

## TERMS OF REFERENCE

### Country Programme Evaluation (CPE) of UN Women Egypt Country Office (CO) Strategic Note (SN) 2018-2022

#### 1. Background and context

Egypt is home to 48.7 million<sup>1</sup> women, and Egypt's Constitution is strong on women's empowerment, affirming that the State shall ensure (1) the achievement of equality between women and men in all civil, political, economic, social, and cultural rights; (2) the adequate representation of elected and appointed women in the houses of representatives, judicial bodies, as well as public and senior management offices; (3) the protection of women against all forms of violence; (4) enabling environment for women to strike a balance between family duties and work requirements; and (5) the provision of care to, and protection of motherhood and childhood, female heads of families, and elderly and neediest women.<sup>2</sup>

In 1981, Egypt ratified and has since reported five times on the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), with reservations - citing Sharia - remaining on articles 2 (Duty of States), 16 (marriage and family life) and 29 (administration of CEDAW). Egypt committed to the 1995 Beijing Declaration, whose Action Plan will be reviewed in 2020, as well as to the 2030 Sustainable Development Goals, including Goal#5 on Gender Equality and Women's Empowerment, with the aim to leave no woman behind.

Complementing Egypt's 2030 Sustainable Development Strategy, the country has a 2030 National Women's Strategy (NWS) that focuses on four pillars: (a) women's leadership and political participation; (b) women's economic empowerment; (c) women's social empowerment; and (d) protection of women. 'Changing prevailing cultural norms' and 'legislative change' are included as cross-cutting enablers. The NWS is aligned to the SDGs, particularly 5, but also 1, 3, 4, 6, 8, 10, 11 and 16 and work is under way to also ensure alignment at the level of budgetary allocations.

In addition, the 2018-2022 UN Partnership Development Framework (UNPDF) considers that 'dealing with issues of women's social and economic empowerment must be at the forefront of the UN's support in the economic and social arenas'.<sup>3</sup> The strategic approach adopted to support women's empowerment includes a standalone outcome area (#4): "By 2022, women are fully contributing to Egypt's development and all women and girls' rights set forth in the Constitution, are respected, protected and responded to with no discrimination"; as well as the integration of gender equality and women's empowerment priorities throughout outcome #1 (inclusive, sustainable, resilient and job-rich economic development), outcome #2 (sustainable access to public services notably quality, equitable, inclusive, and rights-based social protection, health and education services), and outcome #3 (natural resources, including urban environments, are managed in an equitable, sustainable and productive manner).

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1 Global Gender Gap Report 2020, Women Economic Forum  
[http://www3.weforum.org/docs/WEF\\_GGGR\\_2020.pdf](http://www3.weforum.org/docs/WEF_GGGR_2020.pdf)

2 2014 Constitution of the Arab Republic of Egypt

3 The United Nations Partnership Development Framework (UNPDF) 2018-2022, P27

Covid 19 context- The Government of Egypt issued one of the world's first national policy papers outlining Egypt's Rapid Response to Women's Situation during the COVID-19 Outbreak (followed by national level tracking of gender-responsive measures) and this action is reflective of the high-level political commitments to advanced gender equality and women's empowerment in Egypt. With 21 of the 38 COVID-19 responsive measures classified as "gender-responsive" (UNDP/UN Women global tracker), is a reflection of pre-existing public investments on gender equality.

## 2. UN Women in Egypt

UN Women's mandate (GA resolution 64/289) is to lead, coordinate and promote accountability of the UN system to deliver on gender equality and the empowerment of women with the primary objective of enhancing country-level coherence, ensuring coordinated interventions and securing positive impacts on the lives of women and girls, including those living in rural areas.

UN Women has been operating in Egypt since 2012. In line with Egypt's international commitments on gender equality and women's empowerment, and the existing strategic frameworks, UN Women supports Egypt to empower women and reduce the inequality between men and women. The Country Office (CO) Strategic Note (SN 2018-2022) is the main planning tool for UN Women's support to normative, coordination and operational work in Egypt.

The country office's engagement is built on a strong partnership with the government—particularly the National Council for Women (NCW) and the Ministry for Social Solidarity—and a collaborative relationship with the wider public, including civil society organizations, women's movement, academia, private sector and international development players thus placing the women's empowerment agenda firmly at the centre of national priority to attain inclusive growth and social justice.

The work of UN Women is focused around its three-fold mandate:

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;
2. **Coordination work:** entails both 1) work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly 2) work to mobilize and convene key stakeholders to ensure greater coherence and gender mainstreaming across the UN; and
3. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society.

UN Women's work in Egypt contributes to the achievement of the below four mutually reinforcing SN impact areas. In this respect, the Theory of Change (ToC) of the Egypt Country Office as outlined in the SN is:

*If (1)* The legislative and institutional environment allows to formulate and implement laws and policies that promote gender equality and women's empowerment in line with the 2014 Egyptian Constitution and relevant international norms and standards is enhanced;

*and if (2)* Egyptian women have income security, decent work, and economic autonomy;

*and if (3)* All women and girls in Egypt live a life free from all forms of violence;

*Then*, women's political, social and economic rights as set forth in the Constitution are realized and their full potential is harnessed for Egypt's development and prosperity;

*Because* Egyptian women will have the requisite skills, resources, support including an enabling environment for gender equality and women's empowerment.

Based on the national development priorities and the comparative advantage, UN Women implements a range of development interventions, providing a comprehensive response through the synergy of five key functions: technical assistance, advocacy, knowledge generation and management, coordination and programming.

UN Women ECO addresses priorities in the four main impact areas as follows:

**SN Impact 1: Egyptian women lead, participate in and benefit equally from decision-making systems and processes.**

UN Women provides support to promote women's political representation and participation as well as access to leadership positions. Interventions focus on supporting female political candidates to strengthen their capacities to contest parliamentary and local council elections, as well as providing capacity building and networking opportunities for newly elected and re-elected women members of parliament.

**SN Outcome 1.1: The legislative and institutional environment to formulate and implement laws and policies that promote gender equality and women's empowerment in line with the 2014 Egyptian Constitution and relevant international norms and standards is enhanced.**

**SN Outcome 1.2: Egyptian women are empowered to build resilient, cohesive and peaceful communities free of incitement to terrorism and extremism.**

**SN Impact 2: Women have income security, decent work, and economic autonomy**

UN Women supports the creation of an enabling environment for women entrepreneurs through providing tailored packages of financial and non-financial services as well as assets to enhance employment opportunities. In addition, skills of poor and marginalized women are being improved so that they work and act collectively.

**SN Outcome 2.1: More women own, launch and/or better manage micro, small, and medium enterprises (MSMEs) in different sectors.**

**SN Impact 3: All women and girls live a life free from all forms of violence**

**SN Outcome 3.1: The government is better able to prevent violence against women and girls (VAW&G) and deliver quality essential services to survivors, who are empowered to access and use them.**

**SN Outcome 3.2: Safe public spaces are created for women and girls, who are empowered to access and use them:** with the aim of making public spaces safer for women in Egypt, UN Women supports the duty bearers to prevent VAW&G and create safe and economically viable public spaces for women and girls.

**Impact 4: Women and girls contribute and have greater influence in building sustainable peace and resilience and benefit equally from the prevention of natural disasters and conflicts and from humanitarian.**

**Outcome 4.1: More women play a greater role and are better served by humanitarian response and recovery efforts.**

By facilitating enhanced and targeted access of displaced and marginalized women and girls to multisectoral services including new sources of income and economic opportunities

**Outcome 4.2: More commitments on women, peace and security are implemented by members states capital and the UN system, and more gender equality advocates influence peace and security processes.**

UN Women provide technical support to the government of Egypt to develop a high-impact NAP 1325. It also facilitates the active and meaningful participation of Gender equality stakeholders and women civil organizations to advocate and contribute to the drafting and implementation of the NAP 1325.

In line with UN Women’s commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators. The Strategic Note includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators on coordination and strategic partnership, organizational effectiveness, enhanced quality of programs (through knowledge, innovation, RBM and evaluation), communications and financial management. The evaluation is expected to use this to assess organizational performance.

**Covid 19 response-** to inform the national dialogue, UN Women ECO immediately issued a national “report” on measures needed to mitigate the gender-dimensions of COVID-19; and was the first UN Agency to conduct a nation-wide telephone survey on the impact of COVID-19 on women in April 2020 in partnership with the Government. UN Women’s consolidated portfolio of work, strong network of partners, and its “right-sized” presence in the country has allowed it to respond rapidly to the pandemic. it repurposed some of its on-going programmes to respond COVID-19 on women; and mobilized additional funds (US\$8.3 million )to scale-up on-going work to better target the more vulnerable women during the pandemic’s outbreak .

#### **Human and Financial resources**

The Country Office is based in Cairo, and currently has a total 45 staff: a Representative, a Deputy Representative, an operations team (13), three thematic programmatic teams- WEE (14), WPS (3) and EVAW (7), Policy, advocacy and partnerships team (3), Oversight specialist (1), Consultant (1), Executive Assistant to CR (1).

ECO’s total resource requirement for 2018-2021 have been US \$ 15,594,525. The financial portfolio has almost doubled between 2018 to 2021 (see table below). While there has been a reduced core budget for the Country Office, the Non-Core resources have been on an upward trajectory.

Table: 2018-2021 ECO DRF+OEEF Budget

	2018	2019	2020	2021

Total resource requirement	4,985,104	6,326,664	7,511,994	8,082,531
Core	362,440	362,440	302,440	258,858
Non-core (To be mobilised)	538,400	1,553,259	1,120,572	1,089,801
IB (Institutional Budget)	456,089	483,779	473,779	523,335
XB (Extrabudgetary)	375,460	247,428	270,670	467,209
Non-Core	3,252,715	3,679,758	5,344,533	5,743,328

(Source RMS as of 15 March 2021)

The key donors for the ECO are: Government of Korea, Japan, Netherlands, Canada, Italy, Belgium, Switzerland, Spain, SIDA, USAID, EU, DFID, P&G and SDG Fund.

### 3.Evaluation Purpose

Country Portfolio Evaluation (CPE)<sup>4</sup> is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to three core mandates, which include normative, operational and coordination work. The CPE focuses on their individual and combined success in advancing gender equality in Egypt. It uses the Strategic Note as the main point of reference.

It is a priority for UN Women that the CPE will be gender-responsive and adheres to the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System<sup>5</sup> and Ethical Guidelines.<sup>6</sup>

This CPE is a primarily a formative (forward-looking) evaluation to support the Country Office (CO) and national stakeholders' strategic learning and decision-making for the next Strategic Note. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

The primary intended users of this evaluation are:

- UN Women Egypt CO, Regional Arab States Office, and UN Women HQ
- National government institutions
- Civil society representatives
- Donors and development partners
- UN Country Team and Gender Theme Group (GTG)
- Target groups, programme/project partners

4 Guidance on Country Portfolio Evaluations in UN Women: <https://www.unwomen.org/en/digital-library/publications/2016/3/guidance-on-country-portfolio-evaluations-in-un-women>

<sup>5</sup> UNEG, "Norms for evaluation in the UN system", 2005, available online at: <http://www.unevaluation.org/document/detail/21>, and "Standards for evaluation in the UN system", 2005, available online at: <http://www.unevaluation.org/document/detail/22>.

<sup>6</sup> UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of the next Strategic Note for Egypt CO 2023-2027;
- b. Accountability for the development effectiveness of the CO Strategic Note 2018-2022 in terms of UN Women’s contribution to gender equality and women’s empowerment;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

#### 4. Evaluation objectives (evaluation criteria and key questions)

The specific evaluation objectives include:

1. Assess the relevance of UN Women’s strategy and contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women’s empowerment;
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women’s empowerment results as defined in the Strategic Note;
3. Analyse the extent to which and how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note;
4. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights;
5. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and operations);
6. Provide actionable recommendations with respect to the development of the next UN Women CO Strategic Note.

The evaluation will apply OECD/DAC evaluation criteria (relevance, effectiveness, efficiency, coherence and sustainability) and Human Rights and Gender Equality as an additional criteria. The evaluation will seek to answer the following key evaluation questions:

Key Criteria	Evaluation Questions
<p><b>Relevance</b> Are we doing the right things?</p>	<ul style="list-style-type: none"> <li>• To what extent is the portfolio aligned with national policies, legal frameworks and international gender and human rights norms?</li> </ul>
<p><b>Efficiency</b> Are we doing things right?</p>	<ul style="list-style-type: none"> <li>• To what extent does the management structure support efficiency for implementation?</li> <li>• How effectively the resources were managed within the CO?</li> </ul>

<p><b>Effectiveness</b></p> <p>Are the things we are doing working?</p>	<ul style="list-style-type: none"> <li>• What has been the contribution of UN Women to the progress of the achievement of outcomes?</li> <li>• What are the main enabling and hindering factors of observed outcomes?</li> <li>• What contribution is UN Women making to UN coordination on GEEW at the Country level?</li> <li>• What contribution is UN Women making to implement global norms and standards for gender equality and the empowerment of women at the country level?</li> <li>• How effective are evaluation, learning and knowledge management strategy and practices?</li> </ul>
<p><b>Coherence</b></p> <p>How coherent is the UN Women CO across all its partners?</p>	<ul style="list-style-type: none"> <li>• Are the interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team?</li> </ul>
<p><b>Sustainability</b></p> <p>Will the changes last?</p>	<ul style="list-style-type: none"> <li>• To what extent was capacity and systems developed in order to ensure sustainability of efforts and results?</li> </ul>
<p><b>Human Rights and Gender Equality</b></p> <p>Are changes structural and transformative?</p>	<ul style="list-style-type: none"> <li>• To what extent have the interventions contributed to targeting and challenging the structural underlying causes of gender inequality to bring forth transformative changes?</li> </ul>

**5.Evaluation Scope and limitations**

The timing of this Country Portfolio Evaluation is intended to assess the effectiveness and lessons as the CO approach the end of the current Strategic Note.

The period covered by the evaluation will be 2018-2021 (till June 2021). The CPE will focus on all activities undertaken by the CO under the Strategic Note, including support to normative policy and UN coordination. Programme work will be considered in relation to the thematic areas established by the UN Women Strategic Plan 2018-2021.

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

Joint programmes and initiatives are within the scope of this evaluation. Where joint initiatives are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working jointly.

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

The evaluation team is expected to undertake a rapid evaluability assessment in Inception phase. This should include the following:

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

Furthermore, the evaluation is expected to be informed by the centralized and de-centralized evaluations undertaken during the strategic note period, namely:

- a) [Final Evaluation of the Securing Rights and Improving Livelihoods of Women project, 2018](#)
- b) [Final Evaluation of Promoting Women's Employment by Creating Safe and Women-Friendly Workplaces Programme \(Women's Employment Promotion Programme - WEPP\), 2018](#)
- c) [Evaluation of UN Women Economic Opportunities work under LEAP/HA, 2018](#) (Regional)

For evaluation key summary points see Annex 1.

In addition, the following evaluations are currently underway:

- a) Safe cities programme end-term evaluation (likely to be completed by May 2021)
- b) End-term evaluation of Men and Women for Gender Equality (MWGE) Regional Programme (to be completed by October 2021)
- c) UNW-ILO joint programme on Promoting Productive Employment and Decent Work for Women in Egypt, Jordan and Palestine (to be completed in November 2021)

Emerging evidence from these evaluations will be used as a data input to the CPE where possible.

**Limitations:** Due to pandemic related challenges, the evaluation will be conducted remotely using remote data collection tools and techniques unless the situation changes drastically. Therefore, the evaluation will not be able to collect in-person data, particularly from the most marginalised and vulnerable groups and individuals and will not be able to validate data through direct observation.

## 6. Evaluation design

UN Women evaluations are gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach: they are inclusive, participatory, ensure fair power relations, and transparent; and they analyse the underlying structural barriers and sociocultural norms that impede the realization of women's rights. UN Women evaluations are also utilization-focused, which means that it will be tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations, which will facilitate production of a useful evaluation.

The evaluation will be based on gender and human rights principles and adhere to the United Nations Evaluation Group (UNEG) Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines.



The evaluation will be employing a non-experimental, theory-based<sup>7</sup>, approach. The performance of the country portfolio will be assessed according to the theory of change stated in the Strategic Note 2018-2022. A re-constructed Theory of Change will be used as the basis for contribution analysis.

It will apply a feminist approach to evaluation to examine issues of power and to understand and evaluate whether and how the CO has contributed or led to changes in the root causes of gender inequalities and power structures. The evaluation will be applying relevant gender-analytical frameworks such as Social Relations Framework<sup>8</sup> or Gender and Work framework<sup>9</sup> to assess how gender discriminations and inequalities created, maintained, and reproduced in institutions (i.e., the household, community, market, and states) are being challenged and transformed through the programme. Gender Results Effectiveness Scale<sup>10</sup> can be used to measure the effectiveness of the programme and rate it against the five-point ratings scale, moving from gender negative to gender transformative, measuring results that contributed to changes in norms, cultural values, power structures and the roots of gender inequalities and discrimination.

It will apply a mixed-method using qualitative as well quantitative methods and use triangulation to validate the various sources of information. The evaluation is expected to apply a purposive sampling approach to ensure a diverse range of perspectives is taken into account.

The main interventions undertaken by the Country Office have been mapped into a sample frame for evaluation. This will be updated in consultation with the EMG- Annex2.

In addition, up to two Case studies could be selected for an in-depth assessment of contributions to outcomes in the selected thematic area. This will be discussed and finalised during the inception phase of the evaluation.

The evaluation will employ the following analyses and methods of data collection:

- A. Key analyses undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations:
  - I. **Evaluability assessment:** to help determine the evaluation approach and gaps in data, the quality of the programme logic (linkages between the outcomes, outputs and indicators) as articulated in the strategic note development results framework and organisational effectiveness and efficiency framework, the availability of baseline data, and the availability of documents necessary for the evaluation will be assessed.
  - II. **Contextual analysis:** this will include an analysis of the key external influencing factors identified above and how they may affect realization of women's rights in Egypt.
  - III. **Content analysis** on the extent to which gender transformative approach is applied:
    - Portfolio Analysis of UN Women SN & Project Documents: The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organizational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.
    - UNDAF analysis

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<sup>7</sup> A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

<sup>8</sup> [Social Relations Approach](#)

<sup>9</sup> <https://genderatwork.org/analytical-framework/>

<sup>10</sup> [Evaluation of UNDP's Contribution to Gender Equality and Women's Empowerment \(2008–2013\)](#)

- IV. UN Women financial analysis** will explore the budget, expenditure and trends in type of expenditures.
- B. Interviews with key informants identified through the stakeholder analysis (across all stakeholder groups);
  - C. Surveys of UN Women personnel and UNCT partners.
  - D. Focus Group Discussions.

The method should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials, community groups etc.).

## **7. Stakeholder participation**

The inception report will detail how the evaluation will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives. A preliminary stakeholder mapping has been done- see Annex 3. This will be revised and validated during the inception stage of the evaluation.

Stakeholders should include:

1. Target groups;
2. Programme and project partners;
3. National government institutions;
4. Internal UN Women stakeholders;
5. Civil society representatives;
6. Private sector and trade unions representatives;
7. Political leaders and representatives;
8. Donors and development partners;
9. UN Country Team;
10. Others.

Participation and perspective of Rights holders who have directly participated in or are affected by UN Women programming efforts —in particular women and vulnerable and marginalized groups, will be taken on board, where possible to ensure the application of a gender-responsive approach. However, the cost/benefits to the participation of rights holders as evaluation participants will be assessed during the inception phase, particularly given the current COVID-19 pandemic. Efforts will be made a representative of the rights holders engaged by UN Women will be contacted for feedback and this may need to be done remotely.

An Evaluation Reference Group (ERG) will be established representing UN Women Egypt’s key government, civil society, donor and UN system partners. The ERG will be asked to engage and provide input at every stage of the evaluation process, from design to preliminary results and final draft report.

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

## 8. Management, Governance and quality assurance

At UN Women the evaluation phases are:

- Stage 1: Planning;
- Stage 2: Preparation: This includes the stakeholder analysis and establishment of the reference group, evaluation management group, development of the ToR, and recruitment of the evaluation team;
- Stage 3: Conduct: Inception workshop, data collection and analysis;
- Stage 4: Reporting: Presentation of preliminary findings, draft and final reports;
- Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response.

All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy and Handbook. The Evaluation Report will follow the standard outline as established in the UN Women Country Portfolio Evaluation Guidance<sup>11</sup> The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality<sup>12</sup>.

The evaluation will have the following structures.

1. **Evaluation Management Group (EMG):** EMG will be responsible for supporting the CPE process in coordination with the Evaluation Team Leader, including supporting the Team leader to recruit the evaluation team, coordination of data collection and the quality assurance input of the evaluation deliverables. EMG will also be responsible for issuing a Management Response within 6 weeks of finalising the evaluation report. The EMG will include the Country Representative, Deputy Country Representative and Monitoring and Evaluation Focal Point(s) from the ECO. The Country Representative may invite other relevant staff from the ECO to join the EMG.
2. **Evaluation Reference Group (ERG):** The purpose of the ERG will be to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, maintaining quality assurance throughout the process and disseminating the evaluation results. ERG will include key UN Women programme personnel, representatives from the National government partners, Civil Society representatives, Development partners/donors, UNCT representatives.

In addition, the following oversight and quality assurance arrangements will be in place for the CPE:

1. **Independent Evaluation and Audit Service (IEAS) Oversight:** The Director of IEAS oversees all activities, while the Chief of Independent Evaluation Service is responsible for the evaluation related activities; both will review the key products of the evaluation and sign off on the final CPE report and associated products;
2. Regional Evaluation Specialist of the IEAS will act as the team leader, managing the coordination and day-to-day management of the evaluation as well as leading methodological approach, collection of data, analysis and report writing. As Team Leader, the RES is also responsible for overseeing the work of the evaluation team members, managing the contracts and assuring quality of the work;

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<sup>11</sup> Guidance on Country Portfolio Evaluations in UN Women: <https://www.unwomen.org/en/digital-library/publications/2016/3/guidance-on-country-portfolio-evaluations-in-un-women>

<sup>12</sup> UN Women GERAAS evaluation quality assessment checklist <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

- Peer Review for methodological guidance and feedback: 1-2 IES staff will be engaged as peer reviewers of the CPE.

## 9. Evaluation timeframe and deliverables

The evaluation team will be expected to complete the tasks within the indicative timeframe. These will be finalised during the inception phase:

Tasks/deliverables	Expected delivery date	Responsible
<b>Preparation Phase</b>		
ToR	March-April 2021	Evaluation team lead
Recruitment	June 2021	Evaluation team lead
Desk review of background documentation	June 2021	Evaluation team
A one-day virtual inception meeting/workshop between evaluators and CO	June 2021	Evaluation team and CO
Draft inception report	June 2021	Evaluation team. IEAS, Peer reviewer, EMG and ERG (feedback)
Final Inception report	June 2021	Evaluation team
<b>Data collection phase</b>		
Additional documents review (online) interviews, FGDs, surveys etc.	July -August 2021	Evaluation team
<b>Analysis and reporting phase</b>		
Data analysis	September 2021	Evaluation team
Presentation of preliminary findings (2)	September 2021	Evaluation team IEAS, Peer reviewer, EMG and ERG (feedback)
0 draft report	October 2021	Evaluation team IEAS, Peer reviewer, EMG and ERG (feedback)
Final report	November 2021	Evaluation team
Final dissemination of the evaluation, 2-page evaluation Brief with infographics, and evaluation communication products (PPT)	November 2021	Evaluation team
Management Response	6 weeks after signing off the final report	EMG

## **10. Evaluation team composition and qualifications:**

The RES will be the Team leader and the team members will include a senior evaluator to support the evaluation lead in designing and delivering the evaluation products; a national evaluator to support the data collection in country and provide key contextual information; a research assistant for supporting data collection, analysis, report and presentation preparation.

## **11. Ethical code of conduct**

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

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

The evaluators are expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

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

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

## **ANNEXES**

### **Annex 1**

#### **Summary of past evaluations (2018-2021)**

##### **1) Final Evaluation of the Securing Rights and Improving Livelihoods of Women (SRILW) project (2018)**

The SRILW Action was highly relevant in its focus on addressing the needs and priorities of marginalized women in line with international and national GEWE frameworks. The initiative had positive effects on the lives of participating women at the individual, household and community level. This has been the result of working directly to increase women's knowledge, skills and access to financial assets and social services which has helped them contribute to the family and community and increase their self-confidence and status in the community, working with communities to raise their awareness on the benefits of women's participation and to some extent rights, and collaborating with institutions to build their capacities on GEWE, not only in terms of skills but also with respect to developing legislation, protocols and mechanisms to advance GEWE and enhance women's protection. In working on three different aspects of women's empowerment – political, economic and social - the SRILW Action was a complex intervention. While the three components of the programme were not designed as an integrated programme at the outset, with different components targeting different geographic areas and women, UN Women managed to create some linkages. Where it was able to do so, it maximized the benefit to targeted women and produced some efficiencies. Moving forward, UN Women and partners can leverage the learnings from the Action to ensure that linkages are built into multi-themed actions in the design phase. Important elements of sustainability and ownership have been integrated into the programme components. UN Women's strategy of supporting, strengthening and complementing the work of government and civil society partners, including the NCW with the WLPP and EAW components, SFD and Care with the WEE component, has ensured that some of the interventions are embedded in programming of national and civil society partners which may increase the likelihood that these activities will be continued. Support to the development of accountability mechanisms (WLPP, EAW), information systems, networks (WLPP), and legislation (EAW) are critical components to ensure that rights holders can continue to experience benefits post-action.

##### **2) Final Evaluation of Promoting Women's Employment by Creating Safe and Women-Friendly Workplaces Programme (Women's Employment Promotion Programme - WEPP), 2018**

The WEPP provided a 'door to a new world' and experience of working in the paid economy broke down many of the traditional views around women's role. The WEPP demonstrated the value of public-private partnership and the mobilization of multiple stakeholders. Working with UN Women, CARE and local CBOs allowed the businesses to tap into and capitalize on the experience, expertise and community connections of the different development actors contributing to project's strong relevance, effectiveness and efficiency.

A holistic approach that was both multi-pronged (focusing on knowledge, attitudes, practices and policies) and multi-level (targeting individual, institutional and community) was key to the effectiveness of the project, and mutually reinforcing. Targeting some of the key structural barriers that women faced to paid employment related to lack of women friendly work environments and gender norms which do not support women's work, ensured the project's relevance and effectiveness. The WEPP model has a large potential for scale-up and sustainability.

## **Regional**

### **3) Evaluation of UN Women Economic Opportunities work under LEAP/HA, 2018**

UN Women's added value is recognised as its holistic approach to women's economic empowerment by providing other services and awareness raising sessions such as complementing training with job placements. UN Women's engagement with the private sector to support economic opportunities for women from host, refugee, and IDP communities stands out. A strength of UN Women programming has been to include both refugees and host nationals as explicit beneficiaries in all programming efforts.

## Annex 2

### Mapping of programmes, projects and initiatives against the SP Impact areas

Impact Areas	Projects and Activities	
	Country based	Regional
<b>Women's Economic Empowerment</b>	<ol style="list-style-type: none"> <li>1. Women's empowerment for sustainable economic growth in Egypt- JP UNW and Global Affairs Canada</li> <li>2. Women's Financial and Economic Inclusion in Rural Egypt and newly added component of COVID 19 response</li> <li>3. Stimulating equal opportunities for women entrepreneurs" programme, in partnership with P&amp;G- focus on building an inclusive business environment for women, and supporting women entrepreneurs, especially small-scale suppliers, to access corporate value chains, including that of P&amp;G</li> <li>4. Innovative financing, including the recent successful issuance of a nationally sovereign Gender Bond ( with a focus on women's employability)</li> </ol>	<ol style="list-style-type: none"> <li>1. UNW-ILO joint programme on Promoting Productive Employment and Decent Work for Women in Egypt, (Jordan and Palestine)</li> <li>2. Women's Leadership, Empowerment, Access &amp; Protection in Crisis Response (<b>LEAP</b>)</li> </ol>
<b>Ending Violence Against Women</b>	<ol style="list-style-type: none"> <li>1. EVAW-USAID – UNFPA Joint Programme</li> <li>2. Safe Cities programme- Safe public spaces created for women and girls, who are empowered to access and use them.</li> <li>3. Reducing on-line and ICT-facilitated violence against women and girls: advancing peace and stability in the Arab States region</li> <li>4. AIShehab UNTF - 2019 project</li> </ol>	<ol style="list-style-type: none"> <li>1. Men &amp; Women for Gender Equality (MWGE)</li> </ol>
<b>Women, Peace and Security</b>	<ol style="list-style-type: none"> <li>1. Development of NAP 1325 and technical capacity building related to it.</li> </ol>	
<b>Governance and Leadership</b>	<ol style="list-style-type: none"> <li>1. Make Every Woman and Girl Count, FPI - Gender Statistics</li> </ol>	
<b>Coordination</b>	<ol style="list-style-type: none"> <li>1. Under the current UNPDF, UN Women, a rotating UN agency and the National Council for Women chair the Women's Results Group;</li> <li>2. UN Women and a rotating UN Agency chair the UN Gender Theme Group;</li> <li>3. UN Women and one to two rotating chairs from Development Partners chair the Development Partners sub-group on Gender (GAD).</li> <li>4. As the permanent lead agency under UNPDF Pillar 4/Women's Results Group, co-chaired with the National Council for Women, as well as the UN lead agency in gender mainstreaming in the SERP, the ECO has been leading the dialogue and the provision of technical expertise to ensure a) the timely adoption of the 2021-2022 Joint AWP under</li> </ol>	



	<p>UNPDF Pillar 4; b) increased monitoring of the gender-dimensions to the on-going SERP, within the UNPDF; c) provision of technical expertise in using UNCT accountability tools such as the UNCT SWOP and GEM analytics, as a means of leveraging greater investment on gender equality in the next UNPDF as well as improved division of labour as per the Common Chapter of the UN Women, UNFPA, UNDP and UNICEF Strategic Plans; and d) supporting UNCT engagement and consultation with national gender advocates' in all these processes.</p>	
<p><b>Normative Support</b></p>	<ol style="list-style-type: none"> <li>1. Policy Support Activities related to the four impact areas (WEE, EVAW, WPS, Governance and Leadership)</li> <li>2. Support to Beijing +20 and +25 national Review</li> <li>3. Support to CEDAW national and shadow reports</li> <li>4. leveraging Egypt's key role in regional and global inter-governmental processes</li> </ol>	

## Annex 3

### Stakeholder Mapping

#### 1. Government:

- National Commission of Women (NCW) as the main government counterpart
- Ministry of Social Solidarity (protection of women and girls)
- Ministry of Finance (gender-responsive budgeting, potential Gender Bond)
- Ministry of Planning (enhanced gender-responsive monitoring of the SDGs)
- Public Administration Reform (National Management Institute)
- Ministry of Trade and Industry and its Micro, Small and Medium Enterprise Development Agency (MSMEDA),
- The Central Bank of Egypt (financial inclusion and mobile banking)
  
- CAPMAS (gender statistics)

#### 2. CSOs and grass-root level organizations:

Care Egypt, Plan International, the Egyptian Center for Women's Rights (ECWR) - as partners for local implementation, knowledge generation and dissemination, and advocacy for normative advancements and accountability - will continue to be engaged, targeting accessing marginalized women in Egypt, especially in remote and rural areas.

3. **Academic and research institutions** such as American University in Cairo (AUC), Cairo University, Economic Research Forum, Alexandria University and Bibliotheca Alexandrina are critical influential partners on thought leadership, curriculum development, policy-informing research as well as implementation of anti-sexual harassment policies on university campuses.
4. **Partnership with private companies** (Procter & Gamble, Nestle, Jumia, banking and telecommunication sector), both as co-financing partners as well as key partners in advancing the Women's Empowerment Principles, tackling sexual harassment in public spaces, and advancing the emerging national dialogue on paid and unpaid care work and its impact on women's economic empowerment.
5. **IFIs**- collaboration at technical and advocacy level with IFIs to enhance partnerships around innovative financing for gender equality.
6. **Other UN agencies and multilateral institutions**-Complementing the efforts of other development partners such as: a) UNIDO regarding the integration of women in agriculture value chains; b) EBRD regarding the promotion of women entrepreneurship by improving women entrepreneurs' access to finance and know-how; and c) ILO regarding enhancing women's employability and increasing their access to financial (*inter alia* credit, savings, investments, mobile payments, insurance) and non-financial services (*inter alia* use of ICT, business development skills) to invest in economically viable projects. In partnership with UNFPA, strengthen the national GBV health services guidelines and effective GBV case management, with UNODC, enhance the capacity of the justice and policing systems on effective gender sensitive responses to violence against women, and with UNDP in supporting the family dispute settlement offices that provide mandatory mediation to cases related to family law.
7. **Partnerships with influential individuals** from the media, film, music, and arts scene to develop tools for ending sexual harassment.

## KEY REFERENCES

### UN Women Evaluation References

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women \(UNW/2020/5/Rev.1\)](#)
- [UN Women GERAAS evaluation quality assessment checklist](#)
- [UN Women Evaluation Consultant Agreement Form](#)
- [UN Women Guidance on Country Portfolio Evaluation](#)
- [UN Women Core Values and Competencies](#)
- UN Women Evaluation Handbook. At UN Women Independent Evaluation Office website: <http://genderevaluation.unwomen.org/en/evaluation---handbook>

### UNEG References

- [UNEG Norms and Standards for evaluation](#)
- [UNEG Ethical Guidelines and Code of Conduct](#)
- [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#)

### Other references

- [World Economic Forum – Global Gender Gap Report, 2020](#)
- ECO Annual Work Plans, Annual Report (narrative and financial)
- Prodocs: WPS, Safe Cities and MWGE
- Egypt United Nations Partnership Development Framework (UNPDF) 2018-2022
- [Egypt UN Women and COVID-19 Pandemic](#)
- [Achievements Report 2018 - Egypt Country Office](#)