches to you have?

**Part IV: Results**

12. From your point of view, what are the most important results produced so far by the project? What intended results have not been produced? What unintended (positive/negative) effects have taken place?

13. Which strategies and activities do you think have been most effective for producing intended results? Which ones have not worked well?

14. From your point of view, what were the accelerating factors and obstacles for achieving results? How were these embraced or tackled?

15. Do you think that the results produced will have a long-term effect? Why?

16. Which strategies and activities have been pursued to reach most excluded and vulnerable groups? How successful have they been?

**Part V: Partnerships**

17. Which partnerships have been most relevant and effective to achieve growth and outreach of the initiative? Why?

18. Are there any partnerships that you wanted to initiate but that were not successful/ did not happen for some reason?

19. Where do you see the biggest potential for closer cooperation with other UN Women departments/ programmes/ offices to leverage synergies and maximize results? Where are the challenges?

**Part VI: Future of Empower Women**

20. Where do you currently see the biggest strengths of Empower Women and where the main weaknesses?

21. What would be needed in order to overcome those weaknesses and better leverage strengths?

22. What would you do differently in Phase 2?

23. How do you think that Empower Women could tackle the digital gap and effectively reach out to the most vulnerable groups, including rural women?

Question only for Anna:

24. For phase 2, do you already have potential donors in mind? What is your strategy to find new donors/partners?

## Semi-structured interview guide for other UN Women staff

|                  |  |
|------------------|--|
| Date             |  |
| Interviewers     |  |
| Name             |  |
| Position         |  |
| Address/Based in |  |
| Tel.             |  |
| Mail             |  |

### Part I: General information

1. Please explain briefly your main tasks and responsibilities within UN Women

2. In how far are you familiar with Empower Women?

3. In one sentence, how would you describe the objectives of Empower Women?

### Part II: Relevance

4. How relevant/aligned do you think Empower Women is with UN Women's overall approach to WEE? How aligned is it to global and regional strategies on WEE?

5. How relevant do you perceive Empower Women to be for your own work?

### Part III: Effectiveness

6. How do you think that an initiative such as Empower Women can most effectively contribute to women's economic empowerment? Which strategies and approaches do you think have produced best results?

7. Where do you think are important limitations of Empower Women to produce results? How could these be overcome?

8. To what extent do you perceive Empower Women partnerships with private companies, Foundations, other UN Agencies etc. to be relevant and effective?

9. Do you know of any concrete examples where Empower Women has contributed to change?

If yes:

10. Do you think that the results produced will have a long-term effect? Why?

#### **Part IV Efficiency**

11. Do you see any potential to create synergies between Empower Women and your department or other UN Women programmes to maximize results and to better integrate Empower Women into UN Women's work? How could this happen?

12. What are the main challenges for collaboration among departments/offices/programmes and better integrating Empower Women?

#### **Part V: Future of Empower Women**

13. Where do you currently see the biggest strengths of Empower Women and where the main weaknesses?

14. What would be needed in order to overcome those weaknesses and better leverage strengths?

15. How do you think that Empower Women could tackle the digital gap and effectively reach out to the most vulnerable groups, including rural women?

## Semi-structured interview guide for Empower Women partners

|                  |  |
|------------------|--|
| Date             |  |
| Interviewers     |  |
| Organization     |  |
| Name             |  |
| Position         |  |
| Address/Based in |  |
| Tel.             |  |
| Mail             |  |

### Part I: General Background

1. Please tell us briefly what you do and how women's economic empowerment is relevant to your organization's work

2. Please tell us briefly how the collaboration with Empower Women was initiated and what activities you have implemented in this context

3. Why did you choose Empower Women as a partner?

4. How would you describe in one sentence the objectives of Empower Women?

### Part II: Effectiveness

5. To what extent do you perceive your collaboration with Empower Women to be effective; what results has it produced – both for your organization and for Empower Women?

6. What results has it produced for the end beneficiaries of Empower Women?

7. Do you think that the results produced will have a long-term effect? Why?

8. How do you think that an initiative such as Empower Women can most effectively contribute to women's economic empowerment? Which strategies and approaches do you think have produced best results?



9. Where do you think are important limitations of Empower Women to produce results?  
How could these be overcome?

**Part III: Efficiency**

10. How efficient was/is your cooperation with Empower Women regarding clear definition of roles and responsibilities, and objectives of the partnership?

11. Have you used any monitoring system to track implementation and results of the collaboration?

**Part IV: Future of Empower Women**

12. Where do you currently see the biggest strengths of Empower Women and where the main weaknesses?

13. What would be needed in order to overcome those weaknesses and better leverage strengths?

14. How do you think that Empower Women could tackle the digital gap and effectively reach out to the most vulnerable groups, including rural women?

15. Is your organization interested in continuing its collaboration with Empower Women?

16. How do you think your partnership/ collaboration with Empower Women could be improved?

17. Only for other UN agencies: What role do you think Empower Women can play in the wider UN system? Do you think it is or can become a UN wide knowledge hub on WEE? How?

## Semi-structured interview guide for independent experts

|                  |  |
|------------------|--|
| Date             |  |
| Interviewers     |  |
| Organization     |  |
| Name             |  |
| Position         |  |
| Address/Based in |  |
| Tel.             |  |
| Mail             |  |

### Part I: General Background

1. Please tell us briefly what you do and how women's economic empowerment is relevant to your organization's work

2. Are you familiar with the Empower Women initiative?

(If not, explain the initiative)

### Part II: Effectiveness

3. How do you think that an initiative such as Empower Women can most effectively contribute to women's economic empowerment? Which strategies and approaches do you think can produce best results?

4. Where do you think are important limitations of Empower Women to produce results? How could these be overcome?

### Part III: Future of Empower Women

5. How do you think that Empower Women could tackle the digital gap and effectively reach out to the most vulnerable groups, including rural women?

6. Any other comments?

## Focus Group Guide for Empower Women champions

### Purpose:

Evaluators will use focus groups with Empower Women champions to collect qualitative information on specific aspects of the initiative, including relevance, effectiveness, potential impact and sustainability from a user perspective. The focus groups will complement the online survey to users and will capture more detailed information, opinions and experiences with Empower Women.

### Duration:

2 hours

### Process:

Focus groups will take place online through webex. Each focus group will have six to ten participants. The focus groups will be moderated by one evaluation consultant and recorded if possible (participants will be asked for their consent to record). Another consultant will have the role of note taker and will document the discussion accurately in a standardized template for further processing and analysis of information.

Consultants will ensure that before organizing the focus group, each champion participant has already completed the online survey. The results of the survey will help consultants to obtain basic information that would be complemented with the information taken from focus group.

### Instructions for focus group moderator

Before starting the focus group:

- ✓ Turn the video camera in webex on and invite participants to do the same. Seeing each other's faces will increase trust and confidence among participants.
- ✓ Welcome participants and thank them for their participation
- ✓ Explain that all information from the focus group is confidential; data will be analysed and used for the evaluation report, but it will only be published in an aggregated manner. It will not be possible to identify individual statements or opinions. Participants should feel free to express their views, also negative ones.
- ✓ Announce that you would like to record the discussion in order to be able to better analyse the information later on. The recording is only for this internal purpose and will not be given to any third parties (including UN Women). Ask participants for their consent. Only then start recording (or not).
- ✓ Give a short introduction on CAD and your role as evaluation consultant, and the purpose of the final evaluation of Empower Women.
- ✓ Briefly explain the data collection process and the purpose of the focus groups with champions. Highlight the importance of obtaining qualitative information from champions that might contribute to improve the content and functioning of Empower Women in the future.
- ✓ Ask if anyone has doubts or questions.
- ✓ Ask participants to briefly introduce themselves. They should say their name, country, when they were Empower Women champions, and the specific initiative(s) they carried out as champions. They should also say if they have participated in previous surveys or focus groups for Empower Women assessments or reviews.

## Questions

**Q1. Empower Women has many dimensions and activities, including the online platform, social media, offline activities, including the champion's initiatives... From your point of view and from your experience with EW, which are the most important elements and activities of Empower Women? Why?**

Note: Look for opinions about

- Perception of focus group participants about the relevance of the different project activities , including the activities they supported through the Champions Programme
- Which/ whose specific needs are addressed by Empower Women?
- Activities to reach the most vulnerable groups?
- How effectively has the project delivered a relevant, global, comprehensive and interactive knowledge platform to advance women's economic empowerment?
- How effectively has the project made use of social media to enhance outreach and engagement to advance women's economic empowerment?
- How effectively has the project made use of offline activities to enhance outreach and engagement to advance women's economic empowerment?

**Q2. The online platform has been relaunched this year with a new design and structure. What is your opinion about the new version?**

Note: Look for opinions about

- How effectively has the project delivered a relevant, global, comprehensive and interactive knowledge platform to advance women's economic empowerment?
- Is the relaunch an improvement?
- Where do participants still see gaps/ opportunities for improvements?

**Q3. What are concrete results generated through Empower Women that you have witnessed in your country or region?**

Note: Look for opinions about:

- Evidence of cases where governments adopt and implement WEE laws, policies and programmes due to Empower Women users' influence or contribution
- Evidence of cases where companies adopt and implement WEP to advance women's empowerment in the work place, market place and community due to Empower Women users' influence or contribution
- Evidence of women entrepreneurs that create and/ or grow their businesses, and/or successfully market their products and services locally, nationally and internationally due to enhanced capacities, skills and connectivity obtained through Empower Women
- Evidence of women and men that take action for WEE and seize new opportunities on the labour market, improving their working conditions and getting better paid, due to enhanced capacities, skills and connectivity obtained through Empower Women
- Unintended effects of Empower Women (positive and negative)

**Q4. From your experience with Empower Women, how can change for women's economic empowerment really happen? Are there any strategies that work best? What obstacles did you encounter in your countries?**

Note: Look for opinions about:

- What were the accelerating factors and obstacles for achieving results?
- What project approaches and strategies were the most effective in reaching the intended outcomes and enhancing awareness, knowledge, collaboration and action for women's economic empowerment?
- Is the implementation arrangement for the project effective to achieve planned objectives? If not, how can it be improved?
- Extent to which Empower Women users (champions) perceive partnerships as relevant

**Q5. Considering your personal experience with Empower Women, how has the initiative contributed to your own economic empowerment? In which aspects do you feel more empowered?**

Note: look for opinions about:

- Which resources have EW used personally and for what purpose
- What results have been produced due to their use of EW resources, e.g.
  - Increase of employability/ generated changes in business practice
  - Increase of skills to compete in markets
  - Able to demand / exercise economic rights
  - Improve capacities to access financial services /economic institutions
  - Increase of self-efficacy and ability to make and act on decisions and control resources and profits.
  - Increase of social capital (networks, partnerships, etc.)

**Q7. To which extent has your economic advancement been transformed in personal changes? What impact did/does Empower Women have in your own lives?**

Note: look for opinions about:

- Impact created through personal empowerment, such as:
  - Increased bargaining power
  - Increased control of household resources
  - Increased financial independence
  - Improved livelihood
  - Change of gender power relations
  - Other
  - Unintended effects (positive or negative)

**Q8. Do you think that the results and impacts generated will have a long-term effect? Why?**

Note: look for opinions about:

- Are the results sustainable?
- What are enabling and limiting factors that can contribute to Empower Women's sustainability?
- Do you feel that impacts will be sustainable without structural changes in your country/region (normative/political and cultural patterns changes)?
- To what extent has the programme generated knowledge products and capacity building materials to transfer knowledge and create further impact?

**Q9. What should Empower Women do to further improve and grow as a global movement? How could more young women and girls or vulnerable and excluded women be reached through Empower Women?**

Note: look for opinions about:

- What are the opportunities for Empower Women to grow, reach and engage wider and newer audiences, in particular young women and girls? What are the opportunities and challenges?
- To what extent has Empower Women been successful in positioning itself as the global knowledge hub on WEE?

## Annex IX List of key documents consulted

| No | Area     | Title  | Description/Author   | Identified by | Date           | Format |
|----|----------|--|--|---------------|----------------|--------|
| 1  | UN       | Transforming our world: the 2030 Agenda for Sustainable Development  | Resolution of the United Nation's General Assembly adopting the post-2015 development agenda, the Sustainable Development Goals (SDG) - "a plan of action for people, planet and prosperity".  | Empower Women | September 2015 | Word   |
| 2  | UN Women | An Empowered Future: Evaluation of UN Women's contribution to women's economic development   | Corporate evaluation of UN Women's contribution to women's economic empowerment. (WEE). The evaluation aimed to contribute to enhancing UN Women's approach to WEE for the implementation of the 2014-2017 Strategic Plan.<br>The documents reviewed included volume II (annexes on background information) and III (annexes of evaluation approaches, methods and data) | Empower Women | Dec 2014       | PDF    |
| 3  |          | Flagship programming initiatives   | UN Women presents 12 Flagships including draft theory of change  | Empower Women | 2015           | PDF    |
| 4  |          | Flagship programming initiatives WEE Only  | UN Women presents 4 WEE Flagships including draft theory of change (incl energy)   | Empower Women | 2015           | PDF    |
| 5  |          | Management Response to Corporate evaluation on the contribution of UN-Women to women's economic empowerment 2011-2014 – Management response  | UN Women's management response to the corporate evaluation   | Empower Women | abr-15         | PDF    |
| 6  |          | Report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women on progress made on the strategic plan, 2014-2017, including the midterm review of the strategic plan | Report combining the midterm review of UN-Women's strategic plan, 2014-2017, the annual report of the Executive Director/Under-Secretary-General for 2015 and assessing the implementation of General Assembly resolution 67/226, including annexes of the midterm review (I to VII)   | Empower Women | May 2016       | PDF    |
| 7  |          | UN Women Flagship Programming Initiatives: Fit and Funded for Purpose  | Presentation of the Briefing on the flagship programming initiatives in the context of structured dialogue on financing  | CAD           | 2015           | PDF    |
| 8  |          | United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017   | UN Women's Strategic Plan for 2014-2017, including annexes I and II.   | Empower Women | September 2013 | Word   |

|    |               |   |   |                         |               |           |
|----|---------------|---|---|-------------------------|---------------|-----------|
| 9  |               | UN-Women Strategic Plan Annex C, 2014- 2017: Updated Development Results Framework  | Notes to Board Members on 2nd Draft Development Results   | Empower Women           | 2013          | PDF       |
| 10 |               | UN-Women Strategic Plan, Annex D, 2014- 2017: Organisational effectiveness and efficiency (OEE)                               | Overview on OEE outputs, MRFs, indicators, baseline and target  | Empower Women           | 2013          | PDF       |
| 11 | Empower Women | End of Mission Report 1 September 2014 – 27 August 2015   | Empower Women - Regional Office for Latin America and the Caribbean   | Empower Women           | 2015          | PDF       |
| 12 |               | Empower Women - Phase 2 Concept Note Oct.2016- Dec.2021   | The document summarizes the main achievements of the Empower Women achieved during phase 1 (2012-09/2012) and outlines the concept for phase 2 (10/2016-12/2021), including expected output, impact, initiatives. | Empower Women, UN Women | N/A           | PDF       |
| 13 |               | Empower Women Social Media Schedule   | Overview on number and types of Facebook posts and tweets (outdated)  | Empower Women           | N/A           | Word      |
| 14 |               | Financial Catapult Agreement  | Co-financing contribution between T. Garanti Bankasi and UN Women of 30,000 USD   | Empower Women           | May 2016      | PDF       |
| 15 |               | Global Community Champions (2013 – Jan 2016)  | Survey analysis of 76 champions surveyed  | Empower Women           | N/A           | PDF/Word  |
| 16 |               | Grant Agreement on "Knowledge Gateway for Women's Economic Empowerment" between the Government of Canada and UN Women         | Initial grant agreement on the program signed by UN Women and the Government of Canada including the project's description, theory of change, expected results, strategy, etc.                                    | Empower Women           | March 2012    | Word, PDF |
| 17 |               | Interim Financial Donor Report for Period ended 31 December 2012  | Interim Financial Donor Report for Period ended 31 December 2012  | Empower Women           | December 2012 | PDF       |
| 18 |               | Interim Financial Donor Report for Period ended 31 December 2013  | Interim Financial Donor Report for Period ended 31 December 2013  | Empower Women           | December 2013 | PDF       |
| 19 |               | Interim Financial Donor Report for Period ended 31 March 2015   | Interim Financial Donor Report for Period ended 31 March 2015   | Empower Women           | March 2015    | PDF       |
| 20 |               | Knowledge Gateway for Women's Economic Empowerment: Log frame   | Overview of Empower Women's overall goal, outcomes, outputs and indicators to be monitored.   | Empower Women           | N/A           | Word, PDF |
| 21 |               | Knowledge Gateway on Women's Economic Empowerment - First Progress Report to the Government of Canada April 2012 - March 2013 | Donor Report 2012-2013. including annexes A to F  | Empower Women           | March 2013    | Word      |

|    |  |   |               |                |            |
|----|--|---|---------------|----------------|------------|
| 22 | Knowledge Gateway on Women's Economic Empowerment - Second Progress Report to the Government of Canada April 2013 - March 2014 | Donor Report 2013-2014, including annexes 1 to 5  | Empower Women | March 2014     | Word       |
| 23 | Knowledge Gateway on Women's Economic Empowerment - Third Progress Report to the Government of Canada April 2015 - March 2016  | Donor Report 2014-2015, including annexes A to H  | Empower Women | March 2015     | Word       |
| 24 | Knowledge Gateway on Women's Economic Empowerment - Fourth Progress Report to the Government of Canada April 2014 - March 2015 | Draft donor report 2015-2016  | Empower Women | July 2016      | Word       |
| 25 | Knowledge Gateway on Women's Economic Empowerment Global Survey Summary of findings  | This document summarizes the findings of the Global Survey, circulated from 15 October to 9 November 2012 to UN Women networks and partners and conducted in Arabic, English, French, Russian and Spanish. The survey received a total number of 1,636 answers. | Empower Women | March 22, 2013 | Word       |
| 26 | Knowledge Gateway ProDoc   | Project document of the Empower Women initiative, latest version March 2013, including Annex A-D  | Empower Women | March 13, 2013 | Word & PDF |
| 27 | Mission Report   | Meral Guzel   | Empower Women | 2016           | Word       |
| 28 | MoU between UN Women and the Trestle - Group Foundation  | MoU between UN Women and the Trestle - Group Foundation with the purpose to provide a framework of cooperation  | Empower Women | January 2015   | PDF        |
| 29 | Raw data survey (Spring 2015)  | Raw data of surveys conducted to champions, partners, regional coordinators and UN Women staff in Spring 2015. An analysis of the results was included in the donor report of 2014/2015   | Empower Women | Spring 2015    | PDF        |
| 30 | Regional WEE Strategy  | Draft   | Empower Women | 2016           | Word       |
| 31 | Sample Social Media Messages: Empower Women - Mara Foundation Webinar  | Posts and tweets used to communicate about the webinar of Empower Women and Mara Foundation (18 September 2015)   | Empower Women | September 2015 | Word       |
| 32 | Social Media for Dummies   | Explanation on social media for Empower Women Social Media managers   | Empower Women | N/A            | Word       |
| 33 | Social Media Messages about the Equal Pay Day, 2015  | Tweets for Equal Pay Day  | Empower Women | 2015           | Word       |



|    |  |   |   |   |                      |      |
|----|--|---|---|---|----------------------|------|
| 34 |  | Social Media Messages TWEEN   | Communication plan on the event "TRANSFORMING ECONOMIES: EMPOWERING WOMEN & GIRLS"  | Empower Women   | September 2015       | Word |
| 35 |  | Social Media Schedule (19th Jan 2015)   | Overview on number and types of Facebook posts and tweets from January 2015 onwards   | Empower Women   | January 2015         | Word |
| 36 |  | Strategic Note 2014-2017  | Eastern and Southern Africa Regional Office (ESARO)   | Empower Women   | 2013                 | PDF  |
| 37 |  | The New School: Evaluation Report<br>The Knowledge Gateway                                      | Mid-Term Evaluation of the Knowledge Gateway platform, including surveys to UN Women staff, partners, regional coordinators, champions and  | Empower Women   |                      | PDF  |
| 38 |  | UN Agency to UN Agency Contribution Agreement   | Financial signed MoU with UNCDF. Amount: 200,000USD   | Empower Women   | December 2014        | PDF  |
| 39 |  | UN Women/empowerwomen.org – Web Strategy & Redesign: Strategy & Assessment Readout              | Assessment conducted by PwC on the future strategy, redesign and branding of Empower Women through online surveys (registered and non-registered users; organizations) and interviews with UN women/Empower Women staff | Empower Women   | April 2015           | PDF  |
| 40 |  | WCA RO Narrative 2014-2017  | West and Central African Regional Office<br>Dakar - Senegal   | Empower Women   | 2014                 | Word |
| 41 | Evaluation   | Communities of Practice for Educators   | Resources and Tools for Evaluation of Online Communities of Practice  | CAD   | July 2011            | PDF  |
| 42 |  | Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women | Evaluation policy of UN Women   | UN Women  | October 2012         | PDF  |
| 43 |  | Global Evaluation Report Assessment and Analysis System (GERAAS)                                | GERAAS outlines how evaluations are assessed helping to strengthen the quality and use of evaluation in UN Women.   | Empower Women, UN Women   | January 2015         | PDF  |
| 44 |  | How to manage gender responsive evaluation - Evaluation Handbook                                | A practical handbook to help initiating, managing and/or using gender-responsive evaluations by providing direction, advice and tools for every step in the evaluation process.   | UN Women  | 2015                 | PDF  |
| 45 |  | Norms for Evaluation in the UN System   | UNEG's landmark document outlining UN's evaluation practice and serving as a key reference for evaluators.  | UNEG  | April 2005/June 2016 | PDF  |
| 46 |  | UNEG Code of Conduct for Evaluation in the UN System  | UNEG Code of Conduct for Evaluation on the UN System  | UNEG  | March 2008           | PDF  |
| 47 |  | UNEG Ethical Guidelines for Evaluation  | UNEG Ethical Guidelines expand on the UNEG Code of Conduct for Evaluation on the UN System..  | UNEG  | March 2008           | PDF  |
| 48 |  | Others  | 2016 Digital Year Book  | We are social's compendium of key digital statistics and data points for 232 countries around the world | CAD                  | 2016 |
| 49 | Smartphone Ownership and Internet Usage Continues to |   | By PEW Research Center  | CAD   | 2016                 | PDF  |

|    |   |   |     |      |       |
|----|---|---|-----|------|-------|
|    | Climb in Emerging Economies   |   |     |      |       |
| 50 | UNDP Human Development Reports - Gender Inequality Index                              | UNDP  |     | 2015 | Excel |
| 51 | Why technology access is VITAL for women in developing countries                      | By ONE Policy   | CAD | 2015 | Web   |
| 52 | Women 2000 and beyond - Rural Women in a Changing World: Opportunities and Challenges | By United Nations. Division for the Advancement of Women, Department of Economic and Social Affairs | CAD | 2008 | PDF   |
| 53 | Women, Business and the Law 2014  | World Bank Report on how legal influence women's economic empowerment (2014)                        | CAD | 2014 | PDF   |
| 54 | Women, Business and the Law 2016  | World Bank Report on how legal influence women's economic empowerment (2016)                        | CAD | 2016 | PDF   |
| 55 | Women's Rights Online: Translating Access into Empowerment                            | By World Wide Web Foundation  | CAD | 2015 | PDF   |

# Annex X Terms of Reference

## Final Evaluation of UN Women's Knowledge Gateway on Women's Economic Empowerment Project (publically known as 'Empower Women' and [www.EmpowerWomen.org](http://www.EmpowerWomen.org))

### I. *Background*

#### **Context: UN Women and Women's Economic Empowerment**

Women's economic empowerment is critical to achieving gender equality, economic growth and sustainable development. This was recently acknowledged by the UN Secretary-General as he established the High-Level Panel (HLP) on Women's Economic Empowerment in January 2016.<sup>1</sup>

Women's economic empowerment has been one of UN Women's core thematic priorities since its first Strategic Plan was developed in 2011<sup>2</sup>. Empower Women contributes to the implementation of the Strategic Plan's five broad areas:

1. Support legislation, policies and strategies to strengthen women's economic empowerment and access to resources;
2. Support gender-responsive infrastructure and services to enhance women's sustainable livelihoods;
3. Work with gender equality advocates to influence economic and labour policies and strategies;
4. Support intergovernmental mechanisms to ensure global policy and normative frameworks for women's economic empowerment are reaffirmed and deepened;
5. Work with the UN system and key international partners to strengthen coordination.<sup>3</sup>

The 2030 Agenda for Sustainable Development<sup>4</sup>—the global plan of action for people, planet and prosperity—recognizes that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. The 17 Sustainable Development Goals (SDGs) of the 2030 Agenda seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. Women and girls have a critical role to play in all of the SDGs, with many targets specifically recognizing gender equality and women's empowerment as both the objective, and as part of the solution.

The SDGs will drive action in areas of critical importance for women's economic empowerment over the next fourteen years. In addition to the stand-alone Goal 5 on gender equality and women's empowerment, all the other goals are also highly relevant, in particular Goal 8 on decent work and economic growth and Goal 9 on industry, innovation and infrastructure. Empower Women is anchored to this broader development context, while also being driven by stakeholder priorities.

Empower Women will support UN Women's flagship programming initiatives in the area of women's economic empowerment. These include:

1. Stimulating equal economic opportunities for women entrepreneurs through affirmative procurement, investment and supply chain policies;
2. Women's access to land and other productive assets for climate resilient agriculture;
3. Income generation and security through decent work and social protection.

Based within UN Women's Policy Division, Economic Empowerment Section, Empower Women is run by a small team in New York and a network of regional coordinators based in UN Women's regional offices in Bangkok, Cairo, Dakar, Istanbul, Nairobi and Panama.

#### ***Empower Women's mandate***

In October 2011, the Government of Canada and UN Women organized an international conference on women's economic empowerment in Ottawa. The conference assembled more than 100 global experts, entrepreneurs, policy-makers, development practitioners, academics, business and industry

leaders, and UN system experts to share their experiences and good practices on how to break down the barriers to women's economic empowerment.

Participants, from both the developing and developed world, identified ways to realize the economic potential of women, expand their access to markets, and strengthen women's economic security and rights. Through a series of high-profile roundtables, conference participants provided key recommendations for action to advance women's economic opportunities. One of these recommendations was the need for a dynamic platform for improved sharing of evidence, experiences and good practices.

As a result of the conference, UN Women and the Government of Canada committed to jointly develop an online knowledge gateway on women's economic empowerment to respond to the demand for a multilingual and multi-dimensional one-stop platform offering information and knowledge sharing solutions for evidence-based cutting-edge research, data, technical resources and good practices that could be replicable and scalable. It should also provide networking opportunities for women entrepreneurs and gender equality advocates, policy makers and programme managers from around the world.

A scan of existing websites in 2011-2012 addressing issues of women's economic empowerment showed that although there were a number of existing websites none of them were comprehensive. Few websites offered venues for the interactive sharing of ideas, and those that did, had minimal activity. There were also no comprehensive library with the latest publications and resources. Information was also not presenting in an accessible way for women and girls. Finally, the scan concluded that there were no 'one-stop-shop' for women's economic empowerment covering the range of issues within this field.

The ultimate goal of the project was to contribute to women's economic empowerment. To achieve this goal, a theory of change was outlined in the original project document. The theory of change stated that the establishment of a comprehensive and interactive knowledge gateway would increase availability of cutting-edge research and up-to-date information on women's economic empowerment to target groups.

Empower Women would affect change as the target groups (women entrepreneurs, academics, technical experts, policymakers, gender equality advocates, women's organizations, UN Women staff and partners) join the movement, use its resources and engage in its activities. As a result, stakeholders will increase their knowledge base on women's economic empowerment, capacity to drive change and access to a network of peers and experts.

The expected outcomes are:

- *Strengthened national laws, policies, strategies, and programmes to promote women's economic empowerment* through the establishment and operation of a comprehensive and interactive knowledge management platform on women's economic empowerment.
- *Increased access to, use of and sharing of information, knowledge and resources on women's economic empowerment by women entrepreneurs, development practitioners and policy makers*, achieved through the production and availability of quality assured, cutting-edge research and up-to-date information on the topic.
- *Increased collaboration and networking on women's economic empowerment by connecting women entrepreneurs, development practitioners, policy-makers and other relevant stakeholders* through the establishment and maintenance of a number of communities of practice.

By using the knowledge and skills gained through Empower Women, it was expected that:

- Women's lives and those of their communities would be improved by women having enhanced capacity to: (i) build their businesses, farms and enterprises; (ii) successfully market their products and services locally, nationally, and internationally; and (iii) improve their working conditions and get better paid;
- Gender equality advocates and gender analysts would more effectively represent women's economic empowerment concerns in national plans and economic policies;

- Women entrepreneurs and gender equality advocates would more effectively represent women's economic empowerment concerns in the development of national trade policies affecting business and investment climate.

### ***Empower Women launch and growth***

In September 2013, UN Women launched Empower Women ([www.empowerwomen.org](http://www.empowerwomen.org)) as the knowledge gateway on women's economic empowerment (WEE). It started as a hub with a registered members' network, a crowd-sourced resource library and a discussions board for debates and exchange of experiences, lessons learned and good practices on women's economic empowerment.

In response to the demands from Empower Women members and stakeholders, the Team introduced new approaches, content, resources and features on an ongoing basis. For example, the WE Inspire Blog responded to the request from members in academia and civil society to write articles about WEE issues of their concern and interest. The establishment of the Business Hub was the result of demands from the private sector to showcase their good practices on gender equality and WEE.

Today, both of these resources have been broadened to invite any woman or man who wants to share their testimony and experiences with WEE (category: Stories) and any organization working on WEE who would like to showcase their work on WEE (category: Organizations).

Over the course of the project, registered members—in particular young women—have demanded resources to empower them and various approaches have been explored to respond to their specific needs. For example, webinars have been held on topics such as confidence, negotiations and entrepreneurship. Events and opportunities are additional features that have been added to support women's and girls' enhanced access to scholarships, internships, awards, competitions and sponsored trainings. The mobile-learning platform iLearn was developed to respond to the need for women without computers and smart phones to access learning opportunities in local languages.

Demand for support has also grown within UN Women. Initiatives pages have been created for other teams within the organization to showcase their projects, programmes and thematic initiatives on women's economic empowerment. Today, one initiative features the work of the Secretary-General's High Level Panel on Women's Economic Empowerment. Discussions are being held to provide similar online spaces for the UN Women Fund for Gender Equality grantees, the Women Empowerment Principles (WEPs) business community, as well as UN Women's Flagship Initiatives on women's economic empowerment (e.g. climate-resilient agriculture, women entrepreneurship, and income security and social protection).

As a result of Empower Women's swift response to user demands, what started as a knowledge gateway in 2013 is today a global movement for women's economic empowerment. It has inspired and mobilized thousands of people across the world to become advocates, change makers and leaders for women's economic empowerment in their communities.

Since 2013, Empower Women has also nominated more than 250 women and men to serve as official Empower Women Champions of change to conceptualize and implement projects on women's economic empowerment in their communities in over 60+ countries. Along with these offline activities, Empower Women has combined its online presence with other offline presentations, training workshops, events etc to maximize impact on women's economic empowerment, and to test content for online content creation.

Over three quarters of a million women and men in 193 countries have taken advantage of Empower Women's resources. Its 820,000+ visitors and 13,000+ registered members are women and men from private sector, civil society, academia, governments and international organizations. The iLearn platform is used by around 300,000 women and men every month in eight languages.<sup>5</sup> The full online space is available in Arabic, French and Spanish.

## ***II. The Evaluation***

### ***Timeframe***

The time frame for the evaluation service will be from June to September 2016.

### ***Purpose***

The main purpose of this final evaluation is to assess the results and impact of the "Knowledge Gateway on Women's Economic Empowerment" project (28 March 2012 – 30 September 2016), publicly known as Empower Women, by:

(1) Surfacing concrete results against project goals, outcomes, outputs and targets; identify lessons learned, good practices and innovations that could be scaled up or replicated in phase 2 of the project; and identify the strategic, policy, programme and institutional factors that have led to these outcomes.

(2) Assess knowledge generated that could be packaged into knowledge products and capacity building material to create further impact and that could inform UN Women's work on women's economic empowerment.

(3) Revisiting and updating Empower Women's initial and current theory of change and value proposition in line with the current (external and internal) policy agenda for women's economic empowerment while responding to the growing user demand for resources for women's empowerment, particularly from young women and girls;

(4) Providing recommendations on how to effectively and efficiently grow the Empower Women movement, including on capacity-building and knowledge exchange; seek out new opportunities and partners; and identify and sustain resources for the project's phase 2 development and implementation.

The evaluation findings will be used for: (1) donor reporting to the Government of Canada; (2) strategic decision making, organizational learning, and knowledge management of lessons learned, good practices and innovations; and (3) inform the next project phase as UN Women explores new sources of funding and partnerships.

### **Evaluation questions**

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the global and regional levels. It will look at the relevance, effectiveness, efficiency, and sustainability of the Project in realizing results and impacts.

#### Relevance:

- Have project activities been consistent with the overall project goal and expected results?
- Was the project design appropriate for the intended outcomes and results?
- What project approaches and strategies were the most effective in reaching the intended outcome and enhancing awareness, knowledge, collaboration and action for women's economic empowerment?
- How has Empower Women balanced the initial project scope with the increased demand from its users to provide resources for individual women's empowerment?
- How has Empower Women built synergies and partnerships with other organizations and companies, including those within the UN system, to add value to the growth and relevance of the project, and what are the lessons learned?
- How has Empower Women contributed to the realization of UN Women's strategic priorities on women's economic empowerment at the global and regional levels, and what role could it play in supporting UN Women's flagship programmes on women's economic empowerment and the 2030 Agenda?

#### Effectiveness:

- Were stated project results achieved; what were the accelerating factors and obstacles for achieving these results; and how were these embraced or tackled?
- To what degree has Empower Women increased women's voice, participation and leadership in and contribution to workplace, marketplace and community?
- What is the level of Empower Women target groups, partners and beneficiaries satisfaction in regards to Empower Women's successful delivery of goals, outcomes and outputs?
- How effectively has the project delivered a relevant, global, comprehensive and interactive knowledge platform to advance women's economic empowerment?

#### Efficiency:

- Have resources (financial, human, technical etc.) been allocated strategically to achieve project results? What were the bottlenecks encountered? How were they addressed?
- How has the project used technology and partnerships to maximize results?

- How has progress towards results been monitored, risks and challenges anticipated, and corrective actions taken?

Sustainability:

- Are the results sustainable?
- What are enabling and limiting factors that can contribute to Empower Women's sustainability?
- What actions and mechanisms should UN Women capitalize on or consider to overcome shortcomings?
- What are the opportunities for Empower Women to grow, reach and engage wider and newer audiences, in particular young women and girls? What are the opportunities and challenges?
- How can Empower Women's integration into the flagship programming initiatives help secure resources for phase 2?

Impact:

- Are there any unintended effects of the project (positive and negative)?
- How effective is the Empower Women project in comparison with alternative interventions (e.g. offline activities)?

Lessons learned:

- What can we learn from this project and what are the lessons learned, good practices and innovations that have emerged from the project? How could they be replicated and scaled up?
- What parts of the project could be strengthened in terms of design, planning and implementation?
- What were the main challenges that affected the project's ability to achieve desired results?

**Methodology**

The Evaluation Team is expected to use all relevant methods to obtain data and information for their analysis and to draw up findings, conclusions, lessons learned and recommendations. The Team will employ both quantitative and qualitative analysis and use online tools (video conferencing, online surveys, focus groups and interviews) to collect this data.

No travel for data collection is foreseen. However, the final presentation of the evaluation report will be held by one representative of the Evaluation Team in New York.

The evaluation will be a transparent and participatory process and based on gender and human rights principles, as defined in the UN Women Evaluation Policy<sup>6</sup> and adhere to the United Nations norms and standards for evaluation in the United Nations system<sup>7</sup>.

It should combine a summative and a formative assessment of the Project, by evaluating achievements and results, and recommending actions for improvements and project sustainability.

Two levels of analysis and validation of information will be applied:

*Level 1: Desk review of sources of information about the project.*

- Relevant documentation will be available and accessible for consultation on a dedicated extranet page: e.g. project document (including the results framework), mid-term review of 2014/2015, annual donor reports, and consultative surveys carried out during the project as well as collaterals (e.g. flyers, brochures and guidance notes). Other sources of data will include Google analytics, and analytics from Empower Women's email marketing tool used for the monthly newsletters (Constant Contact) and social media channels (e.g. Facebook (EmpWomen), Twitter (@Empower\_Women), Instagram (emp\_women) and Pinterest (EmpWomen)).
- Review of the Empower Women website (www.empowerwomen.org) which hosts information about all its online and offline activities. This includes: stories (e.g. interviews,

impact stories, testimonies, articles), e-discussions, learning material, campaigns, webinars, workshops and events.

*Level 2: In-depth analysis generated from the evaluators' online engagement and consultations with stakeholders.*

- The evaluation could involve (to be refined and agreed during the inception phase): (1) 1-2 surveys and polls of registered members, (2) 2-3 virtual focus groups of the Champions and other groups of active members, and (3) 3-5 interviews with key stakeholders, such as the Government of Canada, PricewaterhouseCoopers (pro bono project partner), UN Women senior management and other relevant staff at HQ, ROs and COs, and Empower Women partners; and (4) probing the project outcome/output indicators and explore additional indicators that could help measure results.

### **Evaluation process**

The evaluation process has five phases:

#### Preparation

- Establish the evaluation team,
- Conduct desk review, gather data and map the stakeholders
- Conceptualize and consult on the evaluation approach
- Establish the reference groups

#### Inception

- Consult different UN Women team and hold inception meetings with key stakeholders and the reference groups
- Prepare the inception report detailing the methodological steps and tools to be employed in the evaluation, to be reviewed by the Core Reference Group.
- Refine the evaluation methodology/question matrix based on feedback and integrate proposed changes (as appropriate) into the final inception report.

#### Data collection

- In-depth review of specific documents (e.g. previous donor reports)
- Determine data available with which to measure results
- Conduct a quantitative/qualitative survey/polls in consultation with the Core Reference Group
- Conduct in-depth focus groups and interviews with key stakeholders (identified in the preparation phase/stakeholder mapping)

#### Analysis and synthesis

- Review and analyze data, interpret findings and propose actionable recommendations
- Update the theory of change—with the view of capturing how Empower Women currently creates change but also how Empower Women could leverage technology and innovation to proactively prepare women and girls for the market expectations of 2030.
- Draft the evaluation report and incorporate feedback
- Prepare the compendium and power point presentation of good practices, lessons learned, and innovations

#### Dissemination and follow-up

- Present the evaluation report to the UN Women team and relevant stakeholders in a meeting at New York in August/September 2016.
- Present the evaluation report in a webinar to Empower Women partners and stakeholders (UN Women will host it on its GoToWebinar platform)

#### Proposed format of the evaluation report

- Executive summary (max three pages)
- Project overview
- Evaluation purpose and methodology
- Findings



- Lessons learned, good practices and innovations
- Conclusions
- Recommendations
- Annexes (including survey responses, interview list, data collection instruments and methodology, key documents consulted, terms of reference, etc.)

### **III. Evaluation Management and Governance**

The UN Women Project Manager is responsible for the presentation of the final evaluation report to the Government of Canada. As mandated by the project, UN Women will hire an external and independent evaluation firm to conduct the evaluation.

The evaluation firm will have a combination of the requisite experience in evaluation, and combined technical expertise in the area of gender equality and women's economic empowerment, and digital and online engagement. The external and independent evaluation firm will manage the evaluation process.

The UN Women Project team will constitute a quality assurance system and provide administrative and substantive support. The Project team will also support the coordination and liaison with relevant stakeholders at the global, regional and country levels. In consultation with the UN Women Independent Evaluation Office, it will also ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents.<sup>8</sup>

The establishment of reference groups will help to ensure that the evaluation approach is robust and relevant, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The reference groups will provide input at key stages of the evaluation: terms of reference; inception report; draft and final evaluation reports and additional products (lessons learned, good practices).

Two reference groups will be established: (1) an internal reference group; and (2) an external reference group, which will help to ensure a balanced perspective in the evaluation products. The internal reference group will be composed of key stakeholders within UN Women. The external reference group will be composed of Empower Women partners and donors.

### **IV. Evaluation team**

The core evaluation team will be composed of one team leader and two team members from an independent firm with extensive experience in project evaluation of gender equality and relevant experience with digital and online engagement. The team will include at least an experienced evaluation and gender expert team leader; a senior expert on digital engagement (preferably with evaluation experience); and an evaluation and research assistant.

**The Evaluation Team Leader** will demonstrate experience and expertise in leading and managing large project evaluations. S/he will be responsible for coordinating the evaluation as a whole, including the international evaluation team coordination and logistics, preparation of the work plan and timeline, dissemination of all methodological tools, delivery of the expected evaluation outputs and all presentations. Specifically, the Evaluation Team Leader is expected to bring the following expertise:

- Master degree in social sciences, preferably gender, economics, digital spaces, evaluation, and/or technology and innovation.
- A minimum of 10 years of experience in complex, outcome-level evaluations.
- Strong record of designing and leading complex evaluations in development economies.
- Strong knowledge about gender equality and women's empowerment.
- Experience working both online and offline in a multi-stakeholder and multi-cultural environment.
- Experience with participatory digital and online spaces for knowledge management and capacity- building is an asset.
- Strong ability to translate complex data into effective written reports demonstrating high level of analytical ability and communication skills.
- Detailed knowledge of the role of the United Nations and its programming, particularly that of UN Women, is desirable.
- Proficiency in English required.

**The Team Leader is required to submit two examples of evaluation reports recently completed where s/he contributed significantly as the lead evaluator and writer.**

The Evaluation Team should be gender balanced and its members should demonstrate skills in the following areas:

- Advanced expertise and experience in a wide range of evaluation approaches.
- Expertise and experience with human rights, gender equality and women's economic empowerment.
- Proven expertise on digital and online engagement and knowledge management, preferably in the context of international development.
- Previous experience in conducting project evaluations as well as multi-stakeholder evaluations, preferably with a global scope.
- Excellent analytical, facilitation, writing and communications skills; ability to understand and engage with a wide range of stakeholders.
- Ability to work within a team.
- Fluency in English is required. Fluency in Arabic, French and Spanish would be an asset.
- Experience with the United Nations is an asset.

## **V. Evaluation Time Frame and Expected Deliverables**

### **Deliverables**

The evaluation will be carried out from June to September 2016. All deliverables will be in English and submitted to the Project Manager, including:

- **Inception report.** This report will include the detailed evaluation methodology, data collection tools and analysis methods, initial stakeholder analysis, work plan and timeline. The Inception Report will also identify key information resources and stakeholders. The Evaluation Team will ensure that the evaluation process is ethical and that participants in the evaluation will be protected in adherence to UNEG norms and standards and UNEG Ethical Guidelines.
- **Revised Theory of Change:** The Evaluation Team will review the initial and current theory of change and make suggestions for their amendment in line with evaluation findings. The theory of change should also suggest how Empower Women *could* leverage technology and innovation to proactively prepare women and girls for the market expectations of 2030.
- **Compendium of good practices, lessons learned and innovations**
- **Power point presentations:** Presentations will outline preliminary findings, lessons learned, good practices and recommendations to key stakeholders.
- **Draft evaluation report:** UN Women Project Manager and the internal reference group will review the draft report to ensure that the evaluation meets the required UN Women quality criteria.
- **Final evaluation report**
- **In-person presentation and webinar:** The webinar (hosted by UN Women) will present evaluation findings, recommendations, lessons learned and good practices for a selected group of stakeholders/partners.

A round of drafts and reviews of each of the above documents is expected as described below. The UN Women Project team reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as set forth in UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).<sup>9</sup>

| Deliverables   | Activities  | Timeframe             |
|--|---|-----------------------|
| <b>Inception report 2016</b>   |   | June-July             |
| <b>Inception report (including two rounds of revision)</b>           | <p>Based on inception phase activities, the inception report will present a refined scope, a detailed outline of evaluation design and methodology, evaluation questions, and criteria for the selection and approach for surveys, focus groups and interviews.</p> <p>The report will include a revised evaluation matrix and detailed work plan and timeline. A first draft report will be shared with the Project team and, based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with reference groups for feedback. The Evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report. A preliminary stakeholder analysis will form part of the inception report.</p> | Early July 2016       |
| <b>Revised theory of change August 2016</b>                          |   | July-                 |
| <b>Theory of change</b>  | <p>The Evaluation Team will review the initial and current theory of change and make suggestions for their amendment in line with evaluation findings. The theory of change should also suggest how Empower Women <i>could</i></p> <p>leverage technology and innovation to proactively prepare women and girls for the market expectations in 2030.</p>  | July-August 2016      |
| <b>Compendium of good practices, lessons learned and innovations</b> |   | August 2016           |
| <b>Compendium</b>  | The compendium will enable a quick glance of the project's 2016 lessons learned, good practices and innovations and will form part of the presentation to senior management in New York as well as during the webinar.  | August                |
| <b>Power point presentations</b>                                     |   | August-September 2016 |
| <b>First Power point presentation</b>                                | The PowerPoint presentations, detailing the emerging and final findings of the evaluation, will be shared with the project team for feedback. The first presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.  | August 2016           |

|  |   |   |
|--|---|---|
| <b>Second Power point presentation</b>   | The second presentation will show a reconstructed theory of change, findings of the evaluation, a more robust stakeholder analysis, as well as good practices, lessons learned and innovations.   | September 2016                            |
| <b>Draft Evaluation report</b><br>September  |   | July -<br>2016                            |
| <b>Desk research, surveys/polls, focus groups, interviews, and reviews of the feedback from key groups stakeholders and reference group members.</b> | <p>The findings from the phase of data collection are summarized in a report format. The format of this fact-finding report will be defined in the inception report, and will be organized based on a revised theory of change. The fact-finding report will be shared with the reference group for feedback.</p> <p>The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final fact-finding report. Besides the fact-finding report, a draft compendium of good practices and lessons learned should be produced, shared, and revised at this stage as well.</p> | July 2016                                 |
| <b>Draft Report (including three rounds of revision prior to the final report)</b>   | <p>A first draft report will be shared with the Project team for initial feedback. The second draft report will incorporate Project team's feedback and will be shared with the internal reference group for identification of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the external reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.</p>  | August 2016                               |
| <b>Final Report</b>  | The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation (e.g. revised theory of change, lessons learned, good practices etc.). The structure of the report will be defined in the inception report.   | 1 <sup>st</sup> week of<br>September 2016 |
| <b>In-person presentation and webinar</b><br>2016  |   | September                                 |
| <b>Presentation in New York</b>  | The final report with the revised theory of change, lessons learned, good practices and innovations will presented to 2016 senior management in New York  | Early/mid-<br>September                   |

**Webinar**

The final report will also be made available to a selected Early/mid-group of stakeholders and partners through a webinar (UN Women will host it on its GoToWebinar platform) September 2016

**VI. United Nations Evaluation Group Code of Conduct**

The evaluation will be carried out following UNEG Ethical Guidelines for Evaluation in the UN System and UNEG Code of Conduct for Evaluators as well as the UN Women Evaluation Policy, which stipulates that evaluations in UN Women will be independent and abide to the following evaluation standards: Participation and inclusiveness, Utilization-Focused and intentionality, Transparency, Independence and Impartiality, Quality and Credibility as well as Ethical Standards.

For UNEG Ethical Guidelines for Evaluation in the UN System, please refer to:

[www.uneval.org/search/index.jsp?q=ethical+guidelines](http://www.uneval.org/search/index.jsp?q=ethical+guidelines)

For UNEG Code of Conduct for Evaluators, please refer to: [www.unevaluation.org/uneqcodeofconduct](http://www.unevaluation.org/uneqcodeofconduct)