

Terms of Reference

Mid-term Evaluation of Promoting Productive Employment and Decent Work for Women in Egypt, Jordan and Palestine: Joint Programme, International Labour Organization (ILO) and UN Entity for Gender Equality and the Empowerment of Women (UN Women)

1. Background and context

Empowering women in the economy and closing the gender gaps at work are central to the 2030 Agenda for Sustainable Development committing to leaving no one behind. This is particularly reflected in SDG Goal 5, to achieve gender equality, and Goal 8, to promote full and productive employment and decent work for all; and reflects accordingly in other SDGs.

Moreover, The Convention on the Elimination of all Forms of Discriminations Against Women (CEDAW), the Beijing Declaration and Platform for Action (1995), relevant outcomes of the Commission on the Status of Women (CSW), such as the resolution on women's economic empowerment (resolution 54/4, in 2010) and the ILO Conventions such as the Equal Remuneration Convention, No. 100, 1951, the Discrimination (Employment and Occupation) Convention, No. 111, 1958 provides the necessary normative framework for strengthening women's right to work without discrimination, and Violence and Harassment Convention No. 190, 2019.

In addition to that, ensuring equal access to decent work is one of the cornerstones of ILO and UN Women's work. This is evidenced by UN Women's strategic plan, under Impact Area 2: "Women, especially the poorest and most excluded, are economically empowered and benefit from development," and in ILO's Centenary Initiative on Women at Work. Women's lack of access to decent employment opportunities is one of the main drivers of their marginalization, high predisposition to poverty and overall economic exclusion.

2. Regional Overview

Difficult political transitions, security challenges, declining oil prices, protracted regional conflicts and the COVID-19 pandemic continue to weigh on the economic prospects of the MENA region. Economic growth in the Arab States has been slower than the world average and, despite having achieved near equal rates of primary school enrolment and a dramatic drop in illiteracy rates for both women and men, the region has struggled to translate this into participation in all aspects of political, social, and economic life, particularly for women. The World Economic Forum (WEF) Global Gender Gap Report of 2020 ranks the region last globally in the overall index and second-to-last, ahead of only South Asia, on Economic Participation.

The region continues to have the world's lowest female labour force participation rates, estimated at 18 percent in 2020 compared to 77.7 percent for men (ILOSTAT, 2020), and Arab women perform on average 4.7 times more unpaid care work than men, the highest ratio in the world (UN Women, 2020). As a result of the COVID-19 socioeconomic crisis, Arab women stand to lose over 700,000 jobs particularly in the informal sector where they constitute 61.8 percent of workers.¹ Further systemic progress in several interconnected areas is needed to increase the economic

¹Policy Brief: The Impact of COVID-19 on the Arab Region An Opportunity to Build Back Better JULY 2020

participation of women. This includes improvements required in the legal and regulatory frameworks, enhanced access to skills development, recognition, reduction and redistribution of unpaid care work (reduce the high actual as well as opportunity cost of child and elderly care, and household chores), improved access to decent working conditions, ensuring social security coverage (maternity and pension), enhancing access to resources (land, property, finances), gender-responsive COVID-19 response policies and programmes, to mention a few.

3. Programme Overview

It is against this background that UN Women and ILO are implementing a four-year (2019 -2022), multi-country Joint Programme (JP) to promote decent employment opportunities for women in Egypt, Jordan, and Palestine by addressing the structural causes of inequalities that women face in the region. The JP aims to address the underlying, structural causes of inequalities that hinder women from entering and progressing in the workplace on an equal footing to men. The three countries were selected based on the ongoing work of both agencies in the region, government commitments towards gender equality, and civil society engagement. While the programme aims to tackle common issues across countries, it does so by taking into consideration country context specificities.

The JP contributes to SDG 5, particularly target 5.4 to ‘recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate’, and SDG 8, specifically target 8.5 to ‘full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value’ and target 8.8 to ‘protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment’.

UN Women and ILO as partners bring distinct comparative advantages to the programme: both agencies have a strong history of promoting gender equality and women’s economic empowerment in the region, and both have offices in all three countries. UN Women brings its global leadership for gender equality and women’s empowerment; its role as UN coordinator on gender equality and women’s empowerment; and its strategic relationships with government institutions and civil society organizations, in particular the women’s rights movement and the private sector through the Women’s Empowerment Principles (WEPs)². ILO has an explicit mandate to promote decent work for all women and men through international labour standards, promote social justice including gender equality in the world of work and has unique tripartite structure, bringing governments and employers’ and workers’ organizations together.

² The Women’s Empowerment Principles are the product of collaboration between [UN Women](#) and the [UN Global Compact](#). The Women’s Empowerment Principles (WEPs) are a set of Principles offering guidance to business on how to promote gender equality and women’s empowerment in the workplace, marketplace and community. Established by UN Global Compact and UN Women, the WEPs are informed by international labour and human rights standards and grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality and women’s empowerment. <https://www.weeps.org/about>

The programme contributes to the outcomes of the:

- Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW),
- the Beijing Declaration and Platform for Action;
- ILO Equal Remuneration Convention, 1951, (No. 100);
- ILO Discrimination (Employment and Occupation) Convention, 1958, (No. 111),
- ILO Violence and Harassment Convention, 2019 (No. 190); and
- National development plans (Sustainable Development Strategy: Egypt Vision 2030 and the National Strategy for the Empowerment of Egyptian Women 2030 of NCW, Jordan 2025 – A National Vision and Strategy, and the Palestinian National Policy Agenda 2017-2022). For Alignment of the Joint Programme with National Strategies please see Annex I, JP inception report (P17-21).

4. Programme Goal

The multi-country programme seeks to address barriers through a comprehensive approach that works both at the macro, meso and micro levels, aiming to enhance productive employment and decent work for women in the region by promoting equitable laws and policies, engaging public, private and community actors, and reducing the uneven burden of unpaid care work.

The programme is locally adapted by programme partners and builds on global strategies and lessons learned. These lessons include:

- a. Improving legal frameworks and fostering a gender-responsive policy environment is essential to accelerating women's economic empowerment. Advocacy for equitable legislation and policies that are family-friendly and gender responsive, both at the government and corporate levels, has proven to be successful strategy for enabling equal participation of women in the workforce;
- b. Promoting adequate employment conditions for women is a win-win situation for employers and employees alike, bringing benefits to businesses, women, men, and communities; and
- c. Engagement at the community, government, and corporate levels is key to promoting a better understanding of the importance of women's economic empowerment at home and at work. This entails the engagement of gatekeepers – traditional and religious leaders, as well as men and boys – in the dialogue on pre-existing gender stereotypes regarding women's roles and careers.

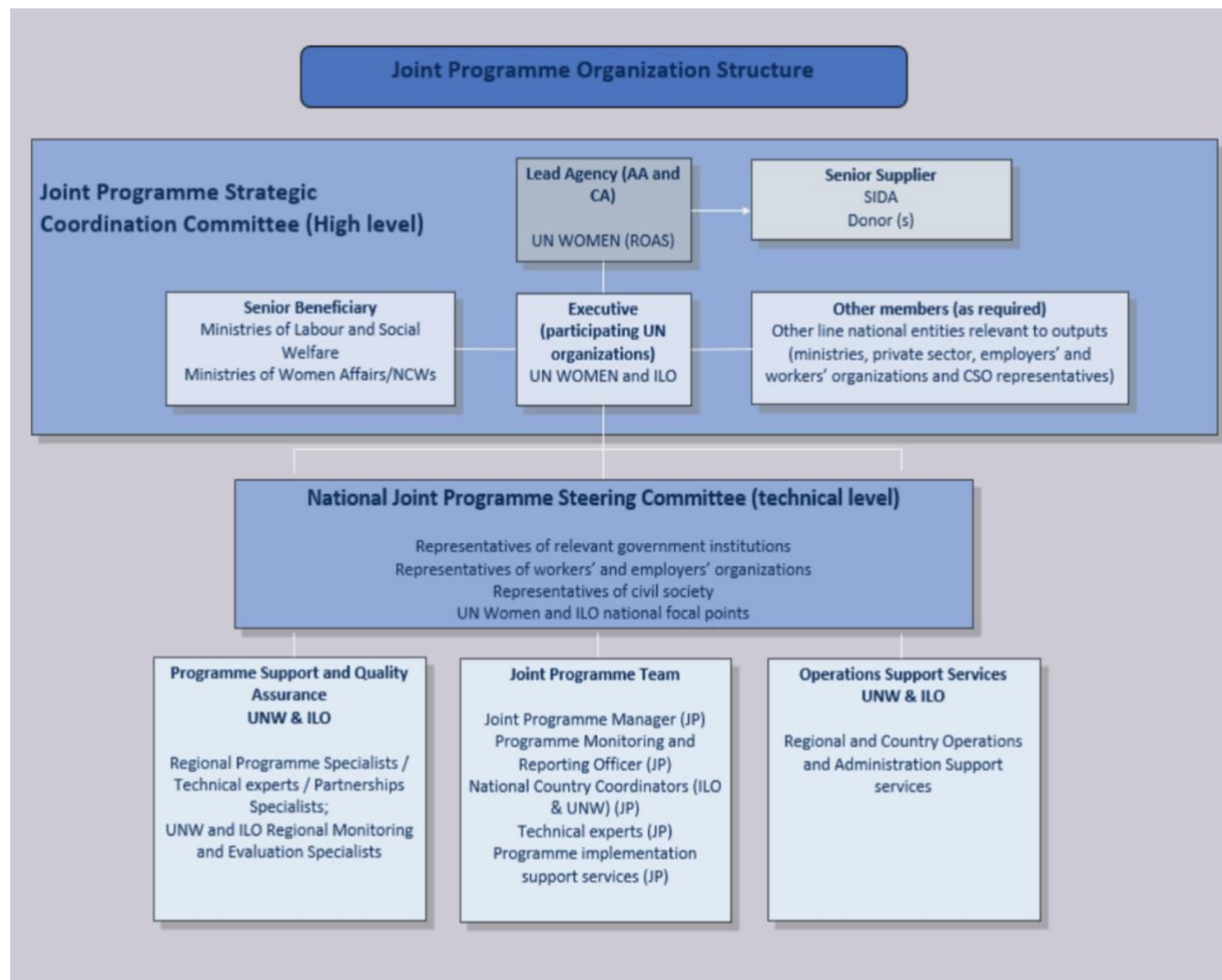
5. Duration of the programme and budget

JP is a 48-month long programme, running from Jan 2019 - Dec 2022. The total budget of the JP is 13.1 million USD, of which 10.5 million USD is funded by the Swedish International Development Cooperation Agency (Sida). Resource mobilisation effort for the remaining 2.6 million USD is underway.

6. Programme management and implementation arrangements

The JP is governed by the UNDG Guidance on Joint Programming and proceeds according to the pass-through modality. UN Women acts as both the Administrative Agent (AA) and the Convening Agent (CA).

The organization structure is outlined here below:



Overall guidance and coordination of the programme rests with the Joint Programme Strategic Coordination Committee (JPSCC), which meets once a year and is responsible for strategic guidance and coordination with regional impact. The JPSCC also receives and discusses annual reports and receives and reviews programme evaluations. In addition to the regional-level JPSCC, there are National Joint Programme Steering Committees (NJPSC) which meets twice a year and are responsible for programming issues at the national level. For JPSCC and NJPSC ToR, refer to Annex I, JP inception report.

The program is managed by the Joint Programme Manager (JPM) based in Cairo's UN Women Regional Office responsible for the technical and financial oversight of the programmes and for coordinating activities across the three countries.

In each of three countries (Egypt, Jordan and Palestine), a Coordination Focal Point is responsible for the overall coordination and guidance of the programme at the national level. Given UN Women's role as both the AA and CA, the Coordination Focal Points are national officers of UN Women. The country Coordination Focal Points, and the ILO programme coordinator at national level report in technical aspects to the JPM. There is also a regional focal point from ILO. The JPM is responsible for knowledge sharing across the region so that countries can learn from each other's experiences. The JPM seeks advice and guidance from technical specialists within the Arab States Regional offices of ILO and UN Women and ensures that the JP is fully integrated into the work of both agencies in the three countries. The JP team is supported by a Programme Monitoring and Reporting Officer for planning and reporting activities based in the UN Women ROAS in Cairo.

7. Project target groups and key stakeholders

The Programme intends to primarily reach out to and support women facing the biggest barriers to enter the labour market. It works towards creating an enabling environment by enhancing legal frameworks and service provision from the government entities; working with private sector to promote gender equality and women's empowerment; and challenging discriminatory norms and barriers through increased dialogue and awareness raising on the benefit of women's equal participation and contribution to all spheres of life. In line with the 2030 Agenda, the programme in all three components targets the most disadvantaged women and men to contribute to the efforts of development partners to 'leaving no one behind'.

The key stakeholders in the programme are the governments, the private sector, workers' and employers' organizations, and civil society organisations (CSOs). The programme works with leading regional actors, including the United Nations Economic and Social Commission for Western Asia (UNESCWA), specialized UN agencies such as, UNDP, national and regional financial institutions, regional and multilateral development banks, regional economic institutions, academia, regional civil society organizations, feminist economists, women and men parliamentarians, as well as advocacy groups for the regional component. For a comprehensive stakeholder map, refer to Annex II.

8. Theory of change or intervention logic

The programme Theory of Change is:

If (1) Gender-responsive labour laws and related policies are in place and are effective;
if (2) A gender responsive private sector that attracts, retains and promotes women in decent work;
and
if (3) Gender stereotypes of unpaid care and women's work are addressed;
then (4) decent work and income generating opportunities for women will be promoted;
because (5) the barriers to women's entry to and retention in decent work will be addressed including unpaid care.

Based on the proposed goal and theory of change, the programme has three outcomes and twelve associated outputs as described in the table below:

<p style="text-align: center;">Outcome 1</p> <p>Gender responsive labour laws and related policies in place and are effective</p> <p>Indicators <i>% change in laws and policies in favour of women decent employment;</i> <i>% change in resource allocations for gender responsive policies</i></p>	<p style="text-align: center;">Outcome 2</p> <p>A gender responsive private sector that attracts, retains and promotes women is supported</p> <p>Indicators <i>% increase of women on boards and in managerial positions;</i> <i>% change in gender parity in staffing (disaggregated by level)</i> <i>% increase in women returning to work after first and second child</i></p>	<p style="text-align: center;">Outcome 3</p> <p>Gender stereotypes about women and men's responsibilities concerning unpaid care and household work are challenged</p> <p>Indicator <i>% change in men (and women) perception on importance of women's work and of equal sharing of domestic work and unpaid care</i></p>
Associated Outputs		
<p>1.1 Labour law reforms and related policies are promoted to reflect gender equality and decent work concerns (ILO technically led)</p>	<p>2.1 Corporate leadership in favour of promoting women employees is increased (UN Women technically led)</p>	<p>3.1. Engagement at community, government and corporate level to promote the value of women's work and equal and collective sharing of unpaid care and household work (UN Women technically led)</p>
<p>1.2. Capacity of civil society to engage in dialogue with governments on mainstreaming gender equality into labour laws and related policies and demand accountability is strengthened (UN Women technically led)</p>	<p>2.2. Review and reform of corporate policies in favour of gender equality (equal access, equal pay, flexible working hours, duration of maternity, paternity and parental leave and coverage, provision of childcare solutions...) (ILO technically led)</p>	<p>3.2 Engagement at community, government and corporate level to encourage women to enter all different occupations, provided that jobs are decent and eliminate horizontal and vertical occupational segregation (UN Women technically led)</p>
<p>1.3. Relevant national authorities have strengthened capacities to translate legislative and policy frameworks into practice through gender sensitive financial planning (UN Women technically led)</p>	<p>2.3. Employers' and workers' organisations capacity in promoting gender equality and women's right at work in the private sector is strengthened (ILO technically led)</p>	
	<p>2.4. Corporate investment in training and professional development of women employees and gender equality is promoted (UN Women technically led)</p>	
	<p>2.5. Private sector and government invest in child-care facilities and work/life balance provisions in the workplace (ILO technically led)</p>	
	<p>2.6. Private sector adopts code of conducts on violence at work in line with forthcoming international labour standards (ILO technically led)</p>	
	<p>2.7. Women's representation and voice are included in social dialogue processes at sectoral and enterprise levels (ILO technically led)</p>	
Key Assumptions		
<p>Political will and commitment to international labour standards and to gender budgeting are in place as well as supportive social norms to gender equality in the workplace</p>	<p>Corporations and social partners are committed to implementation of the Women's Empowerment Principles and international labour rights;</p> <p>Social norms that favour gender equality & work-life balance in the workplace and take into consideration unpaid care work;</p>	<p>Greater dialogue at community, government and corporate levels can address negative social norms and attitudes;</p> <p>changes in attitudes will result in changes in behaviour</p>

	practicing social dialogue can facilitate women's voice and fulfilment of their rights, including fair wages.	
Risks & Barriers		
<ol style="list-style-type: none"> 1. Enforcement of non-discriminatory laws is challenging; 2. Raising adequate resources to finance labour and family friendly policies takes time; 3. Lack of a pool of qualified women; 4. Persistence of patriarchal values in laws, policies and attitudes 	<ol style="list-style-type: none"> 1. 'Unwritten rules and practices' make it challenging for women to succeed at top management; 2. Child care and domestic work limit the time that women have available to be able to move up the corporate ladder 	Gender stereotypes may be entrenched in some societies and very hard to change.

9. Key programmatic interventions

The JP carries out the following key interventions in association with its primary stakeholders:

Governments	Private Sector, Employers' and workers' organizations	Civil society organisations (CSOs)
<ol style="list-style-type: none"> a. Reinforcing of labour market institutions and policies, guided by adherence to key gender equality conventions, in particular CEDAW and ILO Conventions 100 and 111 on equal remuneration for work of equal value and discrimination in employment. b. Supporting social protection policies and frameworks that expand access to services, social protection, education and healthcare. c. Engaging with the tripartite constituents to identify bottlenecks and suggest amendments to labour, social security and other related laws, d. Enhancing gender responsive budgeting, financial planning and monitoring of results from a gender perspective e. Engaging in closer and more constructive dialogue with the private sector and CSOs 	<ol style="list-style-type: none"> a. Utilizing the WEPs Gender Gap Analysis tool and the Participatory Gender Audit tool to conduct assessment of corporate policies and practices from a gender perspective. Investing in promotion of women's leadership in the world of business and adopting gender-responsive practices in the private sector. b. Identifying opportunities for employment of women where representation is low. c. Advancing the capacities of employers' and workers' organisations in promoting gender equality and women's rights at work in the private sector; d. Encouraging corporate training in developing the capacities & skills of women, particularly in non-traditional sectors and occupations 	<ol style="list-style-type: none"> a. Enhancing the capacity of selected CSOs that work explicitly on women's rights and economic empowerment through provision of training to be stronger advocates for policy change, engaging in public dialogue and mobilizing the community to seek accountability for implementation of laws, policies and programmes; b. Encouraging and facilitating the involvement of CSOs in and revision of laws and policies foreseen under the JP c. Encouraging and facilitating the engagement of CSOs in dialogue with the government and private sector to advance gender equality through platforms such as the Union of Mediterranean etc. d. Developing knowledge products and generation of evidence in support of the socio-economic benefit of gender equality and decent work for women for families, communities and countries.

	<p>e. Encouraging the private sector to invest in child-care facilities</p> <p>f. Promoting the inclusion of women in social dialogue</p>	
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For the implementation status of the programme, Key Challenges, Lessons Learned and Programmatic Adjustments, refer to Annex III.

10. Other relevant evaluations

Following ongoing evaluations can be a source of good secondary data for the JP mid-term evaluation. Due to overlapping timelines with the JP evaluation, all efforts will be made to draw upon these evaluations:

- a) End-term evaluation of UN Women- ILO Joint Project: “Promoting Women’s Equal Access to Economic Opportunities and Decent Work in Palestine”- to be carried out between March 2021 and August 2021;
- b) UN Women Egypt Country Portfolio Evaluation (CPE)- April 2021- November 2021; and
- c) End-term evaluation of UN Women, Men and Women for Gender Equality (MWGE) Programme- April 2021- 31 December 2021

11. Evaluation purpose and objectives

This is a planned mid-term evaluation as per the Joint Programme agreement. The purpose of this mid-term evaluation is twofold- a) accountability, to assess the overall performance of the programme and achievement against the planned results; b) learning, by studying the nature and processes of interventions to determine which strategies and elements are working well and in which context for replicating or scaling-up the successful interventions and innovations. Learning will also be focused on identifying what is not working so well and why in order to guide the JP’s mid-course correction and future programming to ensure that the programmatic results are met. At the same time, it will contribute towards building a body of evidence in the area of women’s economic empowerment and decent work for the national stakeholders, other UN organisations and sector players.

Therefore, the evaluation is primarily formative in nature but will include summative elements within the scope.

Specifically, the objectives of this evaluation are to:

- i) Analyze the **relevance** of the programme objectives, intervention logic, strategy and approach at the national and regional level as well as UN Women and ILO’s collaborative comparative advantage/added value in this area;
- ii) Assess the programme **effectiveness** in achieving the planned programme outputs and outcomes; including unexpected results and factors affecting programme implementation and results (positively and negatively);

- iii) Assess the joint programme management **efficiency**, partnerships, governance and coordination mechanisms including the regional-level Joint Programme Strategic Coordination Committee (JPSCC) and the National Joint Programme Steering Committees (NJPSC) in progressing towards the achievement of the programme results;
- iv) Review the strategies and mechanisms for outcomes' **sustainability** in the target countries as well as at the regional level;
- v) Assess the extent to which the programme is informed of **gender and human rights-based approach** and is contributing towards gender transformative changes to advance and sustain GEWE;
- vi) Assess the **coherence** of the Joint programme with other interventions at the country and regional level- complementarity, co-ordination and harmonisation with others sector players, institutions and programmes to add value while avoiding duplication of effort;
- vii) Identify and document **lessons learned, good practices and innovations**, success stories and challenges within the programme, to inform future work; and
- viii) Provide **strategic recommendations** for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.

12. Use and users of the evaluation

This is a mid-term evaluation and the findings will be used for accountability and learning purposes to inform future programmatic decisions, including any course corrections and organizational learning.

Targeted users of the evaluation: The targeted users of the evaluation are UN Women and ILO Senior Management at regional and country level, the JPSCC and NJPSC, JP programme staff, current and potential donors and key partners and stakeholders (government partners, CSOs, Trade Unions, Private sector players, UN organisations and other regional actors).

13. Evaluation Scope and limitations

The evaluation shall cover the programme period from January 2019 – June 2021 and cover all aspects of the programme's implementation. It will include three countries where activities are being implemented: Egypt, Palestine and Jordan. It will also include the regional initiatives taking place at the Arab States Regional level. The evaluation will be conducted between May 2021 and December 2021. Impact assessment will not be included in the scope as this is mid-term evaluation, however, any evident and emerging causal pathways to impact will be documented.

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.

14. Evaluation criteria, questions and methodology

Evaluation criteria:

The evaluation will use the OECD/DAC evaluation criteria, including relevance, effectiveness, efficiency, coherence and sustainability and will answer evaluation questions related to these

criteria. The evaluation will follow and apply UNEG gender equality - related [Norms and Standards](#) for evaluation, and [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#) during all phases of the evaluation. Therefore, gender and human rights dimensions will be considered as standalone criterion as well as under each evaluation criteria. In addition, the communication and knowledge management aspects of the programme will also be covered in the evaluation.

Furthermore, the evaluation is to be conducted in line with the [UNEG Code of Conduct for Evaluations in the UN System](#), UN Women evaluation guidelines on [“How To Manage Gender-Responsive Evaluation” handbook](#) and [Pocket tool for managing gender responsive evaluation during Covid 19](#). The evaluation will be required to adhere to the UN Women [GERAAS evaluation report quality checklist](#).

At the inception stage, the evaluation team is expected to develop an evaluation matrix summarizing key questions, indicators, sources of information and methodology to guide the analysis and triangulation. Final evaluation matrix will be validated by the evaluation task managers and the evaluation reference group (see section 18 for evaluation management and quality assurance).

The evaluation will seek to answer the following key questions. These will be fine-tuned during the inception phase of the evaluation:

Relevance

- How relevant and evidence-informed is the programme intervention logic and Theory of Change (ToC) to promote productive employment and decent work for women by addressing the structural causes of inequalities that women face? To what extent are the ToC's underlying assumptions still valid?
- To what extent do the intervention strategies and activities respond to the regional and country contexts and specific needs/priorities at the macro, meso and micro level? How is the programme prioritizing and focusing on the needs and rights of the most vulnerable groups and individuals?
- Has the programme been able to leverage the ILO and UN Women contributions, through their respective comparative advantages? Is the value addition of both the agencies well understood and recognized among the regional and national stakeholders, including other UN Partner agencies?
- To what extent did the programme adapt to the emerging crises across the region and continued to be fit for purpose?

Effectiveness

- What progress has been made towards achieving the JP planned programme outputs and outcomes; including unexpected results and factors affecting programme implementation and results (positively and negatively).
- What were the main contributors towards achieving the outcomes, and what were the main challenges that hindered the achievement of the planned results?
- Is the programme realistic (in terms of expected outputs, outcome and impact) given the time and resources available?

- How effective has been the programme in achieving results given the impact of the COVID-19 pandemic? Were the adaptations and adjustments undertaken by the programme to respond to the COVID-19 context adequate in order to achieve the expected results?

Efficiency

- Is the Joint programme modality and regional oversight and management successfully leveraging the combined effects of the multi-country programme?
- To what extent is the management and governance structure facilitating strategic engagement with the key stakeholders, partners and donors to achieve programme goals and objectives in a cost effective and efficient manner?
- Have the human and financial resources been optimally deployed and used to achieve the results?
- Is the monitoring and evaluation system results-based and facilitate adaptive management?
- Have the strategic partnerships been optimally developed and utilized to contribute towards the programme results and for gaining economies of scale?
- How successful has the programme been in its resource mobilization efforts to fill the funding gap?
- How effective are the risk management strategies and arrangements of the programme?

Gender and Human Rights

- How has the programme addressed/ is addressing the underlying structural causes of inequalities that women face in the region towards productive employment and decent work and to what extent is it working towards sustainable transformative changes?

Sustainability

- What level of influence is the programme having and will continue to have to sustain a gender-responsive policy environment and practice for productive employment and decent work at regional and national levels?
- What indications are there that the outcomes will be sustained, e.g., through requisite capacities, systems, structures, financing, community of practices etc.? Will the relevant activities continue in the same or modified format after funding is reduced or is withdrawn?
- Does the project have and implements an exit strategy?

Coherence

- Assess the coherence of the JP with other interventions at the country and regional level-complementarity, co-ordination and harmonization with others sector players, institutions and programmes to add value while avoiding duplication of effort.

Communications, learning and knowledge management

- How effective are the learning and knowledge management strategy and practices? To what extent do they support promotion of cross- country, cross-regional learning?
- Which programme innovations are working well and can be scaled-up or replicated?
- Has the knowledge sharing and communication strategy been effective in raising the profile of the programme within the country and among the cooperating partners?
- To what extent do the data, evidence and lessons systematically feed into learning and programmatic decision making?
- What are the key lessons and recommendations that should inform the future course of the programme?

15. Evaluation design and Methodology

The mid-term evaluation will adapt a Theory-Based³, utilisation-focussed evaluation⁴, based on participation and involvement of relevant stakeholders and partners in the countries throughout the evaluation process. The evaluation will be based on UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation and adhere to the United Nations Evaluation Group (UNEG) Norms and Standards and Ethical Code of Conduct.

The evaluation will apply a feminist approach⁵ to examine issues of power and to understand and evaluate whether and how the programme has contributed or led to changes in the root causes of gender inequalities and power structures. It will be applying relevant gender-analytical frameworks such as the Gender and Work framework⁶ to assess how gender discriminations and inequalities created, maintained, and reproduced in institutions (i.e., the household, community, market, and states) are being transformed through the programme. Gender Results Effectiveness Scale⁷ may also 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 power structures and the roots of gender inequalities and discrimination.

The programme uses a diverse range of means of implementation/interventions to achieve the programme results and accordingly, the evaluation will be using a range of methods and tools to address the evaluation questions as suggested below:

- a) Contribution analysis and robustness of the Theory of Change will be used to assess the overall contribution of the programme towards the programme outcomes. The existing or reconstructed programme Theory of Change and results chain will be used to gain an understanding of the conditions that affect results; identify those strategies that are effective; collect information that helped adaptation or lack thereof; and should the desired results not

³ Theory-based approaches to evaluation use an explicit theory of change to draw conclusions about whether and how an intervention contributed to observed results. For more information, refer to [Government of Canada: Theory-based Approaches to Evaluation: Concepts and Practices](#), 2012

⁴ Utilization-focused evaluation has a strong focus on participation of intended users of the evaluation throughout the evaluation process to promote the use by intended users. For more information, refer to [Good practices in gender-responsive evaluations - UN Women](#), 2020

⁵ Feminist approach to evaluation assesses the gender inequities that lead to social injustice and examines opportunities for reversing gender inequities. For more information, refer to [Beginning the Conversation](#), New Directions for Evaluation, 2002

⁶ <https://genderatwork.org/analytical-framework/>

⁷ [Evaluation of UNDP's Contribution to Gender Equality and Women's Empowerment \(2008–2013\)](#)

materialize, to ascertain whether this was because of programme design, implementation or external factors beyond the control of the programme.

- b) Evaluate the Policy advocacy and normative work using relevant methods such as the Bellwether method, Intense Period Debriefs, Policymaker Ratings, Outcome mapping, System Mapping, Process Tracing etc.
- c) Established methods for evaluating training and capacity building initiatives such as the Pact's Capacity Development Evaluation framework⁸ and Kirkpatrick model⁹.

The specific choice of evaluation methods will be detailed out in the inception report.

The evaluation will apply a mixed-method and will use a wide stream of multiple quantitative and qualitative data collection and analysis methods, which include a combination of portfolio analysis, desk-based review, a series of online interviews, focused group discussions and survey with relevant stakeholders, target groups and individuals and coordinators of the programme. It will use triangulation to validate various sources of information.

Methodological rigor and report quality will be ensured through the Evaluation governance and quality assurance structure- see section 18 for details.

The evaluation design will have to take into consideration the challenges presented by the COVID 19 situation and shall be guided by the UN Women [Pocket tool for managing gender responsive evaluation during Covid 19](#). Remote data collection will be the operating modality for the evaluation unless the pandemic situation improves and allows for field visits and in-person data collection.

The report will include dedicated chapters for the three targeted countries and a regional chapter capturing the overall performance, learning as well as management and governance arrangement of the JP.

16. Evaluation team, governance structure and quality assurance

The evaluation will follow a consultative, inclusive and participatory process and will include a threefold management structure consisting of an Evaluation Steering Committee (ESC), an Evaluation Management Group (EMG) and Evaluation Reference Group (ERG)- described below.

The evaluation will be led by the UN Women Regional Evaluation Specialist (RES) of the UN Women Arab States Regional Office (ROAS) and the team members will include a senior evaluator to support the evaluation lead in designing and delivering the evaluation products; three national evaluators to provide key contextual knowledge and support in-country data collection and analysis; a research assistant for supporting overall data collection, analysis, report and presentation preparation.

⁸ [PACT capacity development](#)

⁹ [Kirkpatrick's Four-Level Training Evaluation Model](#)

The RES is a member of the UN Women Independent Evaluation Service (IES) of the Independent Evaluation and Audit Services (IEAS) and will ensure the greatest degree of independence during the entire evaluation process. As a team leader, the RES will be responsible for the overall management of the process, including the recruitment of the external evaluation team members, oversight of data collection process and quality assurance of the evaluation deliverables.

The threefold evaluation governance and management structure-

Evaluation Management Group (EMG) will be responsible for supporting the evaluation team in the conduct of the evaluation such as by facilitating access to programme documents, coordinating field missions for data collection and quality assurance of the evaluation deliverables. The regional and national M&E programme personnel will be a part of this group.

Evaluation Reference Group (ERG) will be responsible for facilitating the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness about different information needs, maintaining quality assurance throughout the process and disseminating the evaluation results. The ERG will include key national stakeholders from government, employers' and workers' organizations, civil society organizations, donor partners, key programme staff members (Regional Programme Manager, national coordinators from the countries of implementation), UN Women and ILO thematic experts, and relevant regional/national programme partners.

Evaluation Steering Committee (ESC) will be the key responsible body for developing a Management Response (MR) to address the recommendations included in the evaluation report. The ESC will be chaired by the UN Women Regional Director, ROAS, in the function of the joint programme Administrative Agent and Convening Agency, and will include the UN Women Deputy Regional Director, ROAS, the ILO Regional Director/Deputy Regional Director, ROAS, and the UN Women and ILO country representatives (or their alternates) from the countries of implementation.

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

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 report and associated products;
2. Peer Review for methodological guidance and feedback: 1-2 IES staff will be engaged as peer reviewers of the evaluation.
3. The Evaluation Report will be quality assured following the UN Women Evaluation Global Evaluation Reports Assessment and Analysis System (GERAAS)¹⁰.

¹⁰ UN Women Evaluation Global Evaluation Reports Assessment and Analysis System (GERAAS)

17. Phases of the evaluation process

The evaluation process will include the following stages:

- 1) **Preparation:** gathering and analysing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the evaluation governance structure and selection of evaluation team.
- 2) **Inception:** consultations between the evaluation team and the EMG, inception meetings with the ERG and ESC, programme portfolio review, light evaluability assessment and scoping exercise, finalization of stakeholder mapping, review of the result logics, analysis of information relevant to the initiative, finalization of evaluation methodology and preparation and validation of inception report.
- 3) **Data collection and analysis:** in-depth desk research, in-depth review of the programme documents and monitoring frameworks, in-depth online interviews and FGDs, staff and partner survey/s. Data collection will be conducted in Egypt (including with the regional stakeholders), Palestine, and Jordan in coordination with UN Women and ILO staff in the regional and country offices and key relevant stakeholders in the implementation of the programme. Remote data collection will be the preferred modality of data collection unless the Pandemic situation improves, allowing for field visits and in-person data collection.
- 4) **Analysis, validation and synthesis stage:** analysis of data and interpretation of findings and drafting and validation of the evaluation report and other communication/knowledge products.
- 5) **Dissemination and follow-up:** dissemination of the evaluation findings for knowledge and learning such as through virtual webinars will be carried during this phase. A Management Response to the evaluation recommendations will be issued by the ESC within 6 weeks after the final approval of the evaluation report to ensure accountability towards the evaluation recommendations and to facilitate time-bound follow-up actions towards the same. The final evaluation report along with the management response will be published on the evaluation portals of both the agencies- [UN Women GATE](#) and [ILO evaluation reports](#).

18. Expected deliverables and timeframe

The evaluation process will run from May to December 2021, inclusive of the preparation phase. The evaluation team is responsible for the following deliverables:

- **Draft Inception report:** The evaluation team will present a refined scope, a detailed outline of the evaluation design and methodology with evaluation matrix, stakeholder mapping and stakeholder selection for data gathering, a sampling strategy for more in-depth analysis of various aspects of the performance of the programme as well as a strategy for collecting, analysing and aggregating different sources of data. The report will include an evaluation matrix¹¹, detailed work plan with finalization of the schedule for country visits and stakeholder interviews (see UNEG Guidelines on inception reports)¹².

¹¹ [Tool 8. Evaluation matrix template](#)

¹² [UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports](#)

- **Final inception report:** addressing comments and feedback from the EMG, ERG and the IEAS.
- **Presentation of preliminary findings** to Regional Joint Programme Strategic Coordination Committee (JPSCC), National Joint Programme Steering Committees (NJPSC) and ERG members: A PowerPoint presentation detailing the emerging findings of the evaluation will be presented for validation and feedback. The evaluation team will incorporate the feedback received into the draft report.
- **Draft evaluation report:** first draft report covering the evaluation background, methodology, limitations, as well as three country chapters and a regional chapter with findings, conclusions, lessons learned and recommendations following the UN Women Evaluation Global Evaluation Reports Assessment and Analysis System (GERAAS) guidelines. This will be reviewed by the EMG, ERG and IEAS.
- **Final evaluation report:** The final report addressing comments and feedback from the EMG, ERG and the IEAS. The report length will be maximum 65 pages, including three country chapters (approx. 15 pages/ country chapter), and a regional chapter (approx. 15 pages). In addition, the report will include a concise Executive Summary and annexes detailing the methodological approach/analytical products developed during the course of the evaluation.
- **Evaluation communication products:** A PowerPoint/Prezi presentation of the final key evaluation findings and recommendations, and a 2-pager/infographics on the final key findings, lessons learned and recommendations.

All products such as inception, draft and final reports will developed in English and validated by the ERG. The evaluation team will maintain an audit trail¹³ of the comments received and provide a response on how the comments were addressed in the final inception report. The final evaluation report will be approved by the ESC. The final English report will be translated into Arabic.

Evaluation timeframe¹⁴

The evaluation team will be expected to complete the following tasks within the indicative timeframe:

Tasks/deliverables	Expected delivery date
Inception phase	
Desk review of background documentation	June 2021
Inception meeting with ERG and EMG	June 2021
Inception report	End of June 2021
Data collection phase¹⁵	
Additional documents review, (online) interviews and FGDs for data collection	July-August 2021
Analysis and reporting phase	

¹³ [Tool 7. Evaluation product comment template](#)

¹⁴ Indicative and will be finalised during the inception phase

¹⁵ As part of the inception phase, a more detailed evaluation timeline will be charted out by the evaluation team for the countries to be visited as part of onsite data collection in consultation with the EMG and Programme staff.

Presentation of emerging findings to the high-level regional strategic coordination committee and national coordination committees and other ERG members	End of September 2021
Draft report	October 2021
Final report	November 2021
Final dissemination of the evaluation, 2-page evaluation Brief with infographics, and evaluation communication products (PPT)	By December 2021

19. Evaluation team qualification and requirements

International evaluation Consultant

Total number of days: 45 days spread across June to December 2021

The International Consultant must possess the following qualifications:

Education:

- At least a master's degree in international development, gender/women studies, social sciences, public policy or related field

Experience:

- At least 10-years proven experience in conducting gender-responsive evaluations of women's economic empowerment and decent work programmes/interventions specifically related to the focus of the JP- Gender and Decent work, gender responsive labour laws and related policies, its operationalisation, gender-responsive budgeting and/or gender responsive Private sector and/or gender roles and unpaid care;
- A strong record in designing and leading evaluations and proven experience in using Theory of change evaluation approach, evaluating normative, policy, advocacy work and experience in participative evaluation techniques;
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods and use of data analytical software such as Nvivo;
- Knowledge of ILO's roles and mandate and its tripartite structure, role of UN Women and its programming, coordination and normative roles at the regional and country level as well as familiarity with The Women's Empowerment Principles¹⁶ is highly desirable;
- Past experience of conducting evaluations for UN agencies is highly desirable;
- Country or regional experience in the Arab States region will be considered a strong asset;
- Excellent analytical, facilitation, communications and writing skills;
- Proven ability to interact with a wide range of stakeholders; and
- Process management skills, including facilitation presentations and communication skills.

Language:

- Language proficiency in English
- Knowledge of Arabic and French would be an advantage.

Duties and responsibilities of the international evaluation consultant:

- Provide technical and methodological support to the evaluation team leader for designing and delivering appropriate evaluation design and methodology.
- Act as a thematic lead for the themes covered in the programme
- Support evaluation preparatory phase including facilitation of the inception workshop and preparation of the inception report with appropriate evaluation methodology and design, data collection tools, stakeholder mapping etc.
- Lead data collection missions in the region and in at least two selected countries with the national evaluators
- Support the preparation of all evaluation deliverables, including the analyses and synthesis of evaluation evidence and reports drafting.
- Support the validation meetings with various stakeholders at the country and regional level.
- Support the preparation of evaluation knowledge and communication products.

National Consultant: Palestine (1), Egypt (1) and Jordan (1)

Total number of days: 20 days/national consultant, spread across June to December 2021

National consultant must possess the following qualifications:**Education:**

- At least a master's degree in international development, gender/women studies, social sciences, public policy or related field

Experience:

- Minimum 7 years experience of evaluations;
- Proven professional experience of working on Gender and economic empowerment and decent work programmes/interventions;
- Technical experience of gender-responsive and human rights-based approaches to evaluation and/or applied research, utilizing a wide range of approaches and methods;
- Data collection and analysis skills, including proven knowledge of, and experience in applying, qualitative and quantitative evaluation methods and use of data analytical software such as Nvivo;
- Knowledge and experience of results-based management;
- Demonstrated process management skills, including facilitation and communication skills with stakeholders; ability to negotiate amongst a wide range of stakeholders;
- Ability to produce well written reports; and
- Experience within the United Nations system will be considered an asset.

Duties and responsibilities of the national consultants:

- Support inception phase through initial desk review, analysis of available reference material and in-depth stakeholder analysis based on agreed criteria;
- Assist in the country data collection
- Conduct interviews and collect data as advised by the team leader

- Attend and support the preparation of all meetings and presentations
- Support the analysis of the evidence at the country level for the report and lead drafting of the country reports.

Language requirement:

Fluent in English and Arabic, written and spoken

Competencies and core values for international and local consultants:

- Strong analytical, writing and reporting abilities
- Strong interpersonal and communication skills, ability to lead a team and negotiate amongst a wide range of stakeholders
- Commitment to quality products and deadlines
- Builds strong relationships
- Focuses on impact and results and responds positively to feedback
- Approaches work with energy and a positive, constructive attitude
- Demonstrates/safeguards ethics and integrity
- Demonstrated corporate knowledge and sound judgment
- Acts as a team player and facilitates teamwork
- Facilitates and encourages open communication in the team, communicating effectively
- Learns and shares knowledge and encourages learning of others
- Demonstrates integrity and fairness by modelling UN values and ethical standards
- Demonstrates professional competence and is conscientious and efficient in meeting commitments; observing deadlines and achieving results
- Displays cultural, gender, nationality, religion and age sensitivity and adaptability.

References

1. International Labour Organisation. (2018). *World Employment and Social Outlook: Trends for Women 2018*. Geneva.
2. Sharp, R. & Elson, D. (2012). *Improving budgets: A framework for assessing gender responsive budget initiatives*. Adelaide: University of South Australia.
3. Goldin, N. (2019, June 18,). A dispatch from Women Deliver: How the private sector is ensuring women are included in more inclusive growth. Atlantic Council. <https://www.atlanticcouncil.org/blogs/new-atlanticist/a-dispatch-from-women-deliver-how-the-private-sector-is-ensuring-women-are-included-in-more-inclusive-growth/>