



Final Evaluation Report: Women's Access to Equal Employment and Leadership in China Programme (August 2017 - December 2020)



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in China Programme
(August 2017 - December 2020)



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SynTao
May 2021, Beijing, China

TABLE OF CONTENTS

ACKNOWLEDGEMENT	4
LIST OF ABBREVIATIONS	7
EXECUTIVE SUMMARY	11
SECTION 1: INTRODUCTION	16
1.1 Programme Background and Introduction	17
1.2 Evaluation Purpose, Objectives and Scope	20
1.3 Programme Theory of Change	21
SECTION 2: METHODOLOGY	23
2.1 Evaluation Design and Approaches	24
2.2 Evaluation Criteria, Matrix and Key Questions	24
2.3 Data collection methods and data sources	25
2.4 Data Analysis	26
2.5 Ethics	26
2.6 Limitations	27
SECTION 3: KEY FINDINGS	29
3.1 Relevance	30
3.2 Coherence	34
3.3 Effectiveness	36
3.4 Efficiency	50
3.5 Sustainability	52
3.6 Gender Equality and Human Rights	54

SECTION 4: CONCLUSION	56
SECTION 5: LESSONS LEARNED	59
SECTION 6: RECOMMENDATIONS	61
ANNEXES	65
Annex 1 Documents Reviewed	66
Annex 2 Key Informant Interviewees	67
Annex 3 End users of the WEL Programme evaluation report	68
Annex 4 Stakeholder Analysis	69
Annex 5 Evaluation Matrix and related Key Findings, Conclusion and Recommendation	71
Annex 6 Programme Targets Completion	76
Annex 7 GRES Analysis	79
Annex 8 Survey Instruments	81
Annex 9 Survey Data	89
Annex 10 Evaluation Team Bios	104

LIST OF EXHIBITS

LIST OF TABLES

Table 1 WEL programme goal, outcome and outputs	17
Table 2 WEL programme stakeholders	19
Table 3 WEL programme Evaluation Criteria	25
Table 4 Sample size of Qs	26
Table 5 The WEL programmes contribution to the Sustainable Development Goals	34
Table 6 GRES scale assessment of three Chinese firms	41
Table 7 GEWE activities conducted in organizations during the programme implementation, surveyed in Nov. 2020	54

LIST OF FIGURES

Figure 1 WEL programme results chain	21
Figure 2 WEL programme ToC and assumption added	22
Figure 3 Survey data with women entrepreneurs of the SheCan programme, surveyed in Nov. 2020	31
Figure 4 Survey of employees' of WEPs signatory companies: Attitudes towards GE, surveyed in Nov. 2020	32
Figure 5 Survey of female entrepreneurs' perception on SheCan training's influence, surveyed in Nov. 2020	33
Figure 6 Gender equality and CSR conference participant's awareness change on gender equality, collected from the progress reports	37
Figure 7 Employees aware of their organizations' effort in GE, surveyed in Nov. 2020	39
Figure 8 GRES. Source United Nations Evaluation Group (2018).	40
Figure 9 GRES analysis among 23 companies GE actions, surveyed in Nov. 2020	41
Figure 10 Female entrepreneurs' sanctification on SheCan project, surveyed in Nov. 2020	43

Figure 11 Perception of Trainees of "SheCan" Training by year, by city, collected by progress report	44
Figure 12 Female entrepreneurs' perception on GE after participating SheCan, surveyed in Nov. 2020	45
Figure 13 SheCan project trainees' perception of digitalization after training, surveyed in Nov. 2020	45
Figure 14 Female entrepreneurs' perceptions on SheCan to deal with new challenges with digital skills, surveyed in Nov. 2020	46
Figure 15 WEL programme model	48

LIST OF ABBREVIATIONS

ACFTU	All-China Federation of Trade Unions
CESA	China Electronics Industry Standardization Technology Association
CGPI	China Global Philanthropy Institute
CKGSB	Cheung Kong Graduate School of Business
CGF	China Gender Fund
CWDF	China Women's Development Foundation
CSR	Corporate Social Responsibility
CESA	China Electronics Industry Standardization Technology Association
CRM	Customer Relationship Management
ERG	Evaluation Reference Group
GE	Gender Equality
GEWE	Gender Equality and Women's Empowerment
HR	Human Rights
GRES	Gender Result Effectiveness Scale
ILO	International Labour Organization
iNED	Institution of New Economic Development
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NGO	Non-government Organization
OECD/DAC	Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC)
RP	Responsible Party
P&G	Procter and Gamble Company

PMF	Performance Monitoring Framework
ProDoc	Programme Document
RSCA	The Responsible Supply Chain Association
SAP	Systems, Applications, Products in Data Processing
SMEs	Small and Medium Enterprises
STEM	Science, Technology, Energy and Math
SZWCDF	Shenzhen Women and Children's Development Foundation
ToC	Theory of Change
UNEG	United Nations Evaluation Group
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDAF	United Nations Development Assistance Framework for the People's Republic of China
WEE	Women's Economic Empowerment
WEL	Women's Access to Equal Employment and Leadership in China Programme
WEPs	Women's Empowerment Principles



ILO-UN Women Conference on Gender Equality and the Future of Work. Photo: Tian Liming/UN Women

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This report is a summative evaluation of the UN Women China's *Women's Access to Equal Employment and Leadership in China* (WEL) programme (hereon 'the WEL programme'). The evaluation was conducted by external evaluators, SynTao, and commissioned by the China Office (hereon 'the Office') of UN Women. The evaluation was conducted between September 2020 and May 2021. The purpose of this end-programme evaluation is to assess the projects' strategies and activities implemented both by the UN Women programme team.

The WEL programme ran between August 2017 to December 2020, a total of three years and four months. A series of activities were conducted in collaboration with programme partners, including Zhilian Zhaopin, the Institution of New Economic Development (iNED) and Local Women's Federations. Activities included three International Conferences on Gender Equality (GE) and Corporate Social Responsibility (CSR); leadership forums and knowledge sharing events; two Women's Empowerment Principles (WEPs) pilot training events, and ten online and in-person SheCan training and networking events.

The WEL programme mobilized 23 private and public sector institutions and engaged over 3,200 corporate leaders and government officials. The programme is estimated to have reached over 3,800 beneficiaries, predominantly in Beijing, Chengdu, Shenzhen and Inner Mongolia. The programme's total budget was \$773,700.53USD.

The evaluation was undertaken in late 2020, by Chinese consultancy firm Syntao, using a non-experimental, theory-based and mixed methods approach to assess the results the programme's three outputs, and their contribution to the WEL programme's Outcome:

Private and public sector policies, programmes and regulations incorporate gender perspectives to promote equal employment and leadership opportunities for women and men.

The evaluation used the criteria: relevance, coherence, effectiveness, efficiency, sustainability, and GE and human rights to generate key learnings and recommendations on how the Office can strengthen its approach to GEWE (Gender Equality and Women's Empowerment) and leadership in China. The evaluation's objectives were to assess the programme's activities and results, at the output level and their contribution to the programme's Outcome; identify strategies and approaches that facilitate the promotion of GEWE and participation in leadership in business; document lessons learned and provide recommendations for decision-making, advocacy work and the development of the forthcoming Strategic Note and the WEE (Women's Economic Empowerment) portfolio.

Conclusions

The WEL Programme is a promising umbrella programme to promote GEWE. With strengthened M&E practices, expanded programming, resourcing and time, the programme may produce stronger sets of evidence to demonstrate programmatic impact on policy and structural change in corporations.

Conclusion 1: The programme is aligned to the social needs of beneficiaries and national priorities of China.

Conclusion 2: The programme complements the broader UN system work in China, but requires

partnerships to better utilize the strengths of each agency.

By working with other UN agencies, the WEL Programme can mobilize more resources and establish significant influence in China to promote GE and related issues.

Conclusion 3: The programme has made gains towards achieving its programme outputs and is moving towards the expected Outcome. However, transformative change is not yet strong and will likely need more time.

The WEL programme has successfully formulated a model, from macro, meso and individual system levels. This approach has engaged corporate leaders (especially female entrepreneurs) and government officials to grow their awareness of GEWE. The evidence shows the approach has promise but gender transformative change is less evident at this point in time.

Conclusion 4: Although the programme targets have been met, the M&E is not strong enough to support the programme implementation to achieve better results.

The evaluation found that the programme M&E mechanism was not well designed and the PMF indicators were generally quantitative, lacked a baseline and did not draw on qualitative indicators. The evaluation also found a lack of stakeholders' records and information, and this impeded the collection of primary data for the evaluation.

Conclusion 5: Diverse partnerships and stakeholders support the programme's sustainability.

Conclusion 6: GEWE is integrated into all aspects of the program design and implementation, but attention to marginalized female groups can be strengthened.

Lessons Learned

To continue to progress towards the Outcome of the WEL Programme the evaluation documented several lessons learned.

- It is hard to achieve a balance between different stakeholders' expectations at times, since they have different requests and motivations for being involved in the WEL programme.
- UN Women has many WEE programmes as well as the various activities under WEL programme and was hard for beneficiaries to distinguish between programmes.
- The training content was effective, but can be more detailed and targeted to different beneficiary groups.
- The promotion of GE issues within private enterprises requires more time and continuous support by the UN, Chinese government and other social institutions.
- The collaboration between the Office and government institutions may take further time to establish but are important levers of influence in terms of policy and legislative reform.
- The Office's M&E mechanism for the WEL programme can be strengthened to provide continuous monitoring and valid data.
- The lack of post-event follow-up, including continuous support for enterprises and networking, is an opportunity for improvement.
- Internal and bureaucratic procedures risk delaying the programme to some extent.

Recommendations

Six recommendations are made by the evaluators and the key actions are provided in order of suggested priority.

Recommendation 1: Identify programme priority areas and funding under the umbrella of the WEE portfolio, based on stakeholder needs assessment.

- a) Conduct preliminary need assessments to uncover beneficiaries' needs at a deeper level.
- b) A review and boost total programme sponsorship to meet the needs-gap and demand, demonstrated by activity attendance and participation rates. An expansion of the programme under the WEE portfolio will benefit from economies of scale but will require additional project resourcing.
- c) Broaden the activities for women/girls and target activities to women in rural areas, women entrepreneurs of SME, marginalized and vulnerable groups.
- d) Strengthen the Leave No One Behind principle in practice and ensure the ultimate beneficiaries are employees at workplace and women and girls in the communities.
- e) Provide continuous support and GE resources for beneficiaries after events, rather than merely during the training.
- f) Reach beneficiaries through collaboration with social organizations and/or social enterprises who are running welfare projects. Adopt various modes of training delivery in terms of the platform and duration. Some participants prefer 2-3 days intensive offline training and some prefer fragmented online video courses.
- g) Showcase initiatives generated from within the WEL activities that promote good GE practices.
- h) Strengthen knowledge product generation and documentation of the good practices that emerged from the programme (i.e. formulate a handbook, guidance, online course content and so on).
- i) Encourage other partners, such as industry associations, and HR departments, to deliver GE training for enterprises, which will cover more beneficiaries.

Recommendation 2: Strengthened partnership with UN agencies to better mobilize and utilize resources.

Utilize the strengths of UN agencies, including the ILO and UNIDO, to lay the foundation for future collaboration efforts including workshops and joint research. Suggest UN Women conduct a scoping study into the viability and implications of a joint program modality between UN agencies.

Recommendation 3: Improve training content, tools and the modes of support provided to enterprises, including more specific guidance for sectors, to generate gender transformative change.

- a) Enrich the training activities and tools, (i.e. more specific digital transformation content and approaches). Modify the WEPs training and guidance for different contexts and settings (i.e. company size, industry, ownership and so on).
- b) Tell WEPs (potential) signatories what values will be gained through WEPs integration and provide more specialized support to some on GE promotion.

Recommendation 4: Establish a systematic and sustainable M&E framework including data collection mechanism, for the integrated WEE Portfolio.

- a) Review programme indicators regularly to monitor the programme accurately. Indicators need to be qualitative and quantitative. Disaggregate data collection by indicators segmented for demographic factors (i.e. gender, age, location, occupation, disability, ethnicity).
- b) Review data management practices and consider the acquisition of an in-house Customer Relationship Management (CRM) system to store, track and maintain all stakeholder contact details, communications and integrate this with the PMF and M&E systems for systematic data collection over the duration of the programme.
- c) Design programmes and projects from the perspective of the WEE Portfolio, with

integrated activities rather than small projects with limited funding.

- d) Strengthen public communication and advocacy to promote the programme and widen people's understanding about GE and related programmes, to mitigate gender stereotypes and create a more equal social environment.
- e) Review budget planning practices and prevent half of the budget spending occurring in the final year of the programme.

Recommendation 5: Strengthen the partnership model to build and promote women's economic empowerment.

- a) Engage and establish partnerships with high-level government departments and organizations such as the All-China Women's Federation and ACFTU. Utilize Women's Federations and networks, to collaborate for social norm change.
- b) Work with other key ministries, such as Ministry of Human Resources and Social Security, Ministry of Industry and Information Technology and All-China Federation of Industry and Commerce.
- c) Continue working with industry associations and collaborate for more specialized guidance on GE.
- d) Improve post-activity promotion of GEWE with networks established through Mulan Initiative and the ICT Industry Association.
- e) Improve communications between the UN Women and stakeholders, especially face-to-face communication.
- f) Develop a long-term collaboration strategy with diverse partners for the WEE portfolio across government, private and civil society agencies.
- g) Review and adopt more flexible modes of procurement and partnership selection. Current practices were found to be complicated and lengthy regarding the selection of responsible partners and other external partner recruitment for the

implementation of WEL programme activities. Suggest reviewing to adopt flexible modes for the selection of project implementing agencies.

- h) Consider establishing a programme reference/advisory group for ongoing continuous review, feedback and programmatic improvement of the WEE Portfolio.

Recommendation 6: Broaden the coverage and engage with other vulnerable or marginalized female groups in future WEE programme activities.

- a) Expand the WEL programme to provide opportunities for marginalized female groups (i.e. women living with disability, girls/female/entrepreneurs from rural areas and others).
- b) Conduct a needs assessment of priority populations to determine the barriers to GEWE they face and opportunities to overcome these.
- c) Engaging more male participants for GE of women to increase their GE awareness, acceptance and support for GEWE.

SHE CAN 女企业家数字化赋能论坛



SHE CAN: Women Entrepreneurs Digital Empowerment Forum in Shenzhen, Photo: UN Women

1 INTRODUCTION

SECTION 1: INTRODUCTION

This report is a summative evaluation of the UN Women China's *Women's Access to Equal Employment and Leadership in China* (WEL) programme (hereon 'the WEL programme'). The evaluation was conducted by external evaluators, SynTao, and commissioned by the China Office (hereon 'the Office') of UN Women. The evaluation was conducted between September 2020 and May 2020.

The report's aim is to provide an overarching and synthesised analysis of the findings, and draw conclusions and recommendations, including key lessons learnt. The main users of the evaluation findings and recommendations are intended to be WEL programme donors, the Office and other UN Women offices, partners and stakeholders involved in promoting women's economic empowerment and leadership in China.

The report is presented in 6 sections:

Section 1 Introduction

Section 2 Methodology

Section 3 Key Findings

Section 4 Conclusion

Section 5 Lessons Learned

Section 6 Recommendations

1.1

Programme Background and Introduction

In China, UN Women has administered the China Gender Fund (CGF), which has successfully

supported several GE and women's empowerment (GEWE) projects since 2003. In 2013, UN Women implemented the Equal Employment Opportunities for Women project, to promote employment rights in textile and apparel factories. In 2015, the Office scaled up its work with the private sector by launching a national-level GE and CSR conference. Other projects funded under the CGF to promote women in political leadership showed that women entrepreneurs have considerable social-political capital and influence but they are an under-utilized group of stakeholders in China's equal employment efforts. Lessons from the CGF work show that it is crucial to enhance companies' knowledge of the benefits of GE and leadership. These learnings are embedded in the WEL programme's group of activities.

The Office provides technical and financial assistance to innovative programmes and strategies for GEWE. A key thematic area for the Office is the Women's Economic Empowerment (WEE) portfolio. The Office provides strong leadership in support of national priorities, building partnerships between government and the private sectors, and other relevant actors.

UN Women China launched the WEL programme in August 2017. It ran between August 2017 to December 2020, a total of three years and four months. The programme's goal, outcome and outputs are presented in Table 1.

TABLE 1.

WEL programme goal, outcome and outputs

Overall Goal		
Women in China have increased access to equal employment and leadership opportunities		
Programme Outcome		
Private and public sector policies, programmes and regulations incorporate gender perspectives to promote equal employment and leadership opportunities for women and men		
Output 1.1	Output 1.2	Output 1.3
Corporate leaders and government officials have knowledge to address gender gaps/biases and advocate for gender equal employment and income opportunities	Private and public sector institutions are strengthened to incorporate gender-responsive measures into their policies and operations	Women entrepreneurs have enhanced capacity to advocate for gender equal employment rights

The WEL programme builds on UN Women’s expertise, partnerships and lessons learned over the past years in China to address the key barriers to equal employment and leadership opportunities for women. The programme was designed to promote women’s equal access to employment and leadership through awareness raising and capacity development among private and public sector leaders, as well as enhancing capacity of women entrepreneurs, through a range of activities.

WEL is financially supported by multiple donors including Systems, Applications, Products in Data Processing (SAP) China Co. Ltd. Zhilian Zhaopin through China Women's Development Foundation (CWDF), Beijing Liu Jiu Culture Development Co. Ltd., and the Procter and Gamble Company (P&G). The budget for the WEL programme was \$773,700.53USD.

The programme was led by the Office with a programme team of two staff: A National Programme Officer and a Programme Assistant. They managed Outputs 1.1 and 1.2 directly. China Global Philanthropy Institute (CGPI), referred to as

a “Responsible Party”, managed the implementation of Output 1.3 the “SheCan” digital skills training (hereon ‘the SheCan’), a sub-project of the whole WEL programme. CGPI was the first philanthropic institute to be registered in China in 2015, and is a joint initiative of five Chinese and US philanthropists. The Institute is building a world-class learning platform and resources for China. CGPI conducted a pre-assessment of training needs with the target cohort, designed and recruited female entrepreneurs, conducted the training activities and produced knowledge products.

A series of activities were conducted in collaboration with other programme partners, including Zhilian Zhaopin, the Institution of New Economic Development (iNED), Local Women's Federations and others. During the three-year and four-month programme, activities included 3 International Conferences on Gender Equality and Corporate Social Responsibility (CSR) (hereon ‘the GE & CSR Conference’), leadership forums and knowledge sharing events, two Women's Empowerment Principles¹ (WEPs) pilot training

¹ The WEPs is a global initiative of UN Global Compact and UN Women. It covers the range of ways that businesses can advance gender equality in the workplace. Over 2,000 global business leaders have

signed up, and hundreds of companies around the world are using the Principles to inform their gender equality strategies.

events², and ten online and in-person SheCan training and networking events. The WEL programme mobilized 23 private and public sector institutions to start to take actions to promote GE, and engaged over 3,200 corporate leaders and

government officials in its programme activities. Over 600 women entrepreneurs participated in the SheCan project. In all, the programme reached over 3,800 beneficiaries, predominantly in Beijing, Chengdu, Shenzhen and Inner Mongolia.

Table 2.
WEL programme stakeholders

Category	Description
Donor	SAP
	Zhilian Zhaopin
	Beijing Liu Jiu Culture Development Co. Ltd
	P&G
Government institution partners	Chengdu New Economy Development Commission
	Local Women's Federations
Non-government organization (NGO) partners	China Electronics Industry Standardization Technology Association (CESA) – Association in ICT industry
Private sector companies	Companies involved in activities
Responsible parties	CGPI
Beneficiaries	Corporate leaders and government officials exposed to the programme advocacy/training or other relevant activities.
	Public and private institutions that received support from the programme;
	Women entrepreneurs trained by the programme.
	Women and men employees from the beneficiary private sector companies

During the programme implementation, the impact of the COVID-19 pandemic in China has resulted in an economic and labour market shock effecting businesses, regardless of size. The crisis has a disproportionate impact on vulnerable segments of

the population, such as youth and women, which can trigger worsening inequality particularly in the workplace and sectors where women are disproportionately represented. Globally women's jobs are 1.8 times more vulnerable to this crisis

² see <https://asiapacific.unwomen.org/en/countries/china/weps>

than men's jobs and women have experienced an increasing burden of unpaid care.³ The challenges posed by the pandemic caused the evaluation approach to be altered and are detailed in Section 2.6 below. Where the COVID-19 pandemic has reasonably been thought to affect the WEL programme's conduct, this has been noted under the relevant finding in Section 3.

1.2 Evaluation Purpose, Objectives and Scope

The purpose of this end-programme evaluation is to assess the projects' strategies and activities implemented both by the UN Women programme team. The WEL programme evaluation contributes to enhancing the Office's WEE portfolio of work, approaches to GE, and women's economic empowerment and leadership in China. The evaluation's recommendations and key learnings are pragmatic, to be used for decision-making, advocacy work and the development of the forthcoming Strategic Note and the WEE portfolio. The evaluation will also support the implementation of other projects under WEE, such as the regional economic empowerment programme "WeEmpower Asia" (2019-2022).

The overall evaluation goals were to:

- Assess the results of the outputs and their contribution to the WEL programme Outcome: *Private and public sector policies, programmes and regulations incorporate gender perspectives to promote equal employment and leadership opportunities for women and men*, in terms of the Organization for Economic Co-operation and Development Assistance Committee (OECD/DAC) criteria: relevance, coherence, effectiveness, efficiency, and sustainability. An additional criterion: gender equality and human rights (GE & HR) was also used.

- Generate key learnings and recommendations on how the Office can strengthen its approach to GEWE and leadership in China.

To achieve these evaluation goals the evaluation focused on the following specific objectives:

1. Assess the programme's activities and results, at the output level (Outputs 1.1, 1.2 and 1.3), and their contribution to the programme's desired Outcome.
2. Identify strategies and approaches that facilitate the promotion of GEWE in the workplace and participation in leadership in business.
3. Document lessons learned from the programme design and implementation.
4. Provide recommendations to guide future economic empowerment programmes and the Office's WEE portfolio.

1.2.1. EVALUATION SCOPE

This is a summative evaluation at the end phase of the programme. The evaluation scope is temporal, geographic and programmatic.

- 1) Temporal Scope: WEL Programme duration (August 2017 to December 2020, a total of three years and four months).
- 2) Geographic: The WEL Programme was conducted at a national level, but specially located in several places. Events were held in Beijing, Chengdu, Shenzhen and others. Due to the COVID-19 pandemic several activities shifted to an online delivery mode. This widened the accessibility of some activities beyond these geographical locations.
- 3) Programmatic: This evaluation assessed WEL programme's results of Output 1.1,

³ Anu Madgavkar, et al. COVID-19 and Gender Equality: Countering the Regressive Effects | McKinsey. 2020, <https://www.mckinsey.com/featured-insights/future-of-work/covid-19-and-gender-equality-countering-the-regressive-effects>.

1.2 and 1.3 and contribution to the Outcome, where this can be described.

1.2.2. EVALUATION USERS

The users of this evaluation are the Office in China, WEL programme donors, and other UN Women offices, partners and stakeholders. Both direct and indirect users are listed in Annex 3.

1.3

Programme Theory of Change

The evaluators reconstructed the Theory of Change (ToC) for the WEL programme and formulated a results chain figure (Figure 1) to assess how the activities undertaken by the intervention feed into Outputs 1.1, 1.2 and 1.3. The results chain indicates that the Outcome will be achieved with contributions across the three Outputs. The result chain supported the evaluators use of contribution analysis to analyse the findings (see Section 2.1, below), and to develop the Key Evaluation Questions and Evaluation Matrix provided in (Annex 5).

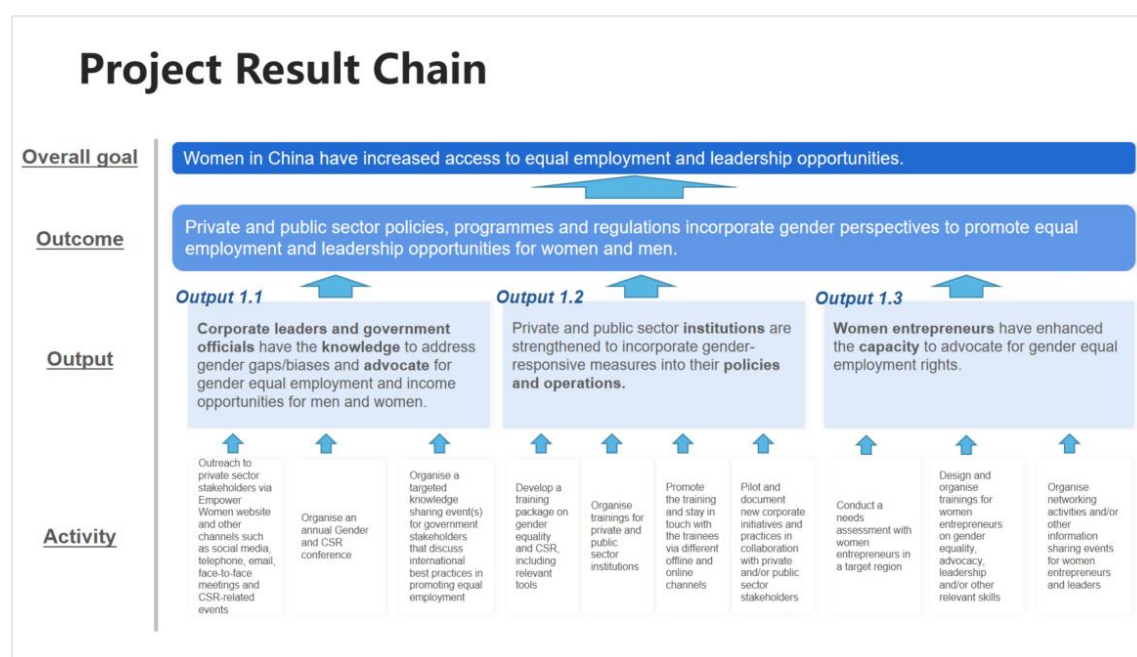


Figure 1
WEL programme results chain

Underpinning the results chain is the ToC. According to the ToC, engaging corporate leaders and government officials will lead to the inclusion of gender perspectives and promote equal employment. Output 1 assumes that corporate leaders will advocate for GE having been made

aware of GE issues. The ToC suggests that private and public sector institutions need to strengthen their gender-responsive measures, and that policies and operations for gender inclusion and leadership will be incorporated at the behest of well-informed corporate leaders.

However, the evaluators found that the original ToC did not provide a rationale as to why women entrepreneurs were targeted under Output 1.3, independently of Outputs 1.1 and 1.2. An additional assumption was added to the ToC, in the red outline box in Figure 2 below, that: “Women

entrepreneurs are more likely to advocate for gender equality, because they have lived experience of gender discrimination and barriers to equality in the workplace.” This assumption was evidenced in Finding 2 and Finding 8 of the evaluation.

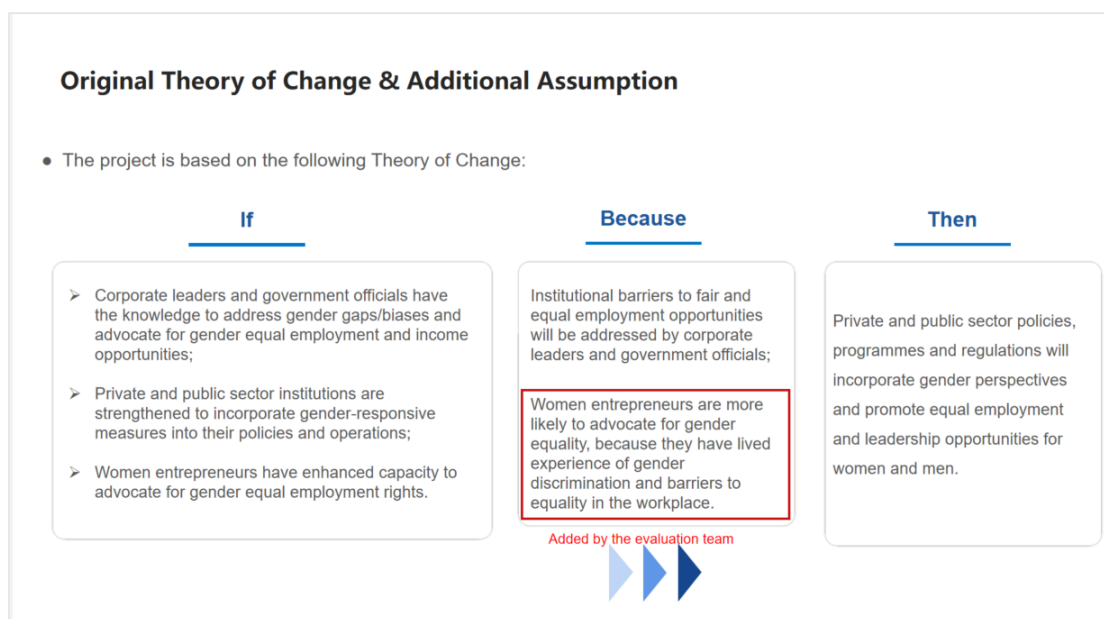


Figure 2
WEL programme ToC and assumption added



Photo: UN Women/Tian Liming

2

METHODOLOGY

SECTION 2: METHODOLOGY

2.1

Evaluation Design and Approaches

This end-programme evaluation employed a non-experimental, theory-based approach with multiple methods and tools. It was conducted at the closing phase of the WEL programme, which was summative and mainly focuses on the assessment of the achievements of Outputs 1.1, 1.2 and 1.3 and the potential contribution to the programme's Outcome.

To better assess the programme, the evaluation design firstly applies a mixed-method approach. It is human rights-based and gender-responsive and drew upon the Gender Result Effectiveness Scale (GRES)⁴ to assess the extent to which GE & HR are considered in the design and implementation of the programme (see Section 3.6). Meanwhile, the findings have been triangulated by taking a mixed methods approach and comparing information gathered through different sources. The evaluation has been conducted using the following approaches.

(1) CONTRIBUTION ANALYSIS

Contribution Analysis⁵ is an approach for assessing causal questions and inferring causality. A step-by-step approach is used to define the programme's contribution to the particular outcomes.

This approach offers a view to understand why the observed results have occurred, or not, and it also helps to assess the programme effectiveness against the result chain (see Figure 1). Based on Contribution Analysis, the evaluators examined the role played by the intervention and other internal

and external factors, and provided evidence and a line of reasoning from which can be drawn plausible conclusions. For example, how the programme influenced the observed result and how this contributed to the outcome.

(2) PARTICIPATORY EVALUATION

Participatory evaluation is an approach that involves the stakeholders of a programme in the evaluation process. Their involvement can occur at any stage of the evaluation process, from the evaluation design to the data collection and analysis and the reporting.

The approach was participatory and engaged WEL programme stakeholders from the evaluation design, to the data collection, analysis and the reporting phases. An Evaluation Reference Group (ERG) was established for the evaluation, including the programme's partners, donors and beneficiaries. At the inception phase, an inception report was prepared and presented to the ERG for feedback and refinement of draft instruments. During the data collection, all kinds of stakeholders were consulted in the interview. Additionally, the draft report was presented to the ERG for consultation on the findings and recommendations.

2.2

Evaluation Criteria, Matrix and Key Questions

The evaluation applied the OECD/DAC and United Nations Evaluation Group (UNEG) evaluation criteria (relevance, effectiveness, efficiency, coherence and sustainability) and a GE & HR

⁴ United Nations Evaluation Group (2018). Guidance on Evaluating Institutional Gender Mainstreaming. New York: UNEG.

⁵ https://www.betterevaluation.org/en/plan/approach/contribution_analysis

criterion. Findings are organized under each criterion in Section 3 below. An evaluation matrix was designed and is provided in Annex 5. It composes of the evaluation criteria, key questions, sub-questions, indicators and data sources. The evaluation questions are structured around the evaluation criteria and are further broken down into sub-questions, indicators, data sources, and collection tools. The key questions are listed below in Table 3.

Table 3.
WEL programme Evaluation Criteria

Evaluation Criteria	Key Questions
Relevance	To what extent the programme is aligned to the social needs of beneficiaries and national priorities in China?
Coherence	How does the programme fits within the broader UN system work in China?
Effectiveness	To what extent the programme has achieved its outputs and contributed to expected outcomes?
Efficiency	To what extent the programme is delivered efficiently?
Sustainability	The extent to which the net benefits of the programme continue, or are likely to continue?
Gender equality and human rights (GE & HR)	To what extent the gender equality and human rights are considered in the design and implementation of the programme?

2.3 Data Collection Methods and Data Sources

Three methods of data collection were employed. Document review, key informant interviews (KII) and two surveys.

DOCUMENT REVIEW

The evaluation team conducted a desktop review of the programme using WEL documents. These included the programme's results framework, post-event data collections such as participant attendance at events, progress reports, financial reports, participant feedback and other

information. The full list of documents reviewed is appended in Annex 1. The review provided a greater understanding of the context of the programme and rationale for GE in China.

The document review supported the development of purposive surveys for programme participants and key informant semi-structured interview questions. The survey instruments are provided in Annex 8.

KEY INFORMANT INTERVIEW (KIIS)

The COVID-19 pandemic disrupted conventional data collection methods. The KIIs were conducted in a virtual modes using various platforms including e-mail, telephone, WeChat.

To select a sample of KIIs, a stakeholder analysis (see Annex 4) was conducted. This analysis helped to identify who the different groups in the WEL programme activities are, why, how and when they should be included in the evaluation process. It was undertaken during the evaluation planning phase to identify the roles of different stakeholders and their contribution to the programme. A recruitment process was then planned in consultation with the Office.

Various stakeholders were invited to participate in KIIs. A total of 15 participants from the programme team, the Responsible Partner, beneficiaries, governmental and non-governmental partners, accepted the interview online or in person, with COVID-19 safety precautions. The interview team provided a female interviewer when necessary. All kinds of stakeholders, including programme team, donors, partners and beneficiaries (see Table 2), were consulted in the evaluation. The KII list is appended in Annex 2.

QUESTIONNAIRE SURVEYS (QSS)

Three surveys were designed to collect data from three participant groups: a) WEPs signatories, b) Male and female employees of the WEPs signatories, and c) Female entrepreneurs who completed the SheCan training. But only two participant groups responded to online surveys (b & c) (see Annex 8). The surveys were used to analyze and verify the WEL programme outputs by collecting user-experience data and feedback. It

informed understanding of the direct and indirect benefits of the WEL programme.

To recruit survey respondents, a convenience sampling strategy was deployed. The email was sent to donors, partners and beneficiaries and it was promoted online in WeChat groups. While

participants responded to an invitation sent via email and to WeChat groups, it is not known how many people received an invitation; thus, a survey response rate is indeterminant. A total of 85 employees from companies who have signed on to the WEPs completed the first surveys and 29 female entrepreneurs completed the second survey.

Table 4.
Sample size of Qs

Tool	Target Groups	No. of valid surveys returned
Purposive Surveys	Ultimate Beneficiaries- Women and men employees	85
	Immediate Beneficiaries- SheCan training	29

The samples are limited in size and generalizability (see Section 2.6). They offer indicative evidence which is triangulated with other data under the evaluation criteria as per the contribution approach outlined above.

2.4 Data Analysis

After collecting both data from all methods and tools above, the evaluators conducted qualitative and quantitative analysis, and compared the primary and secondary data from different sources.

To ensure triangulation in the data analysis, the evaluators collected data from diverse sources. Despite the limitations of the QS and KII sample sizes, participants represent different backgrounds in regards to location, company size and job position.

During the data analysis phase, different tools were adopted, including Excel modeling, diverse diagrams and charts to manage and present the data.

2.5 Ethics

The evaluation followed the principles of the UNEG norms and standards (in particular with regard to independence, objectiveness, impartiality and inclusiveness) and was guided by the UNEG's Ethical Guidelines for Evaluation.

All interviews have been conducted in private and in confidence. All identifying characteristics, including names, were not recorded. Participants were informed of the goals and objectives of the evaluation. Informed consent was obtained from each interviewee. This ensured respondents understood that participation was voluntary and confidential and that they could opt out of the interview at any time without any consequences to their employment, roles or status in the workplace.

The following principles and protocols for the ethical conduct of research were observed:

Treat all informants with respect and sensitivity

- ✓ Have women interviewers.
- ✓ Respect the right to speak in local languages.
- ✓ Make sure that the use of words and images correspond to the literacy level of the informant.

Tell all informants why they are seeking information and how it will be used

- ✓ Ensure anonymity when possible, be honest when it is not.
- ✓ Be explicit in every interaction with informants, whether they are supplying factual information, opinions, or perspectives.

Interview stakeholders separately when there are differences of power, interest or influence

- ✓ Separate women from men, rights-holders from duty-bearers.
- ✓ Separate programme staff from beneficiaries.
- ✓ Separate superiors from subordinates.
- ✓ Separate any other groups where there may be differing information or where one party has power over another by virtue of their position.

2.6 Limitations

The evaluation encountered challenges, including the COVID-19 pandemic and is limited in several ways. Where possible efforts to mitigate their effect were made.

- **Monitoring and Evaluation (M&E) mechanisms lack baseline data**

M&E data, including baseline and incremental data collected to track activity-level progress, was lacking. A baseline was not conducted in the early

phases of the programme's implementation and data collections were inconsistent. The Performance Monitoring Framework's (PMF) indicators, many of which are quantitative, had limited use and lack qualitative data.

To mitigate this, the evaluators critically reviewed and added several new quantitative and qualitative indicators when developing the evaluation matrix. The data was triangulated with other data collections, including Qs and KIIs.

- **Limited sample size**

The recruitment of participants for KIIs and Qs was challenged by a lack of contact information held by the programme team for participants of the programme's activities, including past conference attendees.

Although the KII included a variety of stakeholders, the consultation rate with KII from key stakeholder groups was low. This heightens the need for triangulation between QS and KII data and the document review.

- **Overlapping beneficiaries under WEE portfolio programme and WEL programme activities**

The frequency of attendance was not found to influence the findings. However, the evaluation team encountered situations where informants participated in more than one GEWE activity and they could not differentiate activities in the WEL programme from other activities managed by the Office.

During interviews with respondents, where possible, the evaluation team asked participants to name the activities and recall GE concepts aligned with the activity to ensure that the informant had attended a WEL activity.

- **COVID-19 pandemic response and travel restrictions**

Due to the COVID-19 social mobility restrictions, face-to-face interviews and participatory observation at events, were prevented. To mitigate, KIIs and Qs were conducted by phone or online to

conform with public health mandates and to reduce the risk of COVID-19 transmission.

- **Limited time for the evaluation**

The time frame for the end of program evaluation was three months, or 40 working days but ideally, would have been longer to widen the data collection samples to better represent the range of stakeholders involved in the WEL programme. The evaluation team made full use of the limited time and resource to conduct in-depth interviews and disseminate as many purposive questionnaires as possible. The online communication platforms and tools were adopted to make data collection effective and efficient.



2020性别平等与企业社会责任国际会议暨 赋权予妇女原则颁奖典礼



2020 International Conference on Gender Equality and Corporate Social Responsibility and WEPs Awards Ceremony
Photo: UN Women

3

KEY FINDINGS

SECTION 3: KEY FINDINGS

This chapter presents 14 findings. They are presented under each of the evaluation criteria: Relevance, coherence, effectiveness, efficiency, sustainability, gender equality and human rights. The findings respond to the key evaluation questions.

The overarching finding is that the WEL programme has formulated a programme model that has supported the achievement of programme results; it responds to beneficiaries' needs, aligns to Chinese national policy, is deliverable within economic and timeframe parameters, and its benefits are likely to continue over time.

3.1 Relevance

To what extent the programme is aligned to the social needs of beneficiaries and national priorities in China?

FINDING 1:

The programme is aligned to China's national priorities on gender equality and women's economic empowerment.

The WEL programme's activities are consistent and aligned to China's national position on GEWE and are supporting the enactment of these policies.

Equality between men and women is considered a national policy in China. The 19th National Congress of the Communist Party of China states that China will: "*Adhere to the basic national policy of equality between men and women and protect the legitimate rights and interests of women and children*" in 2017. The Central Committee of the Communist Party of China has integrated GEWE

priorities in Thirteenth Five-Year Plan for National Economic and Social Development and Outline for the Development of Women. China's GEWE position has been translated into a series of policy and legislative changes to promote women's economic opportunity.

For example, the Ministry of Civil Affairs, the Organization Department of the Communist Party, and the All-China Women's Federation jointly issued the *Guiding Opinions on Doing a Good Job in Village Regulations and Residents' Conventions* to protect the economic rights of women in rural areas, in 2018. From this, a *Guidance Manual for Promoting Gender Equality in the Workplace* was published to promote equal opportunity in gender equality to further ensure women's right of equal employment and economic opportunities.

In 2019, the Ministry of Human Resources and Social Security with eight other departments issued the *Notice on Further Regulating Recruitment and Promoting Women's Employment*. This strengthened the 1995, *Labor Law of the Republic of China* and the 2008 *Employment Promotion Law of the People's Republic of China*, which provide strong foundations for women's economic employment.

In terms of legislative protections, the *Law of the People's Republic of China on the Protection of Rights and Interests of Women* has been enacted since October 1, 1992, which promotes gender equality between men and women, protecting women's lawful rights and interests. In 2005, the Act was amended to strengthen women's legal status and fundamental equality between men and women, and to amend the "labour rights and interests" to "labour and social security rights and interests".

Regarding national strategies, the Chinese government has implemented a policy of financial discount on microloans to encourage women's employment and entrepreneurship, with a total of 383.77 billion yuan issued, nationwide, in 2009-2018. 40.86 billion yuan was for central and local implementation of financial discount funds, 6.569 million were in loans to women, with women's employment and entrepreneurship programmes strongly supported. In 2017, the All-China Women's Federation held the *China Women's Entrepreneurship and Innovation Competition*, which attracted 560,000 women, to stimulate women's entrepreneurial spirit, innovation and vitality. Women have become an important force for mass entrepreneurship and innovation.⁶

FINDING 2:

The WEL programme targets the needs of the beneficiaries of GEWE social change, but the good practice of need assessment should be applied to the whole programme.

Both employers and employees perceive a need to promote GE within companies and beyond the workplace.

As one interviewee, an employer, explained, implementing GE in practice faces challenges without wide-spread social acceptance of GE.

Difficulties and challenges mainly come from outside the enterprise. Not all companies and individuals practice "gender equality" in their life and business operation. For most of them, it is just a concept. When we were planning a public welfare exhibition "ForHer – see her power", we were rejected due to time conflict with another commercial one. Thus, we need support not only from our vendors or media; but also, the whole society's awareness of gender equality. Interview 8

Data collected from women entrepreneurs for the evaluation also confirmed the need and support for GEWE training, awareness raising and policy implementation in the workplace. 34.48% of female entrepreneurs who completed the SheCan training did so to acquire instruction and support on promoting GE within their companies, and 72.41% want to build networks and learn from other female entrepreneurs for both digital skills and GE.

Female entrepreneurs' intention to participate SheCan projects

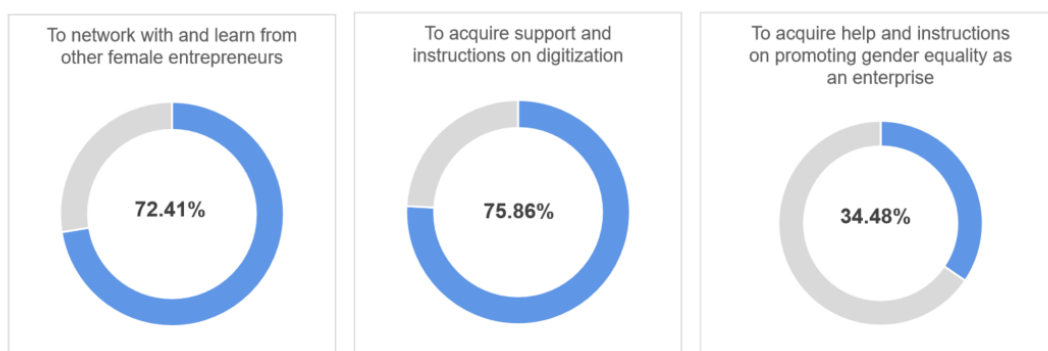


Figure 3
Survey data with women entrepreneurs of the SheCan programme, surveyed in Nov. 2020.

6 White Paper of Equality, Development and Sharing: Progress of Women's Cause in 70 Years Since New China's Founding issued by State Council Information Office.

(http://www.xinhuanet.com/english/2019-09/19/c_138405617.htm)

The need to promote GE within enterprises was also evidenced from employees' responses to the QS. As the ultimate beneficiaries of WEL programme, there was strong support for GE inclusion. 100% of employees in the survey stated that they consider GE as an important topic (with

78.82% strongly agree and 21.18% somewhat agree) and 98.82% agreed that to create a more equal and diverse workplace employers and companies need to incorporate GE in their entities' policies and operations (with 63.53% strongly agree and 35.29% somewhat agree).

Employees' perception of GE in organisations that signed the WEPs Statement

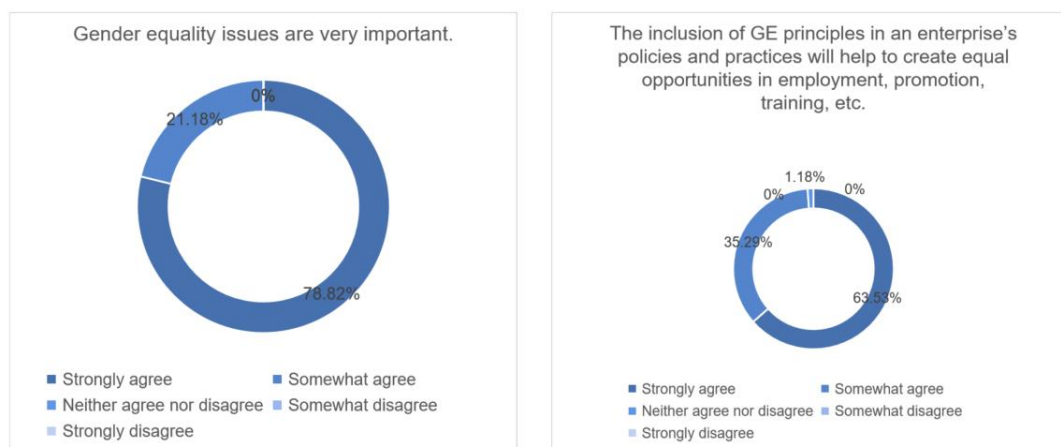


Figure 4

Survey of employees' of WEPs signatory companies: Attitudes towards GE, surveyed in Nov. 2020.

The preliminary needs assessment, undertaken prior to the SheCan project, was conducted by the Responsible Party, CGPI. CGPI engaged approximately 300 women entrepreneurs, female C-level executives and those who recently started their own businesses, from both urban and rural areas. Their assessment found that women entrepreneurs face GE challenges, including gender stereotype in the workplace, low gender ratio in management, and they required new skills to meet the digital transformation taking place across Chinese enterprises.

(As responsible party,) we try to cover as many as female entrepreneurs in the need assessment, by collaborating with our alumni association, local partners of women's

federation, to better understand their needs and requirements. Interview 2

The SheCan project was therefore based on women entrepreneurs' needs, and the training adapted for social context, specifically, to strengthen their awareness and capacity, including the need to acquire new skills, understand trends and find resources.

Accordingly, the SheCan project was designed to blend digital innovation training, GE principles, and women leadership, which delivered a set of knowledge products, including the training package, based on which, a quick-start guide on digital empowerment for women entrepreneurs has been developed and a series of video lessons available from the CGPI website.

The evaluation found that the programme design, based on the beneficiaries' need to improve their digital skills was valued by participants. For example, one female entrepreneur who participated in the SheCan project stated: *digital empowerment is in line with the current demands of female entrepreneurs; this training in Shenzhen will help with our business operations.* This feedback confirms the value of the needs assessment to enable the programme to meet beneficiaries' needs.

In addition to this, the SheCan training was required to respond to the unexpected outbreak of COVID-19 in 2020. The training content was adjusted and delivery was switched to an online

format. This decision was in-line with public health regulations to reduce the spread of COVID-19 whilst honouring beneficiaries' needs to undertake training, acquire skills and in an accessible format. In 2020, cooperating with CGPI, three online SheCan trainings were provided to women entrepreneurs.

In terms of content, 86.21% of female entrepreneurs agreed that the SheCan digitalization training had a positive influence on their enterprise operation, helping companies to better cope with the COVID-19 pandemic which demonstrated the programme targets the needs of beneficiaries to a large extent.

Female entrepreneurs' perceptions on how SheCan training affected their companies

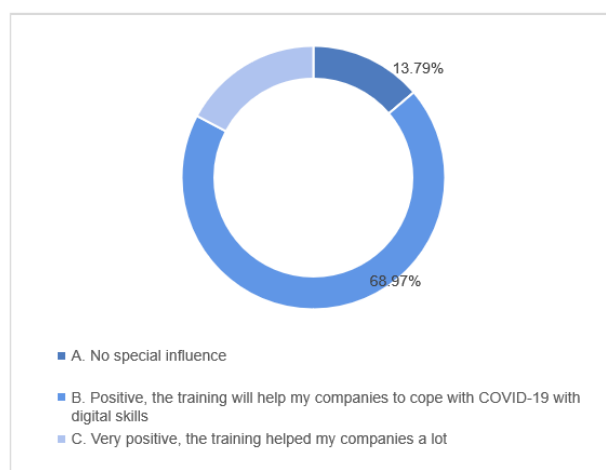


Figure 5

Survey of female entrepreneurs' perception on SheCan training's influence, surveyed in Nov. 2020.

In summary, the programme targets the needs of beneficiaries in a large extent. But the need assessment was currently designed for Output1.3, rather than the whole WEL programme, which can be further improved in the future (see Section 6) to

better satisfy beneficiaries' social needs.

3.2 Coherence

How does the programme fit within the broader UN system work in China?

FINDING 3:
The WEL programme is aligned with the priorities of UN and UN Women globally and in China.

The WEL programme is consistent with UN and UN Women strategic priorities. In terms of UN Women globally, the project aligned to Goal 2 of UN Women’s Strategic Plan 2014-2017: *Women, especially the poorest and most excluded, are economically empowered and benefit from development.* The WEL programme contributes to the achievement of Sustainable Development Goals’ targets 5.5 and 8.5.

Table 5.
The WEL programmes contribution to the Sustainable Development Goals

SDGs		WEL programme actions
Target 5.5	Ensure women’s <u>full and effective participation and equal opportunities</u> for leadership at all levels of decision-making <u>in political, economic and public life.</u>	<p>WEL programme was designed to <u>promote women’s equal access to employment and leadership</u> through awareness raising and capacity development among private and public sector leaders, as well as enhancing capacity of women entrepreneurs, though did not fully focus on marginal groups (such as disabled people).</p> <ul style="list-style-type: none"> ● Increasing women's leadership capacity (i.e. SheCan training) ● Enhancing awareness of GE in the workplace of both women and men (GE & CSR Conference) ● Promoting workplace policy implementation as a WEPs signatory.
Target 8.5	By 2030, achieve full and <u>productive employment and decent work for all women and men</u> , including for young people and persons with disabilities, and equal pay for work of equal value.	

The WEL programme furthered UN Women’s activities in China to promote women’s economic opportunities. The Strategic Note of the UN Women Regional Office for Asia and the Pacific, 2014-2017 stated that UN Women: *Will support the development of and strengthen existing gender responsive macro and meso social and economic frameworks/policies.*

The programme aligns with the United Nations Development Assistance Framework for the People’s Republic of China (UNDAF), 2016-2020: *More people, particularly the vulnerable and disadvantaged, enjoy improved living conditions*

and increased opportunities for economic, social and cultural development.

Three priority areas were highlighted in UNDAF. These are: 1) Poverty Reduction and Equitable Development; 2) Improved and Sustainable Environment; and 3) Enhanced Global Engagement. The UN system in China continues to engage in these priority areas by providing high-level policy inputs, supporting normative work and promoting global exchange. The Office’s focus is on four significant issues and barriers to women’s equality and full participation in China: 1) Violence against women, 2) Women in leadership and political

participation, 3) Economic empowerment, and 4) National planning and budgeting.

This evaluation has found that the activities conducted under the WEL umbrella intentionally align to contribute to the economic empowerment of the target groups of women by increasing women's leadership capacity (i.e. SheCan training); enhancing awareness of GE in the workplace of both women and men (GE & CSR Conference); and promoting workplace policy implementation as a WEPs signatory.

Furthermore, and worth noting, 2020 marked the twenty-fifth anniversary of the Beijing Declaration and Platform for Action, an opportunity to review country-level progress towards promoting gender equality and to better align with Beijing+25 and UN Women's normative work. The WEL programme is consistent with this effort.

FINDING 4:
UN Women collaborated with other UN agencies to avoid duplication and overlap.

UN agencies are present across China to support its development and promote gender and human rights. Many UN organizations are actively engaged in programmes to promote the health, equality and opportunity for women and children. These include UNICEF, UNESCO, UNDP, International Labour Organization (ILO), UNIDO, WHO and UNAIDS. Among these, UNESCO, UNDP and the ILO are working directly to promote women's equal employment, rights and leadership. Therefore, the evaluators sought to know what level of complementarity exists between these agencies in order to achieve synergy and avoid duplication of effort.

The evaluators found that the UN agencies noted above utilize their specialization and resource focus on unique aspects of GE. For example, UNESCO operates the *Conservation and Management of World Heritage Sites in China* project, which focuses on encouraging women's participation in social and economic development and in revitalization of local cultures and craftsmanship. UNIDO, in cooperation with Tencent, implemented

the *Women's Entrepreneurship Empowerment Project* to provide training courses on employment and entrepreneurship for local unemployed young women aged 18-35, stay at home women, and women who want to start their businesses through new technology platforms. The ILO China Bureau focusses on laborer's rights, protection and promotion of social security to cover informal employment in its tripartite partnerships with the All-China Federation of Trade Unions (ACFTU) and China Enterprise Confederation.

As such, complementarity with the work of UN Women is encouraged. The synergy work between UN Women and other UN agencies, and engagement in GE issues, is critical for normative change in men and women's attitudes and behaviours towards GE.

UN Women is the chair organization of gender theme group among various UN agencies in China, so it knows well who and how carried out GE related projects in China. In this context, we choose to work with ILO to develop the activities of rights protection and economic empowerment of female labor in the workplace. And we consider it a great way to avoid blindly investing the limited funds and resources of the programme into the fields that other UN agencies have already rolled out. Interview 1

For example, the ILO and UN Women jointly hosted the *Gender Equality and the Future of Work* Conference in 2019. Attended by over 70 policymakers and representatives from public and private sectors, facilitated dialogues were conducted on a range of topics including: Equal Opportunities and Treatment in the Workplace; Equal Pay and Women's Empowerment; Balance Work and Family Responsibilities, and Elimination of Violence and Harassment in the World of Work. Several knowledge products have been introduced including the WEPs, *Progress of the World's Women* by UN Women, *Game Changer-Women*, and *The Future of Work*. Many of them have been utilized or promoted throughout the WEL programme's activities.

3.3

Effectiveness

To what extent the programme has achieved its outputs and contributed to expected outcomes?

The WEL programme is an effective vehicle to advocate for and promote GE at the system level, transformative level and individual level. The evaluation shows that recipients of training and activity participants are beginning to implement workplace policy reforms, influence their industries and share practices in dialogue with other companies and at public events. Currently, the programme has limited influence for deeper changes in regard of time and coverage, and one of the reasons is that each enterprise has its own different character and situation. However, the improvement of nuanced and detailed training package, the broader beneficiary and geological coverage will be discussed in Section 6.

This session will mainly adopt contribution analysis approach to assess the programme's result chain from three level: a) indicator to activities, b) activities to outputs and c) outputs to outcome. Accordingly, Finding 5 will assess a) level, Finding 6-8 assess b) level, and Finding 9 will assess c) level.

FINDING 5:

Activities were over-subscribed, exceeding expected targets.

In assessing the recorded participant enrolment and survey data of Outputs 1.1, 1.2 and 1.3, the evaluation noted that all activity participant target numbers were exceeded while some of them are extremely high (see Annex 6). For example, the number of corporate leaders and government officials who participated activities across the WEL programme, both online and face to face, was 3,210. This was 1,070% higher than the set target of 300.

These numbers indicated the programme's activities did achieve their targets. There are several possible reasons for this level of

participatory engagement, supported by the evaluation data, listed below.

1. The COVID-19 pandemic response caused events to pivot to an online mode, providing greater scope and opportunity for participation. The offline activity registrations were capped, but it turned out to be hard to control the maximum allowable participant registrations when activities were shifted online, which may have contributed to the exceeded targets.

2. The activities met the needs of the beneficiaries and there was a strong demand for GE training and support from UN Women and its partnering agencies.

3. As demonstrate in the KIIs and Qs, the online knowledge sharing platforms such as WeChat were well used to facilitate discussion between program participants. As such, this may have served as an informal vehicle for activity promotion that boosted registrations.

4. The targets were initially set too low.

FINDING 6:

The programme lacks follow-up mechanisms to support beneficiaries, though it established a policy and practice exchange platform which triggered some concrete actions.

The programme established various platforms to support knowledge and experience exchange among various stakeholders, including private sector companies, government officials, women entrepreneurs, women's organizations, and others. These platforms included the annual GE & CSR Conference, Women in Leadership Forum and the social media groups established for the SheCan training, where participants were encouraged to dialogue and exchange knowledge, practices and ideas. The information exchange and networking may trigger individuals and organisations to take concrete actions towards promoting and implementing GEWE in the workplace.

Taking the GE & CSR conference as an example, the participant feedback data collected at the events (Figure 6 below) show that in the past three years

the Conference reached 690 participants, and that of them, 215 reported their knowledge of GE and

equal employment had increased due to their attendance at the conference.

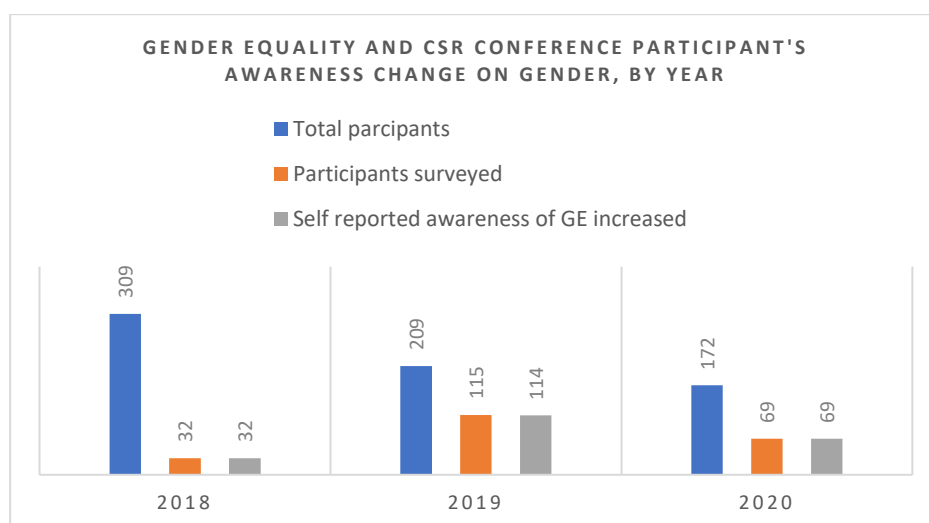


Figure 6

Gender equality and CSR conference participant's awareness change on gender equality, collected from the progress reports

However, due to poor contact data, the evaluators could not interview or survey conference participants. There are several reasons given: a) Difficulty in tracking down conference beneficiaries due to their high mobility; b) Lack of available participant contact details; and c) Some beneficiaries participated in several of the WEL activities such as Conference and WEPs training. However, looking to the KII data, the evaluators found some evidence to demonstrate expanded knowledge and information exchange among conference participants.

"Our company has established a long-term relationship with UN Women, so in 2019 CSR and Gender Equality Conference, our leader participated a panel discussion to share GE practices. Later, we know about and participate in WEPs training." Interview 6

"We attended the CSR and Gender Equality Conference in 2019. Learning about WEPs at that conference, our CEO signed up WEPs in 2020 consequently." Interview 8

"Our leader attended the Gender and CSR Conference last year (2019).... Then, we signed up the WEPs before the International Women's Day this year (2020) and joined to a few WEPs online training later and applied for this year's WEPs Award for Leadership Commitment." Interviewee 10

Another important platform was the Best Employers for Female Employees Award. This activity was Zhilian Zhaopin's annual awards and the project provided technical support to the selection criteria. It provided opportunities for private sector representatives to speak out about women's economic empowerment and showcase their efforts and practices. In 2019 the award reached out to around 1,300 private sector leaders to raise their awareness of GEWE issues. The awards were ongoing in 2020.

Best Employers for Female Employees Award is set up especially for companies that focus on the growth of female employees. WEPs provides standards and guidelines for the award, which encouraged companies to better implement the concept of GE... Additionally, we hope that through top level leaders, such as HR executives, GE can be implemented in the daily operation of enterprises, so as to create more jobs and promotion opportunities for women. Interview 14

The Women in Leadership Forum was a collaboration between UN Women and Cheung Kong Graduate School of Business (CKGSB) (2017-2019) and attracted participants from the public and private sectors to discuss women's leadership from different perspectives, i.e., political participation, business development and personal achievement. Guest presenters and attendees included business and government leaders, ambassadors, and sporting personalities.

The ILO-UN Women joint conference on Gender Equality and the Future of Work promoted the WEPs, ILO Conventions and policy and was attended by trade unions, enterprise associations, government entities) and local organizations working on gender issues. Important policy dialogues were hosted through a series of sessions on topics including: "Equal Opportunities and Treatment", "Equal Pay and Women's Empowerment", "Balance Work and Family Responsibilities", "Elimination of Violence and Harassment in the World of Work" and so on.

Although some participants signed up to the WEPs and take some concrete actions in GE, the programme was found the lack of a follow-up mechanism problematic. A follow-up mechanism is not in place to help participants to turn their awareness to action; for policy change and integrated gender approaches in workplaces and in communities. Therefore, the programme team cannot effectively monitor and track participants post-activities, and they have limited ways to provide further GE support.

FINDING 7:

⁷ C-level indicating i.e. CEOs, CTOs and COOs, the high level managerial positions

The evidence of transformative change is limited at present, and the WEPs training package needs to be more detailed for beneficiaries.

The evidence suggests that the WEL programme activities support organisational awareness raising, which may then drive the impetus of enterprises to sign the WEPs statements. This is made possible by the WEPs training and tools delivered, which built the capacity of leaders to advocate for, and lead, change in their organizations.

The collaboration with Golden Bee, a CSR consulting company, to develop and deliver the WEPs training package, is an example of highly effective and targeted training activity within the WEL programme. It was conducted with senior HR and C-level⁷ management staff. The training content included an introduction to gender equality and guidance about how to integrate WEPs in the companies' policies and practices. In 2019, a WEPs pilot training event were held with 25 participants. After 2019, training moved to an online webinar mode in response to the COVID-19 public health regulations.

Although the evaluation did not collect extensive data on WEPs signing enterprises, the KIs and QS data from employees provides evidence that the training contributed to Outputs 1.1 and 1.2. The WEPs strengthened institutions to incorporate gender-responsive measures into their policies and operations. The evaluators found that WEPs training participants considered the training helpful and beneficial.

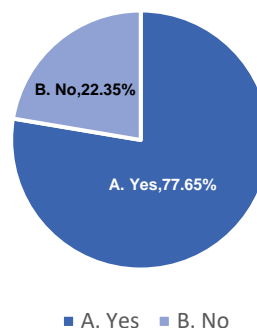
We participated WEPs training activities, and it provided us with the necessary knowledge of WEPs and good practices of GE. Interview 7

Not only CSR Conference, we also participated WEPs trainings, which include the fundamental concept of GE, knowledge, legal tips and etc. These trainings are very closed to our job responsibility, thus were learned more and deeper about GE from the trainings. Interview 10

After signing WEPS, there was a noticeable change in the corporate to push for gender equality. Before, we have spontaneously carried out some GE activities, but not in a systematic way. After signing, WEPS provided us with a more systematic guidance of seven principles to make our actions more comprehensive and systematic. Interview 3

The enhancement of awareness and capacity building contributed to the GE actions within enterprises. Golden Bee provided the post-survey data of 10 participants of the pilot-training taken after 3 months of doing the training. 100% of participants stated that the training was beneficial to enhance GE capacity, including awareness raising and promoting organizational GE practices. 20% showed a willingness to sign onto the WEPS and 40% had taken further steps, including conducting internal training, advocacy and the provision of female employee care activities. 77.65% of employees were aware that their enterprise had signed the WEPS statement, and 90.59% confirmed that their enterprises had taken internal GE actions, either at the policy and/or operational levels.

The percentage of employees aware of their organizations have signed up WEPS



The percentage of employees aware of their organizations' activities/policies on GE

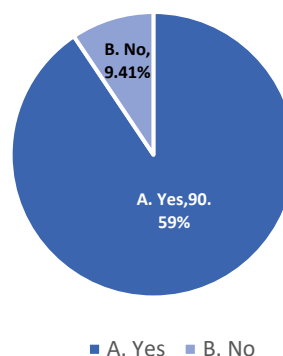


Figure 7
Employees aware of their organizations' effort in GE, surveyed in Nov. 2020.

As a result, the WEL programme encouraged a total of 23 private companies to take GE actions after training, including signing up to the WEPS, undertaking internal training, establishing facilities and enacting policies. This demonstrated that WEPS training is an effective tool in the WEL programme to catalyze gender-responsive actions. Interviewees confirmed the need for leadership to enact change.

The challenge of promoting WEPS is to obtain high-level's attention and support. It is needed to change C-level's attitude towards GE. Interview 3

Both signing up WEPs and actual promoting GE do require the support and acknowledgement from leaders. Interview 6

We have been promoting GE and diversity for a while, but always wish to obtain the support from leader executives. Leaders' statement on GE will definitely make GE promotion easier. Interview 10

However, the evaluators also found limited evidence of transformational change, as defined by

the Gender Result Effectiveness Scale (GRES). The GRES was used to assess the extent to which the WEL programme has been effective in generating normative and behavioural change in workplaces. There are 5 types and quality of gender results on a scale from gender negative, gender blind, gender targeted, gender responsive to gender transformative. Gender transformative changes indicate deeper changes in GE policy and practice. Figure 8 illustrates the GRES.

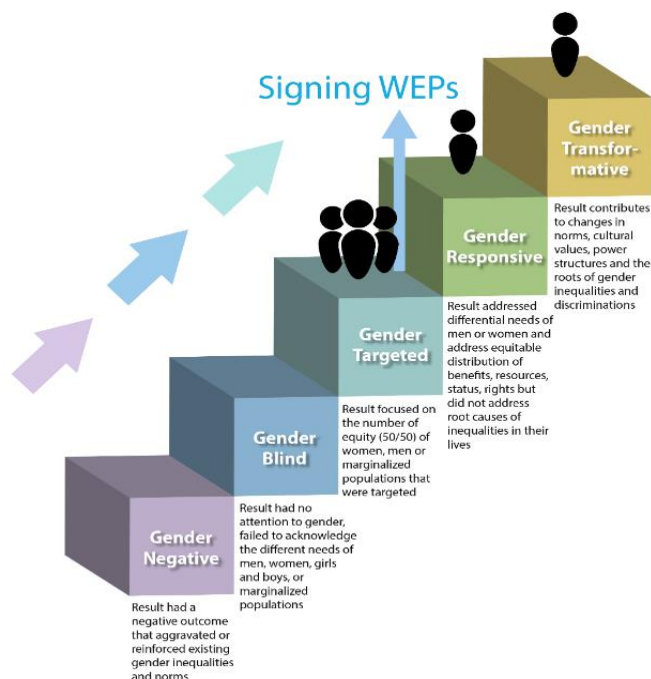


Figure 8
GRES. Source United Nations Evaluation Group (2018).

The WEPs are a tool of the WEL programme that promote organisations to move away from being Gender Blind. The WEPs signing, as an action, is categorized between Gender Targeted and Gender Responsive. Based on WEL programme reports (see Annex 7), the evaluators found that 69.57% of companies have taken gender responsive actions,

such as internal training and discussion on GE. Only 21.74% have taken further actions towards making transformative change, such as incorporating GE into internal policies. This analysis demonstrates that though the training activities are effective, further actions towards transformative changes may still yet to be undertaken.

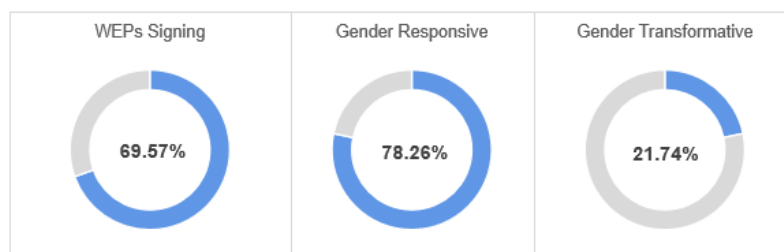


Figure 9
GRES analysis among 23 companies GE actions, surveyed in Nov. 2020.

Examples of organisations who are implementing gender transformative change, have been selected from the KII data and are presented in Table 6 below.

Table 6.
GRES scale assessment of three Chinese firms.

	Company T	Company P	Company D
Gender Targeted	Focus on the number of equity (1:1) between female and male in campus recruitment		Focus on the number of gender equity in management level
Signing WEPs	Yes	Yes	Yes
Gender Responsive	Participate other GE related activities to share its own practices	Flexible working schedule and off-site working mode	
Gender Transformative	Start programme on women leadership	Start HeForShe campaign among male employees to advocate GE	<ul style="list-style-type: none"> • Create internal organization to discuss GE; • Incorporate GE in enterprise global strategy

One leader discussed their company's own GE promotion activities: *Let society see and discover much more about women's power, and carry out more ... advocacy work* (Interview 8). Several

companies also encouraged participation in gender awareness campaigns.

Although some of beneficiaries showed diverse actions at different level of GE performance, signing

onto the WEPs or participating in the WEPs training does not guarantee that private institutions will practice GE policy reform. The reasons why the programme cannot push organizations to take further GE actions vary. For example, some interviewees expressed concerns about GE promotion within institutions.

In the actual operation, companies are also considering possible losses and why they choose women rather than male. It might be unequal but realistic. Interview 6

This concern reflected some social stereotypes existing in China and many other places. The evaluators recorded this concern and note that the WEL programme is an effort to change gender stereotyped perceptions of women employees, through the leadership of private sector and government entities. However, awareness raising across the mainstream population is beyond the scope of the WEL programme to influence. Further work of the WEE portfolio might address to mitigate gender stereotypes and their consequences (see Section 6).

While the evaluation found a growing trend towards policy making in companies and some degree of willingness to advocate for GE, it cannot conclusively be attributed to participation in the WEL programme's activities. Some leaders are influenced by other mechanisms, such as policies from parent companies coming from abroad, or they have had exposure to the concept prior to the WEL programme, such as through the work of UN Women or other agencies.

For example, one company Executive who stated: *We are committed to the growth of women* (Interviewee 7) belongs to an international company. Their Chinese workforce has been encouraged to join reading clubs and information sharing platforms with company colleagues abroad. The company offers job shadowing and cross-departmental career development programmes to mentor women and has a gender diversity policy to prevent gender-based biases in their recruitment processes.

Before signing up WEPs, the company has been working on GE for a long term, which can be seen as an enterprise cultural gene. ... So

collaborating with UN Women and signing up WEPs has the support from leader, and we want to utilize this opportunity as a GE resource platform and also better incorporate WEPs into our existing projects. Interview 7

The evaluation reveals that companies who are ready to or already are incorporating GE into their enterprise culture or policy, at the transformative level, have something in common: they have already established an internal culture or policy of GE to some extent, and have the support of their top-level leaders.

CEO support emerged as a strong enabling factor to workplace but cultural reform but may be slow to materialize in some settings. To solve this challenge, the WEPs statement is a helpful tool. WEPs is an executive statement, and signing the WEPs is the support and promise, from the top, needed to support ongoing commitment to GEWE within institutions.

Change does not happen without dual cultural/structural support and leadership, and the WEPs training and tools could be furthered nuanced for a wider set of beneficiaries. The more detail WEPs tools can provide, the more accurate guidance materials for companies can be.

I noticed different companies have different needs for GE, in regards of their size, industry and etc. The WEPs should be tailored and detailed, which will help more companies to deal with their GE problems. Interview 4

The analysis above demonstrated the programme is effective to promote GE but to generate transformative change, more time is needed and suggestions about how to improve the training are provided in the Recommendations (Section 6).

FINDING 8:

More GE content should be added in the needs-based capacity building project, targeting female entrepreneurs, besides digital skills.

Under the WEL programme umbrella, a capacity building project focusing on digital transformation, the “SheCan” project was offered. A total of 642 women entrepreneurs took part in the training in seven offline and three online training events. The training was to enable them to make a positive contribution to equal employment and leadership in their organisations. It was felt by UN Women in China, that female entrepreneurs are a resource, yet to be utilized, for the promotion of gender equality. As discussed above (see Section 1.3), the evaluators noted that women in these roles face particular challenges, unlike male executive-level leaders and reconstructed the ToC to reflect this key assumption and causal pathways by which change could happen: Women entrepreneurs are more likely to advocate for gender equality, because they have lived experience of gender discrimination and barriers to equality in the workplace.

The evaluation found that women advocates for GE are more likely to draw on their personal experience of GE to advocate for future women leaders and promote institutional change in companies. Some interviewees expressed their

experiences as female entrepreneurs, and confirmed that they may encounter more challenges than male entrepreneurs or C-level managers.

As a female start-up entrepreneur, the gender inequality happens in especially second-tier or third-tier cities. For examples, in the business, there are more males in IT industry, thus the clients sometimes have the doubts whether us females can make it. Interview 12

In our cities, the rate for women to establish their own business is very low. For instance, in our startup hub, only about 10% entrepreneurs are female, who often focus on handicraft and catering industry. Interview 9

The evaluators found that the SheCan project is an effective programme to help beneficiaries acquire understanding of digital trends, and application of skills in management and business, as well as GE acknowledgement and capacity. The feedback from SheCan participants and local partners showed high levels of satisfaction in terms of training content and overall project, with 100% of the returned QS (n=29) stating that they would recommend SheCan to others.

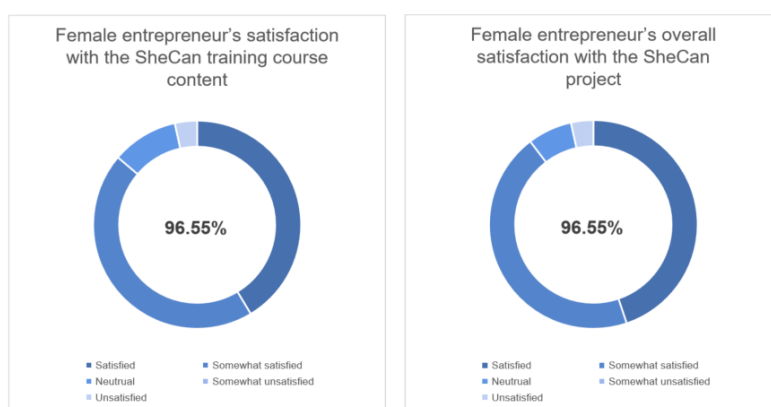


Figure 10
Female entrepreneurs' satisfaction on SheCan project, surveyed in Nov. 2020.

Key informants told the evaluators of their satisfaction with the SheCan training.

(As local collaboration partner) we are satisfied with SheCan project and training. It has great training package and content of female leadership. Also, the training conducted in here specially focused on healthcare industry, since healthcare is our local competitive industry and it requires big data skills, like digitalization and AI. Interview 4

We collaborated with UN Women to hold local SheCan training, this was welcomed by local female entrepreneurs, because digital skill and empowerment are what they are looking for in the future development. Interview 5

The course is comprehensive, the teachers are satisfying and the course arrangement is very good. As a participant, the training I attended before were all company-based (such as Tencent, Alibaba), there were few about digitalization for women. Comparing to those, SheCan focused on more female and it is important to incorporate women and GE topics. Interview 12

In terms of GE, the post-survey done by CGPI showed that 97.92% in 2018 and 93.29% in 2019 (see Figure 11 below) report having an enhanced GE awareness and capacity to promote equal employment rights and GE, at the conclusion of the training.

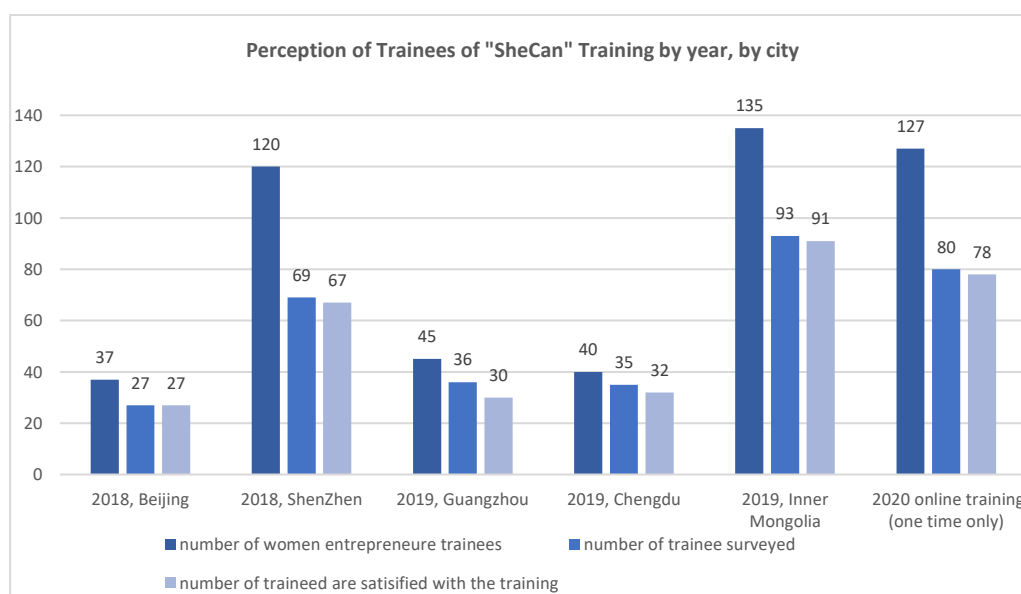


Figure 11
Perception of Trainees of "SheCan" Training by year, by city, collected by progress report.

The ToC is further supported by the QS data collected. GE awareness raising was new for some women and with it, they indicated a changed attitude to female employment and GE. Beyond being a 'duty', recipients agreed that GE is good for

business and that further training in this area is required. Among the 29 female entrepreneur respondents, 89.66% agreed that SheCan project enhanced their GE awareness, 58.62% considered promoting GE as an enterprise's fundamental duty

while 72.41% take the empowerment of female employees as a way to assure enterprise's long steady development.

Female entrepreneurs' perception of GE after participating SheCan project training

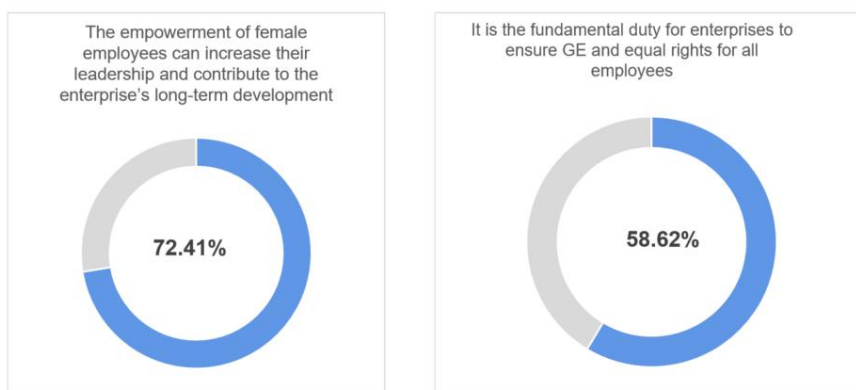


Figure 12

Female entrepreneurs' perception on GE after participating SheCan, surveyed in Nov. 2020.

In terms of digital skills and leadership, SheCan has been beneficial. The QS data shows that 62.07% of female entrepreneurs report having an enhanced

awareness of digital skills and trends, and 58.62% report new knowledge in related skills and resources.

Female entrepreneurs' perception of digitalization after participating SheCan project training

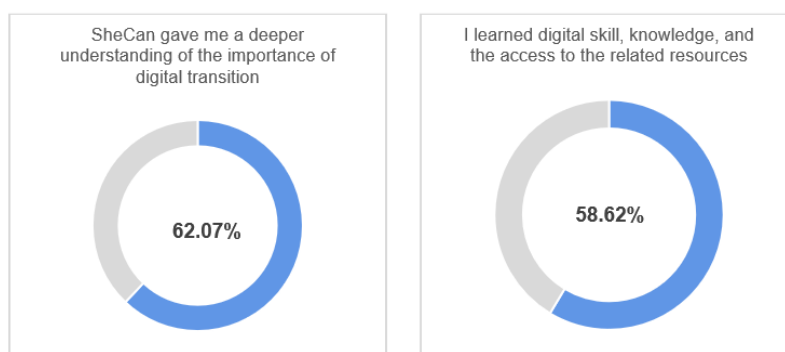


Figure 13

SheCan project trainees' perception of digitalization after training, surveyed in Nov. 2020.

The beneficiaries also described what they had learnt and the effect it had on their business, in the KIIs conducted. One female entrepreneur stated:

The training helps me to wake my gender awareness, and I decided to take actions. For instance, recruiting female employee, support gender-equality public-welfare programme and so on. Also, I am more aware of my possibilities and potential as a female. This increased my confidence in running my business. Interview 12

We always think women are inherently disadvantaged, and even women themselves believe so, thus the society often regards women need more help. But after training, I think that is stereotype and I become more aware of GE. As the size of the business grows, I will incorporate GE into our policies, not special care for female, but also equal support for males. Interview 9

For some participants, the SheCan training helped to translate their capacities into actions by means

of singing onto the WEPs. After the training, 5 women entrepreneurs signed the WEPs and committed to promoting gender equality in their internal and external policies and regulations. As such, the women are enacting Output 1.2, as well as meeting Output 1.3, in instituting structural changes to support female employees in their workplaces.

The SheCan project adjusted its content well to better meet the needs of beneficiaries under the emerging social context of COVID-19 in 2020. The training shifted to an online platform and the course content that was considered more critical for female entrepreneurs, was adjusted. New content in human resource management, digital response under COVID-19 and the digital world after COVID-19, were included. These adjustments were affirmed by participants. Among the 29 female entrepreneurs who returned the survey, 86.21% considered the SheCan training to be beneficial for them to face the new challenges.

SheCan training is beneficial for female entrepreneurs to achieve digitalization within enterprises to cope with COVID-19 challenges

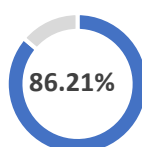


Figure 14

Female entrepreneurs' perceptions on SheCan to deal with new challenges with digital skills, surveyed in Nov. 2020.

Some interviewees described how these skills was transformed into actions to help their enterprises overcome the difficulties posed by the COVID-19

pandemic. One interviewee explained that her team's digital skill learning was accelerated after the SheCan training. Based on what the team

learned, they quickly adjusted their product line which reduced the cost of their services. The company is now more competitive and found new markets. She stated that:

The SheCan project told us the concept of digital empowerment is important for female entrepreneurs.... Thus for companies, digital and intelligent skills and transformation will empower companies and make it go further.
Interview 12

SheCan project also invited the training participants to join an online networking platform. Several WeChat groups were formed to provide follow-up support and keep participants informed and updated. It helped women entrepreneurs to find peer support, and related resources. The evaluation found that the establishment of purposive online communities of practice, on WeChat and other platforms, was highly effective in maintaining networks and coordinating messaging.

However, the project of women empowerment and leadership can be complex. The SheCan project, as a pilot project requires improvement to broaden its impact. The training content could be more detailed, with more practical approaches, tools and resources, and tailored for participants at different levels of the organization or from different industries.

Thus there was a division whether the courses could designed with more donor's own products and services. Although we finally came to an agreement, some training courses are too hardcore, without a comprehensive introduction, which makes participants harder to pick up sometimes. Interview 2

I think digital empowerment is only a small part of the improvement of female leadership, and the content of empowerment should be richer. Interview 4

The contents can be refined, so as to promote entrepreneurs at different levels to have

better participation and improve their ability.
Interview 11

The training raised our conceptual attention, but we need more specific approaches. And sharing good practices of GE will also help.
Interview 9

The evaluators also found that, like other activities in the WEL programme, systematic long-term supports are lacking. A newsletter, networking and resources exchange platform are some ways in which the ongoing communications could be maintained. Suggestions to improve the SheCan training will be further discussed in Section 6.

FINDING 9:

With modest gender normative and transformative change, the WEL programme has formulated a programme model from the macro, meso to individual level, and outcomes are contributing to the programme's Outcome.

The Office has formulated a model of the programme, presented in Figure 3 below. It depicts the relationship between the policy environment for knowledge transfer to key actors and agents through the execution of key programmatic activities and their programme-level outputs. The model depicts the intended integration of activities across Outputs 1, 2 and 3 to reinforce a holistic approach to GE promotion and WEE by directing activities through and focusing on China's workplaces practices and cultures.

The WEL programme instituted a model that has effectively supported activities in four ways. 1) It has established platforms for policy and practice exchange; 2) Participation in these promoted the signing of the WEPs; 3) Engaging female entrepreneurs contributed further to the exchange platforms and WEPs signing, and 4) The WEPs activities were integrated strategically to ensure linkages between the individual, organizational and societal level GE and WEE portfolio activities. Each is further described below.

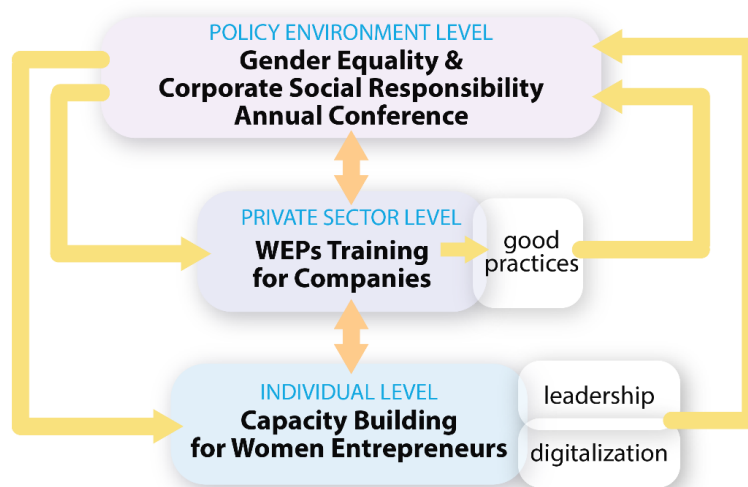


Figure 15
WEL programme model

Beneficiaries at the individual, workplace and societal levels of Outputs 1, 2 and 3 were targeted through a wide range of different activities, hosted at various times, locations, in person and online, with social media support for information exchange (i.e. WeChat). These activities aimed at stimulating institutions to promote GE from three different level, macro, meso and micro, which intend to affect them from policy environment, industry association/private sector and individual levels respectively.

Macro: Policy environment level

The programme established a platform for different stakeholder to have GE discussion, practice exchange and policy dialogue, to encourage GE changes at policy environment level, such as incorporating GE into policies/regulation, to promote equal employment and leadership opportunities for both women and men.

For example, by conducting Gender & CSR Conference and policy dialogue events, such as ILO-UN Women joint conference on GE, the WEL programme called on different stakeholders,

including trade unions, enterprise associations, government entities and enterprises, to have GE conversation, and shared strategies, regulations and policies to achieve GEWE objectives.

Some changes have been made at macro level, for example, the programme promoted a Memorandum of Understanding (MOU) with local government agency, which will lead to long-term collaboration under WEE in the future. However, how the MOU will develop into a systematic policy and affect local companies, is too early to determine.

Meso: Private sector/industry association level

The programme also aimed at industry association and private institutions to promote GE by WEPs training. The training included basic concepts, knowledge, tools of GE, and the evaluators found that many participants have transformed these learnings into GE actions within companies (see Finding 7).

There is an obvious change to promote GE internally, after signing up WEPs. And the company started doing this in a more systematic and strategic way, in accordance with WEPs 7 principles, rather than the spontaneous activities like before. Interview 3

The programme managers also chose to work with industry associations, to provide resources of enterprise members. The evaluators found that working with industry associations was an effective way to promote GE across aligned companies by incorporating GE into industry guidance. Industry associations can also play a supporting role for members signed onto the WEPs, to better incorporate GE into their policies and operations.

Our next step is to provide 1v1 training and support for our members, who signed up WEPs statement. We wish to support them with more practical guidance to incorporate WEPs into enterprise strategy, based on their different situations and needs. Interview 13

Micro: Individual level

The programme also focused on the capacity enhancement of individuals, especially female entrepreneurs. The SheCan project provided training, knowledge and tools for female entrepreneurs of digital empowerment, GE knowledge and leadership. The evaluation found many participants not only improved their skills but have also started attempt to transform digital skill and GE awareness into actions in business operation.

The programme contributed to the Outcome:

Private and public sector policies, programmes and regulations incorporate gender perspectives to promote equal employment and leadership opportunities for women and men.

However, modest transformative change is being seen. At the macro level, it is not easy to make a new policy and legislation at the government level. Although many policies and legislation protecting female rights have come into being, the legislation

to make enterprises follow GE principles is still in progress. Therefore, more time and ongoing advocacy work is required. Working at the meso level may be more effective for the WEL programme.

At the meso level, whilst the WEPs was an effective tool, the programme's influence to generate gender transformative and normative changes was found to be limited (see Finding 7). Promoting GE is more complex than merely signing onto the WEPs statement, however, this is a helpful tool to provide the necessary foundation for top-level leaders' support to ground GE into policies and operations.

In regard to industry associations, they have much potential to promote GE and women's leadership as they connect with a variety of enterprise members. However, their industrial guidance does not guarantee members' act upon GE initiatives. The guidance materials are suggestive rather than mandatory to follow.

At the micro level, how to transform learnings and capacity building into GE practices requires the tailored, targeted training packages and post-training ongoing support and communication. These measures may provide long-term support and guidance rather than one-off activities.

It may be easier for the companies to implement changes if they have an established culture and supportive leadership to nudge other entities towards efforts that promote deeper transformative change. The WEL programme can be improved to broaden its coverage, nuance its content, and promote wider sharing and collaboration of change.

(As programme collaboration party) we found WEPs a great tool to promote GE. Many local female entrepreneurs are willing to participate. However, trainings should broaden the coverage, which could help to clear the misunderstanding that signing up WEPs will increase enterprises operation cost. Interview 5

We hope UN Women can share with us more about GE with a holistic view and we are

expecting more collaboration, not just stopping at signing up WEPs. Interview 7

Online training also lacks for face-to-face communication, which affects how much participants learned. Interview 3

The WEL programme has contributed to progress towards its Outcome. However, a conclusive determination of the impact of the WEL programme's activities upon this Outcome is beyond the scope of this evaluation to fully determine. Suggested approaches to nudge the influence of the programme, to promote GE in the future, are provided in the Recommendations (see Section 6).

3.4 Efficiency

To what extent the programme is delivered efficiently?

The programme's execution and management is efficient and coped well with the sudden advent of the COVID-19 pandemic and programme management resource constraints. According to the programme's PMF, all activities have been executed within the time frame specified, under budget and the targets of each output have been met. The evaluators found some areas of weakness in the programme execution and make recommendations in Section 6 to support their improvement.

FINDING 10:
High achievement rate of indicator targets indicate the programme M&E mechanism is not well designed.

The evaluation paid attention to the M&E mechanism from the initial stage and throughout the implementation of the Programme. The PMF was used to monitor the programme, periodically. The programme team documented progress reports, annual performance reviews and reports against the PMF and the UN Women Results

Framework. These reports were submitted to the UN Women's Regional Office.

Data against the Outputs 1.1, 1.2 and 1.3 recorded by programme team showed high achievement rates against the indicator targets. For example, the number of corporate leaders and government officials who participated in activities across the WEL programme, both online and face to face, was 3,210, which is ten times higher than the set target of 300 (see Annex 6 for all activity participation and completion rates).

The evaluators cannot fully explain the high achievement rate, as the M&E mechanism requires adjustment to better monitor the programme during its implementation. Such over-achievement of the targets reflects a low level of anticipation of the interest and demand for GEWE. This supports the finding that the M&E mechanism was not well designed.

Furthermore, as mentioned as a limitation of the evaluation study, the lack of participant information (i.e. names, organization, email and telephone) impeded the achievement of an optimal sample size in both QS and KII. It was reported in the KII that the capture of participant information was done in accordance with UN privacy protection and secure records are held for 5 years. However, the evaluators found that stakeholder record keeping still need to be improved as contact details of beneficiaries were not always available. This hindered the evaluators to collect more data and also prevented the programme team monitoring beneficiaries and providing follow-up support.

FINDING 11:
Achievement expected indicator targets with limited staff and coordinating multiple stakeholders partly demonstrate management efficiency.

The Office, as WEL Programme lead, has acted in accordance with UN Women and UN financial management and reporting protocols. According to the Programme Document (ProDoc) and interview data, the Office house a Project Management Team, comprising a National Programme Officer and a Programme Associate. The National Programme

Officer takes the responsibility of implementing, monitoring and achieving the expected results of all Outputs 1.1, 1.2 and 1.3 under the project. The Programme Associate supports the implementation, documentation and administration of all project activities, such as procurement of services and financial management. All team members worked under the direct supervision of the Country Programme Manager and consulted with both the Regional Office, as appropriate, to obtain technical support.

The evaluation found that the programme team has had the challenge of managing multiple stakeholder relationships including donors, responsible party, and various other partnerships. While these have demonstrated their strategic success in supporting the conduct and promotion of dozens of programme activities, it brings various challenges including the need to balance multiple stakeholders' wishes. Some donors and partners expressed different interests for the programme and it can be hard to reach a consensus for all stakeholders. Some donors, for example, were interested to incorporate its own business into the SheCan design. However, with facilitated discussion with stakeholders, the programme team remain true to the UN Women strategic goals and intent of the WEL programme. They balanced the wishes of donors and the needs of the beneficiaries, through conducting extensive communication, adjusting content and (re)designing activities, as required.

We are facing some challenges...It can be hard to choose responsive party and partners, because many of them do not have enough resources we need in the programme... Donors also have different willingness, communication and negotiation with donors can also affect the programme development. Interview 1

What is more, to cope with COVID-19, the programme team's use of WeChat groups supported daily communication and information sharing with stakeholders, including multi-party meetings conducted on an as-need basis, to make the communication and coordination easier.

FINDING 12:

Internal procedures, i.e. procurement processes, delayed the programme and its planned key deliverables.

The key programme financial documents were reviewed in the evaluation, and in discussion with the management team, financial data were cross-checked. With funding from multiple donors, including Zhilian (through CWDF), SAP (China) Co. Ltd., Beijing Liu Jiu Culture Development Co., Ltd., P&G and Proya Cosmetics Co Ltd., the total income was: \$773,700.53USD. The evaluation noticed that forty-six percent of the funding revenue received was spent by December 2019. The full funding was expended by December 2020. It was used for programme implementation and other managerial expenses. During the evaluation period, the 2020 final financial report was unavailable. Thus, a fuller economic analysis of the programme is not possible.

It is notable that almost half of the funding was utilized in the last one and half year. That might be due to complicated internal procedures for programme partnership establishment and the Responsible Party and other vendor selection.

According to the programme progress reports and KII, it took over six months to select the Responsible Party – CGPI and it takes on average, three months to select vendors for procurements over USD50,000.

These processes were lengthy and may risk programme delay honestly. Interview 1

The KII also found that the financial management procedures are very strict and systematic, which to some extent impede the budget distribution.

We asked partners to submit PHASE forms quarterly, which was signed by our executives, to regional office. All financial procedures are systematic and they are required to follow UN system financial management to make it clear and precise. Interview 1

3.5 Sustainability

The extent to which the net benefits of the programme continue, or are likely to continue?

FINDING 13:

WEL may continue to report net benefits in the long run, through industry guidance, various partnership and capacity building.

As a whole, the programme is likely to continue its net benefits in the long term under the WEE portfolio of work. The programme sustainability was contributed by three means: 1) establishment of industry guidance; 2) Various partnership with multiple stakeholders; and 3) Capacity building.

3.5.1 WORKING WITH INDUSTRY ASSOCIATION GENERATED LONG-TERM INFLUENCE ON GE PROMOTION BY GENDERED INDUSTRY GUIDANCE

Working with industry associations was found to be effective in promoting GE across aligned companies and with individuals as in collaboration guidance notes and other resources can be gender mainstreamed for GEWE standard guidance. As discussed above (see Finding 9), collaboration with

government may take a long time whereas industry associations, which sometimes have a government background, can act more swiftly on behalf of their members. Although an industry guideline is not compulsory for its association members, like legislation, it does act as a guide and may generate an influence on whole industry sectors, than working with a single company.

Influencing WEPs signatories or other companies in the long term, to make transformative changes in workplace, may benefit with partners. The WEL programme partnered with the CESA in 2019 when the WEPs was introduced to its member companies. After its leader participated in the WEL programme, the UN Women WEE programme team and CESA worked jointly to include GE in the CSR Guidance of the ICT Industry, which was released in March 2021. The Guidance promotes GE integration in management, policy and operations and provides indicators of achievement. All members are encouraged to follow the guidance for greater attention of GE issues in daily operations.

The KII and public files of standards stated that T/CESA 16003-2017 "*Electronic Information Industry Social Responsibility Governance Evaluation Index System*"⁸ have made some changes, affected by WEPs promotion.

Changes have been made in T/CESA 16003-2017, including but not limited to:

- Adding scoring content for empowering women, i.e. protecting GE, encouraging female STEM talents
- Adding scoring content for work-life balance, especially for pregnant women
- Adding scoring content for encouraging female vendors

In the long-term, the standard will influence the CSR reporting and annual appraisal work among member companies of the association. The

evaluation found that the initiative has gained the attention from its industry enterprises.

By the end of April 2021, 41 ICT enterprises signed up to the WEPs, influenced by the new standards. For instance, Merck, which actively communicated with the association and signed up to the WEPs

⁸ <http://www.ttbz.org.cn/StandardManage/Detail/45145/>

statement, committed to integrate WEPs into their corporate strategies, including training, discussion, public advocacy etc., to exchange good GE practices and promote further actions.

More and more companies promise to take practical actions in the field of GE...Meanwhile, we called on companies to understand and pay attention to GE issues in companies through vigorous publicity and online and offline training. Interview 13

3.5.2 DIVERSE PARTNERSHIPS WITH MULTIPLE STAKEHOLDERS ENSURE PROGRAMME SUSTAINABILITY

A key strength of the WEL programme has been strategic partnering and collaboration with multiple stakeholders, including private sector companies, government entities, social organizations, academic institutions, and others. Examples include: private sector like Zhilian Zhaopin, as mentioned above, donor and partner under Output 1.1; SAP China which jointly launched the SheCan project with CGPI as the Responsible Party, under Output 1.3.

Additionally, the programme team have built highly productive partnerships with local Women's Federations, which enables outreach and promotion of WEL activities and enables new platforms for knowledge sharing and GE promotion.

The partnership with local government agency, Chengdu New Economy Development Commission, resulted in an MOU, which will lead to long-term collaboration under the WEE portfolio in the future.

Similarly, working with industry and enterprise associations such as the Mulan Initiative (Women Entrepreneurs' Club), which emerged from the SheCan training, and the ICT Industry Association are excellent vehicles to promote WEL programme activities.

These diverse partnerships also result from the UN Women's reputation and previous collaborations.

After previous collaboration in 2018, we are willing to continue this work with UN Women. Therefore we started our second collaboration very smoothly and we do think WEL programme can meet the satisfaction of our local entrepreneurs. Interview 5

UN Women is regarded as one important partner in the regional and we expect more and further cooperation... I think we can share our resource and our case through UN Women. Interview 7

From KIIs, all the stakeholders expressed their willingness to further collaborate with UN Women in regards of GE and other related topics. These diverse alliances also enable new and unplanned emergent networks and knowledge sharing platforms, which can then be coordinated in a strategic way to maximize lasting GE reform initiatives to make the programme's net influence sustainable.

3.5.3 INDIVIDUAL CAPACITY BUILDING CAN GENERATE SOME LONG-TERM GE CHANGES WITHIN ENTERPRISES

According to the ToC, engaging corporate leaders and government officials will lead to the inclusion of gender perspectives and promote equal employment. The WEL programme focused on capacity building for these leaders, especially female entrepreneurs.

As mentioned above, CEO and top-level's support within enterprises is essential for organisational implementation of GEWE policy. Therefore, the programme's efforts to improve leaders' GE awareness and capacities can contribute to long-term GE changes within the enterprises.

For example, the success of the SheCan project is testament to the thirst for support female entrepreneurs have for GEWE awareness, training, and policy implementation. For organisations that are not female-led, support is enacted via organisation's leaders or departments (i.e. human resources). Targeted training at executives or middle management level professionals was found to be a critical step towards ensuring the WEPs commitments is implemented.

The three means, establishment of industry guidance, various partnership with multiple stakeholders and capacity building, can all guarantee WEL's net benefits continue in the long term, to some extent. However, the potential changes cannot be assessed at current state, including capacity transformation into actions, GE actions within enterprises, industry guidance promoting GE changes, which all require longer time to see.

3.6 Gender Equality and Human Rights

FINDING 14:
GEWE is fully integrated into all aspects of the program design and implementation, however, attention to marginalized groups has been overlooked.

The WEL programme activities' entire focus is on GEWE and women's leadership in the workplace. The Office has consulted with various stakeholders,

including private sector companies, women entrepreneurs, government officials, social organizations and academic institutions, to seek their advice in the design and implementation of WEL programme activities.

The WEL programme designed a wide range of activities serving different beneficiaries. Its PMF has attempted to capture GEWE data supporting the testing of a ToC, again, designed specifically to test certain assumptions that promote GE, employment, economic empowerment and leadership, at senior levels of China's private enterprise.

The early successes of the WEPs training activities and company sign-on, was a central initiative wholly centered around the promotion of gender equality. Company employees, who have signed the WEPs have a greater awareness of GE in the workplace with over 90% of survey respondents agreeing that their company carries out activities to promote gender equality and women's employment; and of the list of policy propositions put to them (see Table 7), over 75% of respondents stated participation in at least one of these.

Table 7.
GEWE activities conducted in organizations during the programme implementation, surveyed in Nov. 2020.

- A. Engaged in self-evaluation on gender issues, e.g. gender gap analysis
- B. Participated in or supported projects and activities that promote gender equality, organized by UN Women or other organizations
- C. Included terms/clauses that promote gender equality in the organization's policies and practices (e.g. human resources). For example, solutions to various challenges faced by female employees in getting promoted and other aspects
- D. Assigned or established personnel or departments within the organization to specialize on gender equality issues
- E. Organized internal/external training activities, workshops to share information on gender equality, diversity, and inclusion.
- F. Provided family friendly policies, such as daycare, maternity leave, paternity leave, and/or childcare leave, etc.
- G. Carried out and participated in gender equality and women's empowerment related research and survey
- H. Promoted the inclusion of gender equality issues as an industry standard
- I. During the pandemic, ensured that female employees had fair rights and benefits, e.g. flexible work hours, encouraging all employees, especially male employees, to take on family responsibilities

Similarly, the SheCan initiative, targeted entirely at women entrepreneurs, was devoted to women's empowerment and to encourage women in senior leadership to be advocates for GE. The ToC assumes

they experience challenges due to gender inequality.

The WEL programme has, however, not given attention to vulnerable and marginalized women

groups who exist outside this programme, which includes women living with a disability, young women, older women in the workforce and women from underserved and under resourced

backgrounds. Sections 6 and 7 will also address these issues.



SHE CAN: Women Entrepreneurs Digital Empowerment Training, Photo: UN Women

4

CONCLUSION

SECTION 4: CONCLUSIONS

This summative evaluation of the WEL Programme has answered questions related to the relevance, coherence, effectiveness, efficiency, sustainability and GE&HR. The evidence generated by desktop review, questionnaires and KIIs confirmed that the WEL Programme is a promising umbrella programme to promote GEWE and can be strengthened in regards to programme and management to broaden its transformative potential within institutions.

The WEL programme confirmed the Theory of Change (ToC) sufficiently to warrant ongoing resourcing. With strengthened M&E practices, expanded programming, resourcing and time, the programme may produce stronger sets of evidence to demonstrate programmatic impact on policy and structural change in corporations. Additionally, it is hoped that the Office will observe attitudinal and behavioural changes in leadership, higher numbers of women in leadership, and the staging of GEWE initiatives held by company employees, government officials and female leaders.

Conclusion 1: The programme is aligned to the social needs of beneficiaries and national priorities of China.

The programme's range of activities provide relevant content that has been adapted for training, the annual Gender & CSR Conferences, forums and other activities. The SheCan project, in particular, was demand-driven, which demonstrates good practice as it was well chosen to attract women entrepreneurs and met trainees' needs. Conducting preliminary needs assessments could be a practice applied across all future projects and activities.

Conclusion 2: The programme complements

the broader UN system work in China, but requires partnerships to better utilize the strengths of each agency.

As an organization focusing on GE, UN Women's cooperation with other UN agencies is an effective way to avoid duplication and overlap. By working with other UN agencies, the WEL Programme can mobilize more resources and establish significant influence in China to promote GE and related issues. Cooperation promotes the UN's presence in China, which will create broader social recognition and further opportunities for partnerships between UN agencies and the public and private sectors. As China continues to emerge as a global economic leader, there is a need to accelerate GEWE and women's representation in leadership in the nation's top corporate entities.

Conclusion 3: The programme has made gains towards achieving the Outputs 1.1, 1.2 and 1.3 and is therefore moving towards the expected programme Outcome. However, transformative change is not yet strong and will likely need more time.

The WEL programme has successfully formulated a model, from macro, meso and individual system levels to contribute to the WEL programme Outcome. This approach has engaged corporate leaders (especially female entrepreneurs) and government officials to grow their awareness of GEWE. It was assumed that they would become advocates for GE within their institutions. However, the evaluation was unable to establish direct correlation due to the low-quality data collection during the programme, and an inability to disaggregate the total number of programme participants to particular WEL activities. The

evidence shows the approach has promise and that senior level engagement and WEPs signing shows signs of likelihood of promoting policy and operational change in a top-down manner. But gender transformative change, according to GRES analysis, is not strong and may require more time.

Conclusion 4: Although the programme targets have been met, the M&E is not strong enough to support the programme implementation to achieve better results.

Although the programme reacted in a timely manner during the COVID-19, adjusting course content and delivery mode, the M&E system and indicators were not adjusted to correspond to these amendments. The evaluation found that the programme M&E mechanism was not well designed and the PMF indicators were generally quantitative, lacked a baseline and did not draw on qualitative indicators. The evaluation also found a lack of stakeholders' records and information, and this impeded the collection of primary data for the evaluation.

Conclusion 5: Diverse partnerships and stakeholders support the programme's sustainability.

The evaluation found the programme's benefits are likely to continue due to the efforts across the macro, meso and individual system levels, and the diverse partnerships and multiple stakeholders that support the programme's sustainability. Partnerships with industry associations, for example, generate positive results (i.e. ICT Industry CSR guidance). Together with the individual capacity building, these efforts are likely to continue to have positive benefits in the long run.

Conclusion 6: GEWE is integrated into all aspects of the program design and implementation, but attention to marginalized female groups can be strengthened.

The WEL Programme's focus on GEWE at the senior level has caused it to overlook disadvantaged and marginalized groups of women, such as women living with a disability, young women, older women in the workforce and women from underserved and

under resourced backgrounds. The programme could be expanded in the future to be inclusive of these groups.



SHE CAN: Women Entrepreneurs Digital Empowerment Training, Photo: UN Women

5

LESSONS
LEARNED

SECTION 5: LESSONS LEARNED

To continue to progress towards the Outcome of the WEL Programme: *Private and public sector policies, programmes and regulations incorporate gender perspectives to promote equal employment and leadership opportunities for women and men*, the evaluation documented several lessons learned.

- It is hard to achieve a balance between different stakeholders' expectations at times, since they have different requests and motivations for being involved in the WEL programme. This can be difficult to reconcile.
- UN Women has many WEE programmes as well as the various activities under WEL programme. They share characteristics such as similar titles, content and are targeted at the same population groups. Thus, it has been hard for beneficiaries to distinguish which activities/projects/programme they participated in, when asked during this evaluation.
- The training content was effective, but can be more detailed and targeted to different beneficiary groups. This will widen the appeal of the activities as activities are better aligned with local contexts, organisational type or industry sectors.
- The promotion of GE issues within private enterprises requires more time and continuous support by the UN, Chinese government and other social institutions. As the evaluation analyzed, some companies are beginning to understand the context and significance of GE, but wide ranging attitudinal and normative change, for transformative level change, requires further time and concurrent structural, legislative and behavioural change campaign work, across China.
- The collaboration between the Office and government institutions may take further time to establish but are important levers of influence in terms of policy and legislative reform.
- The Office's M&E mechanism for the WEL programme can be strengthened to provide continuous monitoring and valid data. A baseline would be advantageous and more qualitative data and indicators for systematic monitoring during the programme's implementation.
- The lack of post-event follow-up, including continuous support for enterprises and networking, is an opportunity for improvement.
- Internal and bureaucratic procedures risk delaying the programme to some extent.



2018 Women in Leadership Forum, Photo: UN Women & CKGSB

6

RECOMMENDATIONS

SECTION 6:

RECOMMENDATIONS

Six recommendations are provided, each linked to the findings and conclusion as discussed above.

They are presented with a priority rating of high, medium or low.

Recommendation 1: Identify programme priority areas and funding under the umbrella of the WEE portfolio, based on stakeholder needs assessment.

Priority	Recommend actions
High	<ul style="list-style-type: none"> ➤ Conduct preliminary need assessments to uncover beneficiaries' needs at a deeper level.
Medium	<ul style="list-style-type: none"> ➤ A review and boost total programme sponsorship to meet the needs-gap and demand, demonstrated by activity attendance and participation rates. An expansion of the programme under the WEE portfolio will benefit from economies of scale but will require additional project resourcing. ➤ Broaden the activities for women/girls and target activities to women in rural areas, women entrepreneurs of SME, marginalized and vulnerable groups.
Low	<ul style="list-style-type: none"> ➤ Strengthen the Leave No One Behind principle in practice and ensure the ultimate beneficiaries are employees at workplace and women and girls in the communities.

Recommendation 2: Strengthened partnership with UN agencies to better mobilize and utilize resources.

Priority	Recommend actions
High	
Medium	<ul style="list-style-type: none"> ➤ Utilize the strengths of UN agencies, including the ILO and UNIDO, to lay the foundation for future collaboration efforts including workshops and joint research. Suggest UN Women conduct a scoping study into the viability and implications of a joint program modality between UN agencies.
Low	

Recommendation 3: Improve training content, tools and the modes of support provided to enterprises, including more specific guidance for sectors, to generate gender transformative change.

Priority	Recommend actions
High	<ul style="list-style-type: none"> ➤ Enrich the training activities and tools, (i.e. more specific digital transformation content and approaches). Modify the WEPs training and guidance for different contexts and settings (i.e. company size, industry, ownership and so on). ➤ Tell WEPs (potential) signatories what values will be gained through WEPs integration and provide more specialized support to some on GE promotion. ➤ Provide continuous support and GE resources for beneficiaries after events, rather than merely during the training.
Medium	<ul style="list-style-type: none"> ➤ Reach beneficiaries through collaboration with social organizations and/or social enterprises who are running welfare projects. Adopt various modes of training delivery in terms of the platform and duration. Some participants prefer 2-3 days intensive offline training and some prefer fragmented online video courses. ➤ Showcase initiatives generated from within the WEL activities that promote good GE practices. ➤ Strengthen knowledge product generation and documentation of the good practices that emerged from the programme. ➤ Encourage other partners, such as industry associations, and HR departments, to deliver GE training for enterprises, which will cover more beneficiaries.
Low	

Recommendation 4: Establish a systematic and sustainable M&E framework including data collection mechanism, for the integrated WEE Portfolio.

Priority	Recommend actions
High	<ul style="list-style-type: none"> ➤ Review programme indicators regularly to monitor the programme accurately. Indicators need to be qualitative and quantitative. Disaggregate data collection by indicators segmented for demographic factors (i.e. gender, age, location, occupation, disability, ethnicity). ➤ Review data management practices and consider the acquisition of an in-house Customer Relationship Management (CRM) system to store, track and maintain all stakeholder contact details, communications and integrate this with the PMF and M&E systems for systematic data collection over the duration of the programme. ➤ Design programmes and projects from the perspective of the WEE Portfolio, with integrated activities rather than small projects with limited funding.
Medium	<ul style="list-style-type: none"> ➤ Strengthen public communication and advocacy to promote the programme and widen people's understanding about GE and related programmes, to mitigate gender stereotypes and create a more equal social environment.
Low	<ul style="list-style-type: none"> ➤ Review budget planning practices and prevent half of the budget spending occurring in the final year of the programme.

Recommendation 5: Strengthen the partnership model to build and promote women’s economic empowerment.

Priority	Recommend actions
High	<ul style="list-style-type: none"> ➤ Engage and establish partnerships with high-level government departments and organizations such as the All-China Women's Federation and ACFTU. Utilize Women’s Federations and networks, to collaborate for social norm change. ➤ Work with other key ministries, such as Ministry of Human Resources and Social Security, Ministry of Industry and Information Technology and All-China Federation of Industry and Commerce. ➤ Continue working with industry associations and collaborate for more specialized guidance on GE. ➤ Improve post-activity promotion of GEWE with networks established through Mulan Initiative and the ICT Industry Association. ➤ Improve communications between the UN Women and stakeholders, especially face-to-face communication.
Medium	<ul style="list-style-type: none"> ➤ Develop a long-term collaboration strategy with diverse partners for the WEE portfolio across government, private and civil society agencies. ➤ Review and adopt more flexible modes of procurement and partnership selection. Current practices were found to be complicated and lengthy regarding the selection of responsible partners and other external partner recruitment for the implementation of WEL programme activities. Suggest reviewing to adopt flexible modes for the selection of project implementing agencies. ➤ Consider establishing a programme reference/advisory group for ongoing continuous review, feedback and programmatic improvement of the WEE Portfolio.
Low	

Recommendation 6: Broaden the coverage and engage with other vulnerable or marginalized female groups in future WEE programme activities.

Priority	Recommend actions
High	<ul style="list-style-type: none"> ➤ Expand the WEL programme to provide opportunities for marginalized female groups (i.e. women living with disability, girls/female/entrepreneurs from rural areas and others). ➤ Conduct a needs assessment of priority populations to determine the barriers to GEWE they face and opportunities to overcome these. ➤ Engaging more male participants for GE of women to increase their GE awareness, acceptance and support for GEWE.
Medium	
Low	

2020 性别平等与企业社会责任国际会议
2020 International Conference on Gender Equality and
Corporate Social Responsibility

专题讨论 Panel Discussion



2020 性别平等与企业社会责任国际会议暨
妇女原则颁奖典礼

2020 International Conference on Gender Equality and Corporate Social Responsibility &
WEPs Awards Ceremony



在疫情及疫后恢复过程中，建立更有韧性的经济 Building a more resilient economy for women during COVID-19 and beyond



2020 International Conference on Gender Equality and Corporate Social Responsibility and WEPs Awards Ceremony
Photo: UN Women

ANNEXES

ANNEX 1 DOCUMENTS

REVIEWED

Project Documents received from UN Women Team

Project 103818-Approved memo and ProDoc-China WEE_ FINAL

Project progress reports

Project financial reports

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Public Reports and Documents

13th 5-year Plan on National Economic and Social Development, 十三五规划纲要（全文）

Sustainable Development Goals

UN Women's Strategic Plan 2014-2017, UN Women, accessed October 21, 2020

UN Women Flagship Programming Initiatives (FPI) Income Generation and Security through Decent Work and Social Protection for Women

United Nations Development Assistance Framework for the People's Republic of China 2016-2020.

2017 Global Gender Gap Reports, World Economic Forum, accessed October 21, 2020

World Bank, "Overview", accessed October 21, 2020

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Other Documents as per Evaluation TOR

TOR & Evaluation Criteria

UNEG Norms for Evaluation in the UN System

UNEG Standards for Evaluation in the UN System

UNEG Quality Checklist for Evaluation TOR and Inception Report

OECD/DAC Evaluation Criteria, accessed from:

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

ANNEX 2 KEY INFORMANT INTERVIEWEES

Type	Name	Gender	No.	Method
Programme team	UN WOMEN CO	Female	2	offline
Donor	Zhilian	Female	1	Email
Responsible Partners	CGPI	Female	1	offline
Partner	iNED	Male	1	Tele
	SZCWDF	Male	1	Tele
	Mulan Club	Female	1	Tele
	CESA	Female	1	Tele
Private Sectors-signed WEPS	Dow's	Female	1	Tele
	ThoughtWorks	Female	1	Tele
	Tong Xiu	Male	1	Tele
	GoldenBee	Female	1	Tele
Women employee	PwC	Female	1	Tele
Women entrepreneurs	Women entrepreneur 1	Female	1	Tele
	Women entrepreneur 2	Female	1	Tele
		Total	15	

ANNEX 3 END USERS OF THE WEL PROGRAMME EVALUATION REPORT

Direct Users		
Donors	Beneficiaries	Partners
Zhilian Zhaopin SAP (China) Co. Ltd. Beijing Liu Jiu Culture Development Procter & Gamble	Private sector involved in the programme women entrepreneurs trained	Chengdu New Economy Development Commission Chengdu Women's Federation European Union Delegation & Swedish Embassy CKGSB GoldenBee SZWCDF CGPI CESA Association of Creative Economy Promotion of Guangzhou Other UN agencies
Indirect Potential Users		
Government department in charge of women's right work in China		
International development evaluators and professionals, particularly those working on gender equality, women's empowerment, and human rights		

ANNEX 4 STAKEHOLDER ANALYSIS

Who		What	Why	Priority	When	How
Duty-bearers: government entities	Chengdu New Economic Development Committee	Partner	Consult: Keep the stakeholder informed of the evaluation's progress and findings, listen to them, and provide feedback on how the stakeholder's input influenced the evaluation	Medium level of relevance to the evaluation	Data collection and analysis	As an informant
Duty-bearers: non governmental organizations	Local Women's Federation	Partner	Consult: Keep the stakeholder informed of the evaluation's progress and findings, listen to them, and provide feedback on how the stakeholder's input influenced the evaluation	Low level of relevance to the evaluation	Data collection and analysis	As an informant
Secondary duty-bearers: private sectors	Zhilian	Partner	Consult: Keep the stakeholder informed of the evaluation's progress and findings, listen to them, and provide feedback on how the stakeholder's input influenced the evaluation	High level of relevance to the evaluation	Data collection and analysis	As a member of a steering committee
Secondary duty-bearers: private sector	Private sectors (signed WEPs)	Primary beneficiary	Involve: Work with the stakeholder to ensure that their concerns are considered when reviewing various evaluation options; make sure that they have the opportunity to review and comment on options, and provide feedback on how their input was used in the evaluation	High level of relevance to the evaluation	Data collection and analysis	As a member of a steering committee

Secondary duty-bearers but also Rights-holders: beneficiaries	Women entrepreneurs	Primary beneficiary	Involve: Work with the stakeholder to ensure that their concerns are considered when reviewing various evaluation options; make sure that they have the opportunity to review and comment on options, and provide feedback on how their input was used in the evaluation	High level of relevance to the evaluation	Data collection and analysis	As a member of a steering committee
Rights-holders: beneficiaries	Women employees from the signed WEPs private sectors	Secondary beneficiary	Inform: Keep the stakeholder informed of the evaluation's progress and findings	Medium level of relevance to the evaluation	Data collection and analysis	As an informant
Duty-bearers: non governmental organizations	industry associations	Partner	Consult: Keep the stakeholder informed of the evaluation's progress and findings, listen to them, and provide feedback on how the stakeholder's input influenced the evaluation	Low level of relevance to the evaluation	Data collection and analysis	As an informant
Other interest groups: the responsible party	CGPI	Supporter	Consult: Keep the stakeholder informed of the evaluation's progress and findings, listen to them, and provide feedback on how the stakeholder's input influenced the evaluation	Medium level of relevance to the evaluation	Data collection and analysis	As a member of a steering committee

ANNEX 5 EVALUATION MATRIX AND RELATED KEY FINDINGS, CONCLUSION AND RECOMMENDATION

WEL Programme Evaluation Matrix								
Evaluation Criteria	Key Questions	Sub Questions	Indicators Data	Data Sources	Key words	Key Finding No.	Conclusion No.	Recommendation No.
Relevance	To what extent the programme is align to the social needs of beneficiaries and national priorities in China?	To what extent the programme is designed to respond the national priorities?	Evidence of programme's alliance with needs' of national priorities in gender equality	Public report and policies, Prodoc, progress reports, stakeholders and beneficiaries' opinions, programme team interview	national priority relevance	Finding 1	Conclusion 1	Recommendation 1
		To what extent the programme is designed to fulfill the needs of beneficiaries?	Employee QS data showing wide-spread support for GEWE		Beneficiaries' needs	Finding 2		
			SheCan QS data showing their participating goals					
			needs assessment conducted before programme					
KII evidence of the satisfaction of needs								
Coherence	How does the programme fit within the	To what extent the programme is	alliance with UN Women strategy, SDGs	Public report, other UN agencies work	UN related policy	Finding 3	Conclusion 2	Recommendation 2

	broader UN system work in China?	aligned to UN strategies?		in China, Prodoc, progress reports, programme team interview				
		What works do other UN agencies conduct in gender equality area?	Evidence of benchmarking and comparison with other UN agencies' projects in gender equality in China.		other UN works in GEWE	Finding 4		
		How does UN Women avoid duplicating with other UN agencies' work?	case of UN Women collaborates with ILO		Duplication avoidance			
Effectiveness	To what extent the programme has achieved its outputs and contributed to expected outcomes?	To what extent does the programme achieve the expected indicator?	indicator achievement rate with details	Annual reports, progress reports, Government reports and media reports, Companies' reports, programme team interview, Progress report, KII, QSSs	all indicators were achieved in time	Finding 5	Conclusion 3	Recommendation 3
		How does the programme achieved the outputs 1?	QS evidence showing participants enhanced capacity and awareness in reports		activities to achieve output 1	Finding 6		
			KIIs to demonstrate this awareness enhancement with actions					
			case of output 1 activities to build a platform for exchange					
		How does the programme achieved the outputs 2?	GRES analysis of institutional GEWE actions with beneficiaries' actions		Achievement of output 2	Finding 7		
			post-survey evidence after training provided in KIIs					
			KIIs to demonstrate this awareness enhancement with actions					
			Employee QS data showing recognition on institutional					

			GEWE and actions				
		How does the programme achieved the outputs 3?	SheCan QS to show the enhancement of GE promotion capacities		activities of output 3	Finding 8	
			QS showing the activities are helpful in digitalization				
			QS showing the activities are helpful in GE promotion				
			KIIs evidence to demonstrate SheCan promoted digitalization and GE				
			# of participants signed up WEPS after SheCan				
			% of women entrepreneurs willing to be further involved in UN Women programme				
			% of satisfaction of the training (overall training, content, management and etc.)				
		How do the outputs contribute to the expected outcome?	Build a model to contribute outcome from 3 levels: macro, meso and individual		WEL programme model and contribution to the outcome	Finding 9	
			Evidence of programme's effort to contribute to outcome				
			Case of contribution from public sector to the outcome (i.e. new policy)				
			Case of contribution from private				

			sector to the outcome (i.e. internal policy)					
			Limitations of the programme's effectiveness					
Efficiency	To what extent the programme is delivered efficiently?	How was programme managed by M&E mechanism?	analysis of M&E mechanism, UN Women team KIIs and document	Progress reports, Prodoc, programme, programme team interview, stakeholder interview	M&E	Finding 10	Conclusion 4	Recommendation 4
		How the programme is supported by human resources?	Evidence of maximizing human resources, UN Women team KIIs and document		human resource	Finding 11		
		How did the programme manage the financial resources and internal procedure	analysis of financial management mechanism, UN Women team KIIs and document		financial resource	Finding 12		
			Evidence of internal procedures		internal procedure			
Sustainability	The extent to which the net benefits of the programme continue, or are likely to continue?	How the programme demonstrate sustainability?	CSR standards with gender lens and requirements for gender equality to be released in the ICT industry in earlier March 2021	programme team, stakeholders' opinions, questionnaire survey	CSR standards	Finding 13	Conclusion 5	Recommendation 5
			Establish the more diverse partnership with multiple stakeholders		partnership model			
			Evidence that individual enhanced their capacity to promote GE, esp. leaders and women entrepreneurs		individual capacity			
Gender equality and human rights	To what extent the gender equality and human rights are considered in the design	How the programme involves different stakeholders during design	Evidence of design and implementation of WEL to incorporate GE	Prodoc, progress reports, programme team,	GE	Finding 16	Conclusion 6	Recommendation 6

	and implementation of the programme.	and implementation?		stakeholders' opinions				
		How the programme involves marginalized groups?	different marginalized groups involved in the programme's design and implementation		Marginalized groups			

ANNEX 6 PROGRAMME

TARGETS COMPLETION

	Output	Indicator	Target	Results	Completion Rate (Results/ target %)	Progress towards achievements of indicators
Output 1.1.	Corporate leaders and government officials have knowledge to address gender gaps/biases and advocate for gender equal employment and income opportunities	1.1.a # of corporate leaders and government officials who feel they are more knowledgeable on equal employment in their jobs because of the online/offline events	50	215	430.00%	2018: 32 participants reported increased understanding 2019: 114 participants reported increased understanding 2020: 2020 CSR Conference
		1.1.b # of corporate leaders and government officials who participate in the online/offline events	300	3210	107.67%	2018: 2018 Women in Leadership Forum attracted 400 participants. 2018 Best Employers for Female Employees Awarding Ceremony attracted 1000 participants. 2018 Gender and CSR Conference-Chengdu attracted 309 participants. 2019: 2019 Policy Dialogue ILO-UN Women joint conference attracted 70 participants. 2019 International Conference on Gender Equality and Corporate Social Responsibility attracted 209 participants. 2019 Women in Leadership Forum attracted 550 participants. 2019 Her World, Her Power Women's Leadership Forum attracted 500 participants. 2020:

						2020 Gender CSR Conference attracted 172 participants.
Output 1.2.	Private and public sector institutions are strengthened to incorporate gender-responsive measures into their policies and operations	1.2.a # of gender equality -related activities organized by training participants within their institutions	20	23	115.00%	<p>1) Beijing Ming Hao Fang signed the WEPs Chief Executive Officer (CEO) Statement</p> <p>2) Beijing Zhonghe Tianxia had a top-down mobilization and shared the training content with all its employees. The company has established a nursing room after the training</p> <p>3) Golden Bee signed the CEO Statement of Support for WEPs, and conducted two internal trainings for all its employees and adopted family-friendly policies. As a CSR consulting company, it has encouraged its business partners to take action to promote gender equality as well.</p> <p>4) iNED started a Gender Equality Project to conduct various researches about gender equality in the workplace and promote it among companies in Chengdu.</p> <p>5) Samsung China integrated the knowledge from the training into Samsung CSR initiatives, such as the STEM Girls Program.</p> <p>6) Zhengda Group organized an internal training to increase the knowledge of its employees.</p> <p>7) Titika China signed WEPs CEO Statement and reviewed their company policies to seek ways to integrate WEPs into company policies</p> <p>8) SynTao signed WEPs CEO Statement.</p> <p>9) PwC signed WEPs CEO Statement and integrated gender perspective into their procurement policy</p> <p>10) Dow signed WEPs CEO Statement.</p> <p>11) Mia signed WEPs CEO Statement. Their CEO publicly made the commitment and advocated for gender equality around International Women’s Day</p> <p>12) Eve signed WEPs CEO Statement. Their CEO publicly made the commitment and advocate for gender equality around International Women’s Day</p> <p>13) Xiaohongshu signed WEPs CEO Statement. Their CEO publicly made the commitment and advocate for gender equality around International Women’s Day</p> <p>14) Tread signed WEPs CEO Statement. Their CEO shared the experience about women entrepreneurship at UN Women online webinar</p> <p>15) China Entrepreneur Magazine signed WEPs CEO Statement and advocated for its network to promote gender equality</p> <p>16) China Golden Bridge Technology organized an internal discussion on gender equality</p> <p>17) Shanghai Tu Yue organized one internal discussion on gender equality</p>

						<p>18) Inner Mongolia Impression Mongolia Culture Communication Co. Ltd organized one internal discussion on gender equality</p> <p>19) Leyou signed WEPs CEO Statement. Their CEO publicly made the commitment and advocate for gender equality around International Women’s Day.</p> <p>20) Zhilian Zhaopin integrated WEPs into their annual Best Employers Award and acts as supporting organization of the annual Gender & CSR Conference and the WEPs award</p> <p>21) Yum China signed WEPs CEO Statement</p> <p>22) Beijing Tongxiu signed WEPs CEO Statement</p> <p>23) Jia He Yi Pin signed WEPs CEO Statement</p>
	1.2.b % of training attendants who feel they can contribute more to their institutions' capacity to implement gender-responsive measures because of the training	70%	80%	114.29%	<p>2019:</p> <p>Pilot WEPs training: 20 out of 25 trainees reported their understanding of integrating gender equality into company policies has been increased.</p>	
Output 1.3. Women entrepreneurs have enhanced capacity to advocate for gender equal employment rights	1.3.a % of trained women entrepreneurs who have enhanced capacities to promote equal employment rights and gender equality	70%	96.24%	137.48%	<p>2018:</p> <p>97.92% participants surveyed expressed that they have enhanced capacities to promote equal employment rights and gender equality</p> <p>2019:</p> <p>93.29% participants surveyed expressed that they have enhanced capacities to promote equal employment rights and gender equality</p> <p>2020:</p> <p>97.5% participants surveyed expressed that they have enhanced capacities to promote equal employment rights and gender equality</p>	
	1.3.b # of advocacy trainings / networking meetings conducted	4	10	250.00%	<p>2018:</p> <p>Knowledge Sharing event in Beijing</p> <p>Knowledge Sharing event in Shenzhen</p> <p>2019:</p> <p>Offline training in GuangZhou + networking event</p> <p>Offline training in Chengdu + networking event</p> <p>Offline training in Wuhai, Inner Mongolia</p> <p>2020:</p> <p>3 online training events</p>	

ANNEX 7 GRES ANALYSIS

No.	Company & Actions	Gender Target	WEPs	Gender Responsive	Gender Transformative
1	Beijing Ming Hao Fang signed the WEPs Chief Executive Officer (CEO)		Yes		
2	Beijing Zhonghe Tianxia had a top-down mobilization and shared the training content with all its employees. The company has established a nursing room after the training	Yes		Yes	
3	Golden Bee signed the CEO Statement of Support for WEPs, and conducted two internal trainings for all its employees and adopted family-friendly policies. As a CSR consulting company, it has encouraged its business partners to take action to promote gender equality as well.		Yes	Yes	Yes
4	iNED started a Gender Equality Project to conduct various researches about gender equality in the workplace and promote it among companies in Chengdu.		Yes	Yes	Yes
5	Samsung China integrated the knowledge from the training into Samsung CSR initiatives, such as the STEM Girls Program.			Yes	
6	Zhengda Group organized an internal training to increase the knowledge of its employees.			Yes	
7	Titika China signed WEPs CEO Statement and reviewed their company policies to seek ways to integrate WEPs into company policies			Yes	
8	SynTao signed WEPs CEO Statement.		Yes		
9	PwC signed WEPs CEO Statement and integrated gender perspective into their procurement policy		Yes	Yes	Yes
10	Dow signed WEPs CEO Statement.	Yes	Yes		Yes
11	Mia signed WEPs CEO Statement. Their CEO publicly made the commitment and advocated for gender equality around International Women's Day		Yes	Yes	
12	Eve signed WEPs CEO Statement. Their CEO publicly made the commitment and advocate for gender equality around International Women's Day		Yes	Yes	

13	Xiaohongshu signed WEPs CEO Statement. Their CEO publicly made the commitment and advocate for gender equality around International Women's Day		Yes	Yes	
14	Toread signed WEPs CEO Statement. Their CEO shared the experience about women entrepreneurship at UN Women online webinar		Yes	Yes	
15	China Entrepreneur Magazine signed WEPs CEO Statement and advocated for its network to promote gender equality		Yes	Yes	
16	China Golden Bridge Technology organized an internal discussion on gender equality			Yes	
17	Shanghai Tu Yue organized one internal discussion on gender equality			Yes	
18	Inner Mongolia Impression Mongolia Culture Communication Co. Ltd organized one internal discussion on gender equality			Yes	
19	Leyou signed WEPs CEO Statement. Their CEO publicly made the commitment and advocate for gender equality around International Women's Day.		Yes	Yes	
20	Zhilian Zhaopin integrated WEPs into their annual Best Employers Award and acts as supporting organization of the annual Gender & CSR Conference and the WEPs award		Yes	Yes	Yes
21	Yum China signed WEPs CEO Statement		Yes		
22	Beijing Tongxiu signed WEPs CEO Statement and held GE exhibition		Yes	Yes	
23	Jia He Yi Pin signed WEPs CEO Statement		Yes		
	Total number	2	16	18	5
	Percentage	8.70%	69.57%	78.26%	21.74%

ANNEX 8 SURVEY

INSTRUMENTS

UN Women's "Women's Access to Equal Employment and Leadership in China" (WEL programme) Evaluation Beneficiaries Questionnaire Survey

Female Entrepreneurs

Informed Consent Form

We are the evaluation team of UN Women's "Women's Access to Equal Employment and Leadership in China" (WEL programme) in China. This programme aims to promote equal employment and leadership opportunities for women by promoting policies, programs, and regulations of the private and public sectors. The purpose of this survey is to understand the development of the programme and your feedback on the programme to better summarize the programme achievements and improve future programme designs. This survey is anonymous, and the data and information collected from this survey will only be used for programme analysis. Please answer these questions truthfully.

Thank you,

Evaluation Team

I. Basic Information

1. Which of the following best describes your role?

- A. C-Level female entrepreneur
- B. Female entrepreneur in rural/urban region
- C. Other:

2. What's your age?

- A. < 25 B. 25-34 C. 35-44 D. 45-54 E. 55-65 F. > 65

3. Profile of your corporation/organization

Location: _

Number of employees: _

Proportion of female employees: _

Number of female managers: _

Proportion of female managers: _

4. When did you establish your enterprise?

A. Less than 1 year ago B. 1-2 years ago C. 3-5 years ago

D. 6-10 years ago E. 10+ years ago

5. What was the impact of the COVID-19 pandemic on your enterprise?

A. Significant negative impact

B. Somewhat negative impact

C. No impact

D. Somewhat positive impact

E. Significant positive impact

6. Which of the following best describes the pandemic's impact on your enterprise? (choose all that apply)

A. Product sales or service demands declined

B. Business activities became less frequent (client interaction/visit)

C. Internal operations and management negatively affected due to public health policies (e.g. difficulties in working from home, digital management platform building)

D. Unable to pay debt, loan, interests

E. Employees' poor mental health caused by the pandemic

F. Other: _____

II. Participation in the "SHECAN Female Entrepreneur Digitization Empowerment" Project

7. How did you hear about the "SHECAN Female Entrepreneur Digitization Empowerment" Project?

A. Social media B. Friends C. Invitation from the host organization (e.g. phone call, email, etc.)

D. Other

8. What were your goals when you decided to participate?

- A. To learn about gender equality issues
- B. To acquire help and instructions on promoting gender equality as an enterprise
- C. To acquire help and instructions on digitization
- D. To network with and learn from other female entrepreneurs
- E. Other: _

9. How did you participate in the programme?

- A. In-person training activities B. Online training activities C. Both

10. How many times did you participate in the programme (including both online and in-person activities)?

- A. 1 B. 2 C. 3 D. 4 E. 5

11. What forms of activities did you participate in?

- A. Lecture (online or in-person)
- B. Group discussion/workshops
- C. Case study/presentation
- D. Group diagnosis
- E. Visits to other enterprises
- F. Other: _

12. How satisfied are you with the “SHECAN Female Entrepreneur Digitization Empowerment” Project?

Organization and management of training activities (e.g. timeliness, orderliness, etc.)				
Satisfied	Somewhat satisfied	Neutral	Somewhat unsatisfied	Unsatisfied
Content of training (e.g. resource packages, tools, etc.)				
Satisfied	Somewhat satisfied	Neutral	Somewhat unsatisfied	Unsatisfied
Quality of instruction (e.g. organization, articulateness, etc.)				
Satisfied	Somewhat satisfied	Neutral	Somewhat unsatisfied	Unsatisfied
Overall satisfaction				
Satisfied	Somewhat satisfied	Neutral	Somewhat unsatisfied	Unsatisfied

13. Did you watch the “SHECAN Female Entrepreneur Digitization Empowerment” lesson series through the China Global Philanthropy Institute (CGPI), either on PC or mobile devices?

- A. Yes B. No C. Have not heard about it

III. programme Influence

14. After participating in the programme, which of the following best describe your attitude towards digitization empowerment? (Choose all the apply)
- A. I have a deeper understanding of the importance of digital transition
 - B. I learned information related to digital transition, as well as where to acquire related information
 - C. I still don't know how to promote digital management and applications within the enterprise
 - D. I agree that enterprise digitization is an inevitable trend, but it's too difficult to achieve it within a short timeframe
 - E. I think that digitization empowerment activities help female entrepreneurs promote a steady transition and development of their enterprises
 - F. Other: _
15. After participating in the programme, which of the following best describe your thoughts on female employment and gender equality? (Choose all the apply)
- A. It is a fundamental duty for managers to ensure gender equality and ensure equal rights for all employees
 - B. The empowerment of female employees increases their leadership skills, and helps with the enterprise's steady development
 - C. Enterprises need more promotion and training related to gender equality internally
 - D. The programme helps your enterprise with the inclusion of gender equality issues in its policies and operations
 - E. None of the above
 - F. Other: _
16. Under the influences of the COVID-19 pandemic, how will the digitization training affect future development and management of your enterprise?
- A. No effect in particular
 - B. Somewhat positive effects, it will help our enterprise adapt to the pandemic through digitization efforts
 - C. Positive effects, the training is very pertinent to our operations, and has already been implemented
17. Will you be interested in participating in the UN Women WEL programme again in the future?

A. Yes B.No

18. Will you recommend the UN Women WEL programme to other female entrepreneurs in your network?

A. Yes B. No

19. Other advices for the “SHECAN Female Entrepreneur Digitization Empowerment” programme?

Thank you for your support,
Programme Evaluation Team

**UN Women's "Women's Access to Equal Employment and Leadership in China"(WEL programme)
Evaluation Beneficiaries Questionnaire Survey**

Employees of WEPs-Signing Enterprises

Informed Consent Form

We are the evaluation team of UN Women's "Women's Access to Equal Employment and Leadership in China" (WEL programme) in China. This programme aims to promote equal employment and leadership opportunities for women by promoting policies, programs, and regulations of the private and public sectors. The purpose of this survey is to understand the development of the programme and your feedback on the programme to better summarize the programme achievements and improve future programme designs. This survey is anonymous, and the data and information collected from this survey will only be used for programme analysis. Please answer these questions truthfully.

Thank you,

Evaluation Team

1. Please provide the following information:
 - A. Your gender:
 - B. How long have you worked at your current organization?
 - C. Your role within the organization:

2. Are you aware that your organization has signed the UN Women "Women's Empowerment Principles (WEPs)"?
 - A. Yes
 - B. No

3. Which activities of these following activities have been undertaken by your organization?
 - A. Engaged in self-evaluation on gender issues, e.g. gender gap analysis
 - B. Participated in or supported programmes and activities that promote gender equality, organized by UN Women or other organizations
 - C. Included terms/clauses that promote gender equality in the organization's policies and practices (e.g. human resources). For example, solutions to various challenges faced by female employees in getting promoted and other aspects
 - D. Assigned or established personnel or departments within the organization to specialize on gender equality issues
 - E. Organized internal/external training activities, workshops to share information on gender equality, diversity, and inclusion.

- F. Provided family friendly policies, such as daycare, maternity leave, paternity leave, and/or childcare leave, etc.
- G. Carried out and participated in gender equality and women's empowerment related research and survey
- H. Promoted the inclusion of gender equality issues as an industry standard
- I. During the pandemic, ensured that female employees had fair rights and benefits, e.g. flexible work hours, encouraging all employees, especially male employees, to take on family responsibilities
- J. Other: _
- K. None of the above (skip to 5)

4. Have you participated in any of the above activities?

- A. Yes
- B. No

5. Do you agree with the following statements?

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
I think gender equality issues are very important.					
I am satisfied with my organization's efforts in promoting gender equality and female employment.					
I think that the inclusion of gender equality principles in an enterprise's policies and practices will ensure equal opportunities in employment, promotion, training, etc.					

6. During the pandemic, did you face any of the following challenges? (choose all that apply)

- A. Increased time spent on caring for the elderly and children
- B. Increased time spent on chores (e.g. cleaning, shopping for daily essentials and health and safety supplies)
- C. Less time for work due to quarantine

- D. Less time for work due to increased workload from family responsibilities
 - E. Anxiety about the future of employment
 - F. Feeling more pressure due to various concerns
 - G. None of the above
 - H. Other:
7. Other advices and suggestions on how the government, enterprises, and other social organizations can better promote female employment and career development?

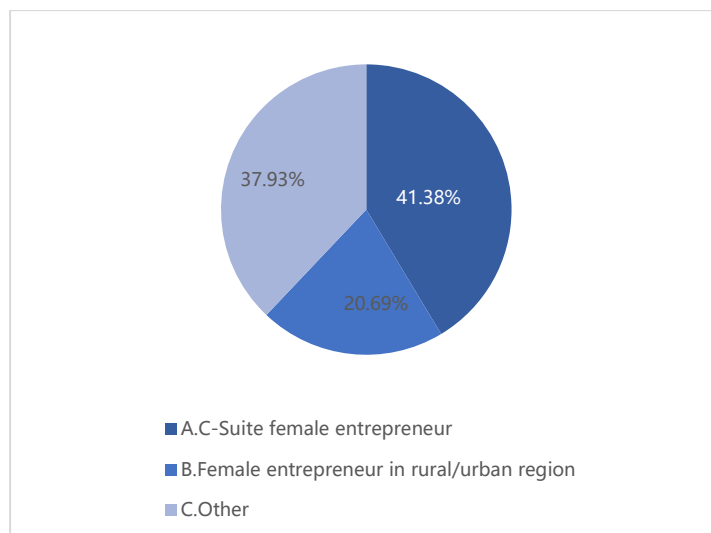
ANNEX 9 SURVEY DATA

Data Analysis for WEL Evaluation (QS - Female Entrepreneurs)

Sample: 29

I. Basic Information

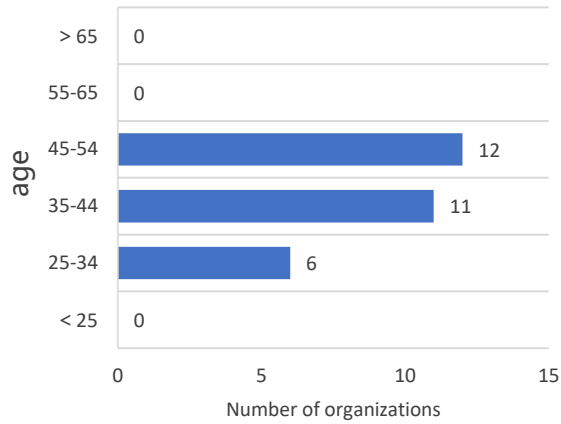
1. Which of the following best describes your role?



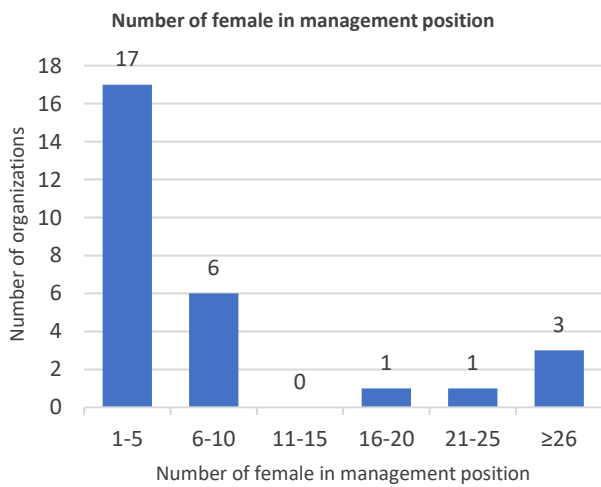
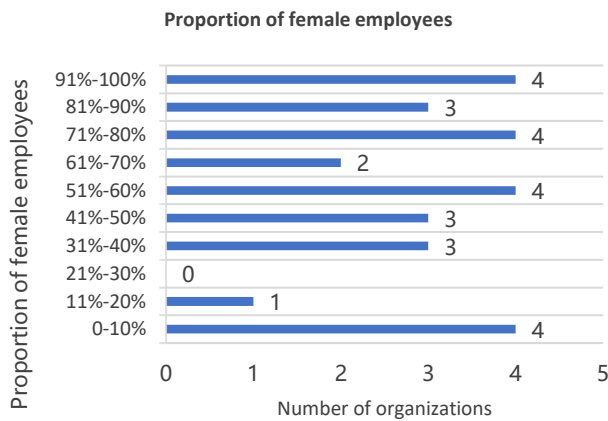
Others include:

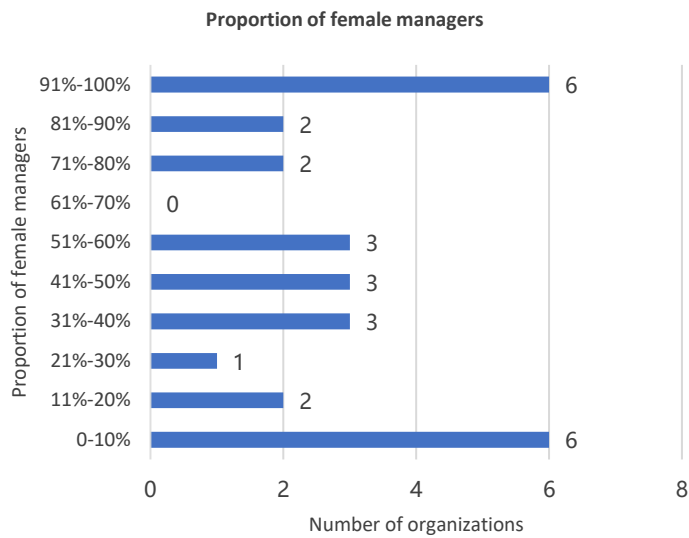
Founder of social organization/social group, SME CEO, Director of the Charity Federation, Director of the Women's Committee of the Civil Affairs Bureau, Non-profit organization project manager, Tech entrepreneurs, Personnel worker, Middle management, audience

2. What's your age? (n=29)

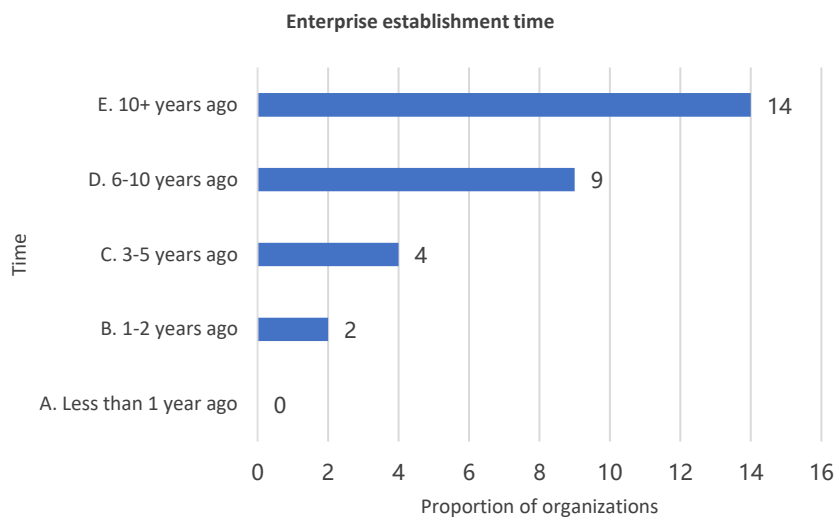


3. Profile of your corporation/organization



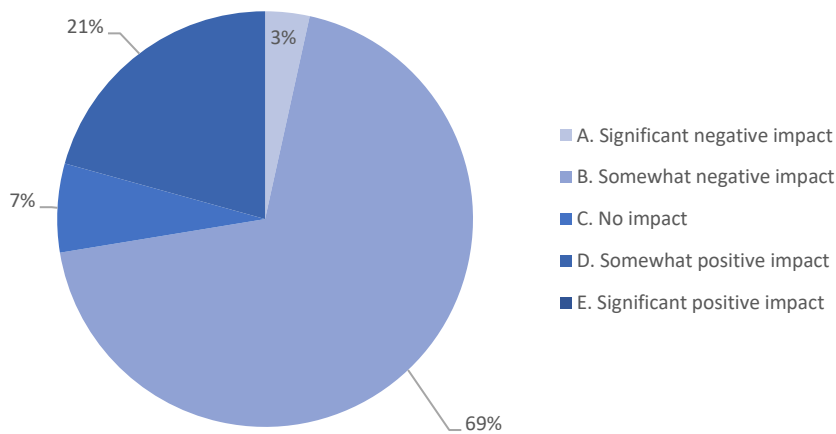


4. When did you establish your enterprise?



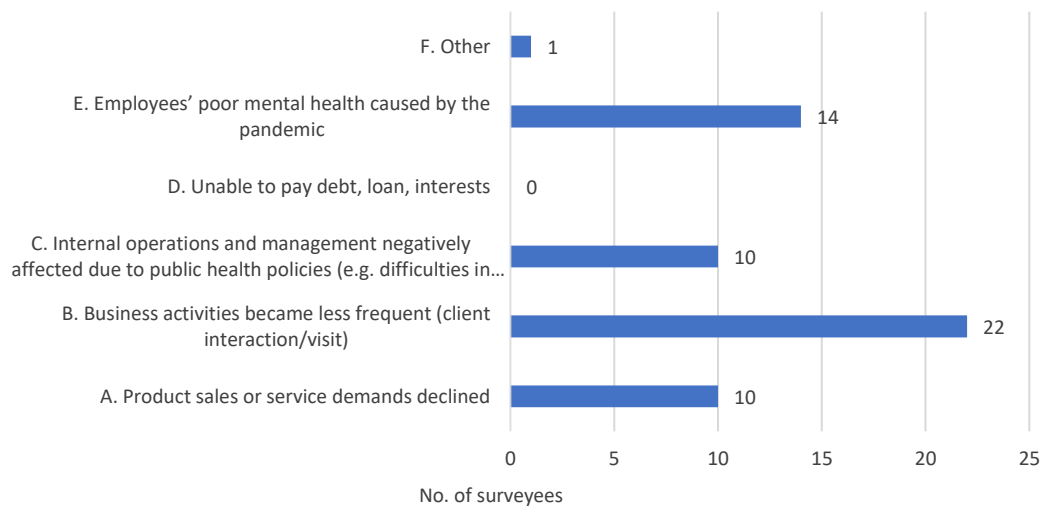
5. What was the impact of the COVID-19 pandemic on your institutions?

How was the impact of the COVID-19 pandemic on your institutions



6. Which of the following best describes the pandemic’s impact on your enterprise? (choose all that apply, n=29)

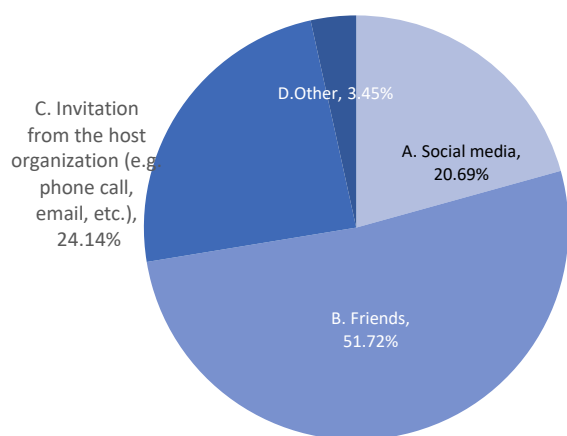
What impact does the pandemic brought about to your enterprise



II. Participation in the “SHECAN Female Entrepreneur Digitization Empowerment” Project

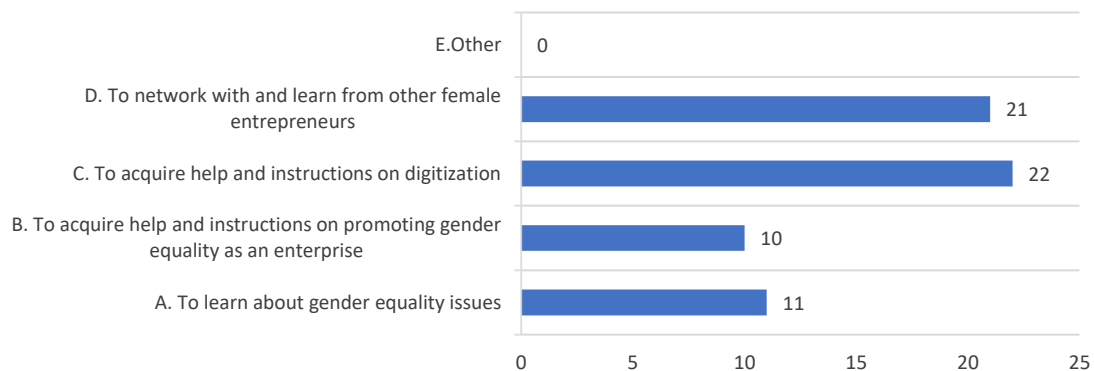
7. How did you hear about the “SHECAN Female Entrepreneur Digitization Empowerment” Project?

The way to know the Project



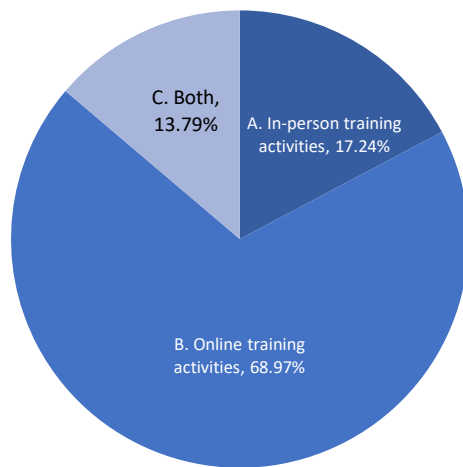
8. What were your goals when you decided to participate? (n=29)

The goals of participating this programme



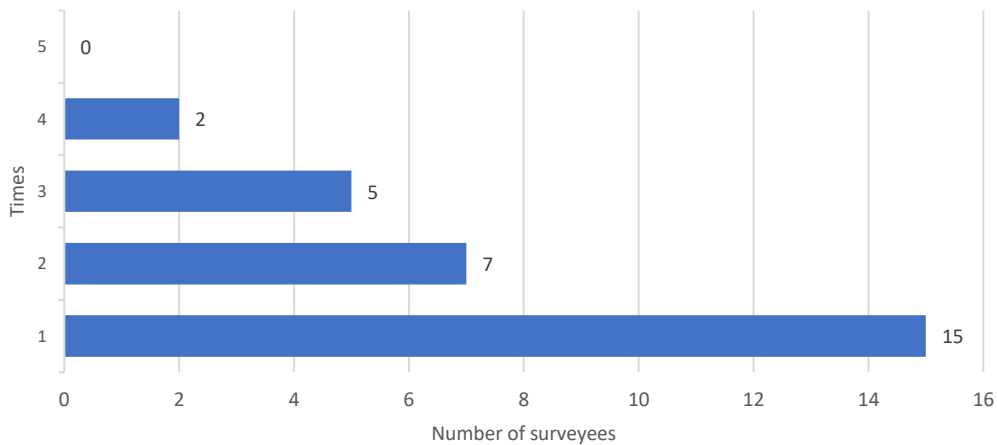
9. How did you participate in the project?

The way to participate the project



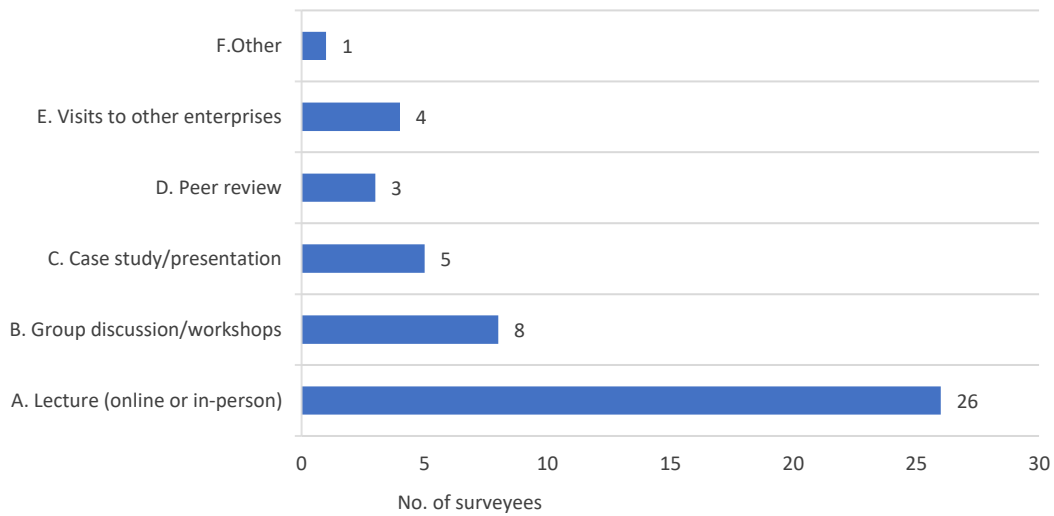
10. How many times did you participate in the project (including both online and in-person activities)?

The times of participating the project

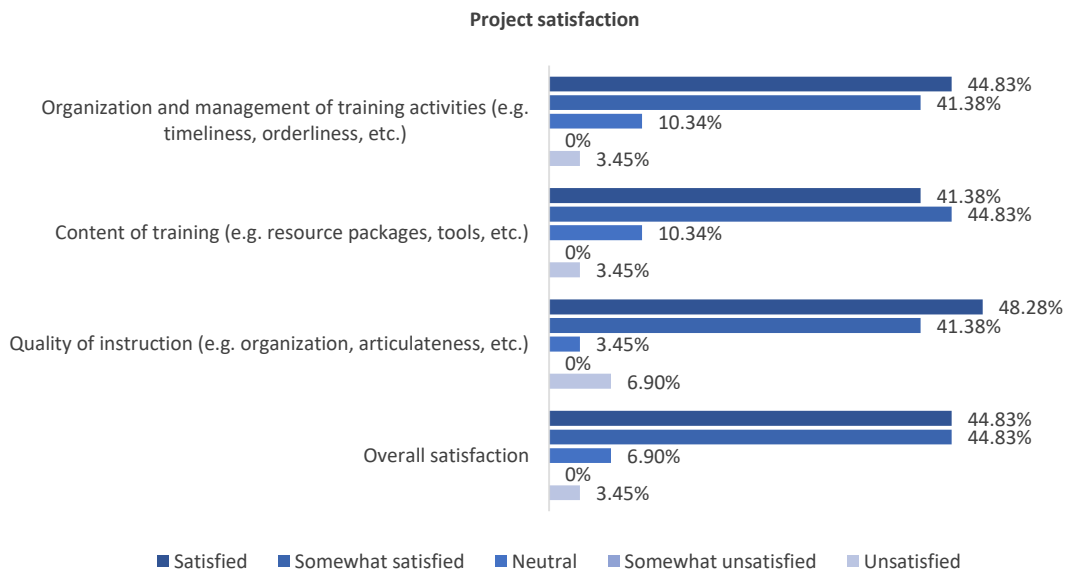


11. What forms of teaching did you participate in the training?

The forms of teaching did you have in the training programme

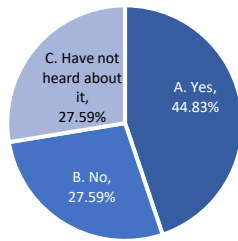


12. How satisfied are you with the “SHECAN Female Entrepreneur Digitization Empowerment” Project? (n=29)



13. Did you watch the “SHECAN Female Entrepreneur Digitization Empowerment” lesson series through the China Global Philanthropy Institute (CGPI), either on PC or mobile devices?

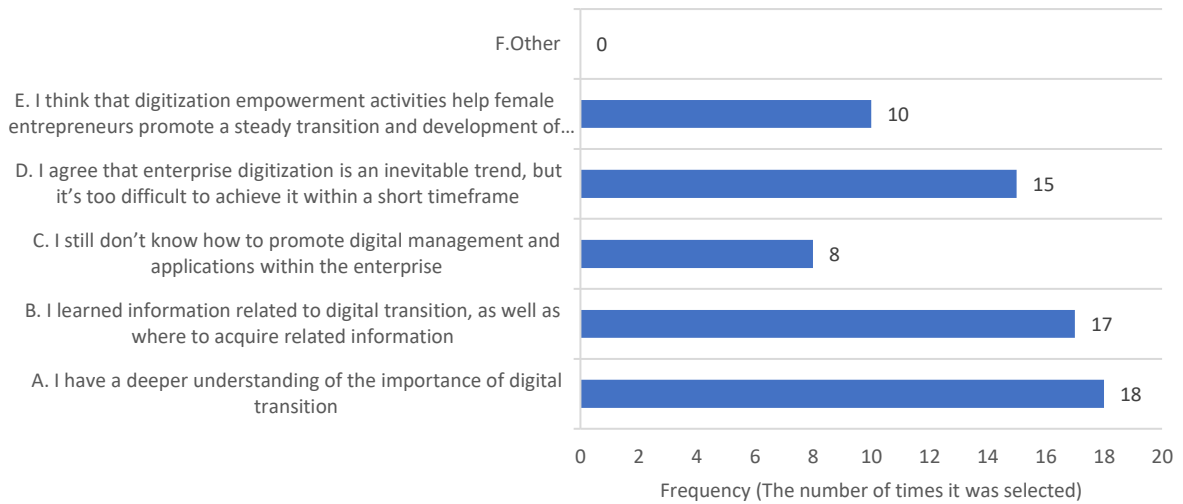
Did you watch the lesson series



III. Project Influence

14. After participating in the project, which of the following best describe your attitude towards digitization empowerment?

Attitude towards digitization empowerment



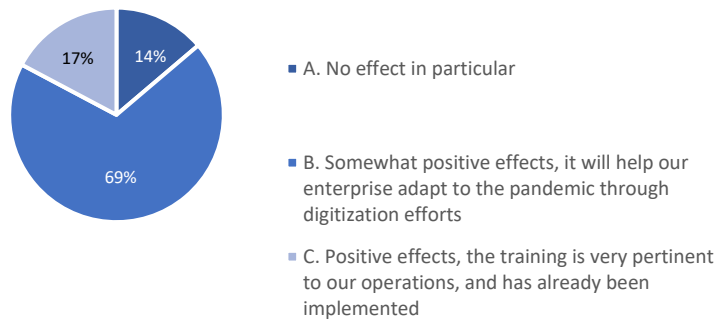
15. After participating in the project, which of the following best describe your thoughts on female employment and gender equality? (Choose all the apply)

Thoughts on female employment and gender equality



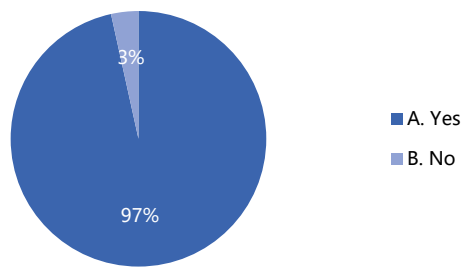
16. Under the influences of the COVID-19 pandemic, how will the digitization training affect future development and management of your enterprise?

The affect of the digitization training



17. Will you be interested in participating in the UN Women WEL programme again in the future?

The interest in participating in the UN
Women WEL programme again



18. Will you recommend the UN Women WEL programme to other female entrepreneurs in your network?
100%.

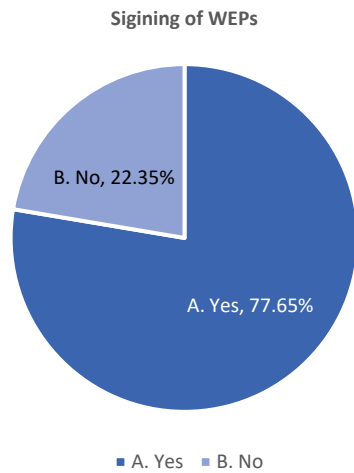
19. Other advices for the “SHECAN Female Entrepreneur Digitization Empowerment” project?

(1) In terms of learning opportunities, the project can expand the service area, sink to third-tier cities to organize more exchanges and in-depth discussion and guidance.

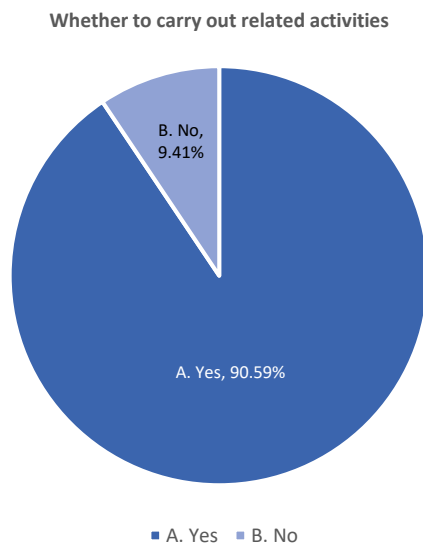
(2) In terms of learning form, the project can increase the flexibility and diversity of participation methods and channels, increase the frequency of online training, provide more on-site activities, more on-site guidance and incentives, and provide more case sharing.

(3) In terms of learning content, the project can enrich the training content, provide relevant courses for the transformation of social organizations, and more training and lectures suitable for business management.

1. Are you aware that your organization has signed the UN Women “Women’s Empowerment Principles (WEPs)”?

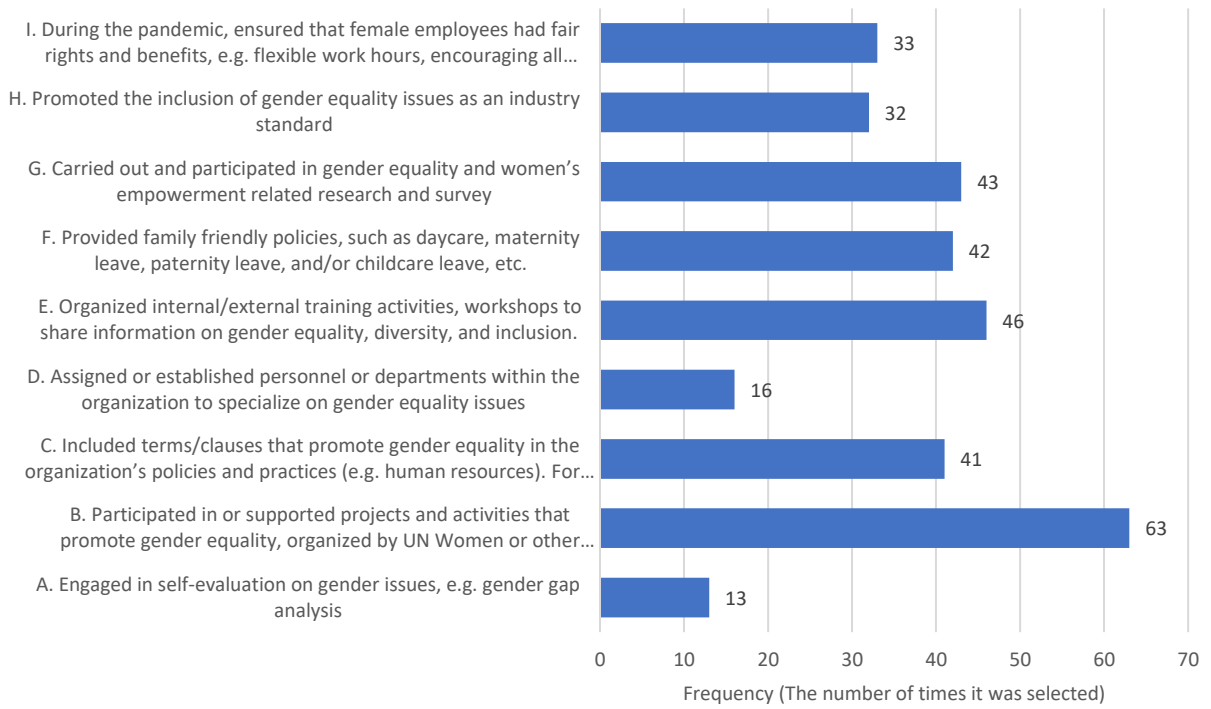


2. Does your company carry out activities to promote gender equality and women's employment?



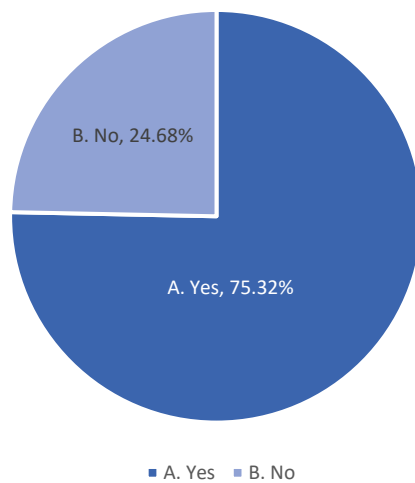
3. Which one of these following activities have been undertaken by your organization?

Which one of these following activities have been undertaken by your organization?

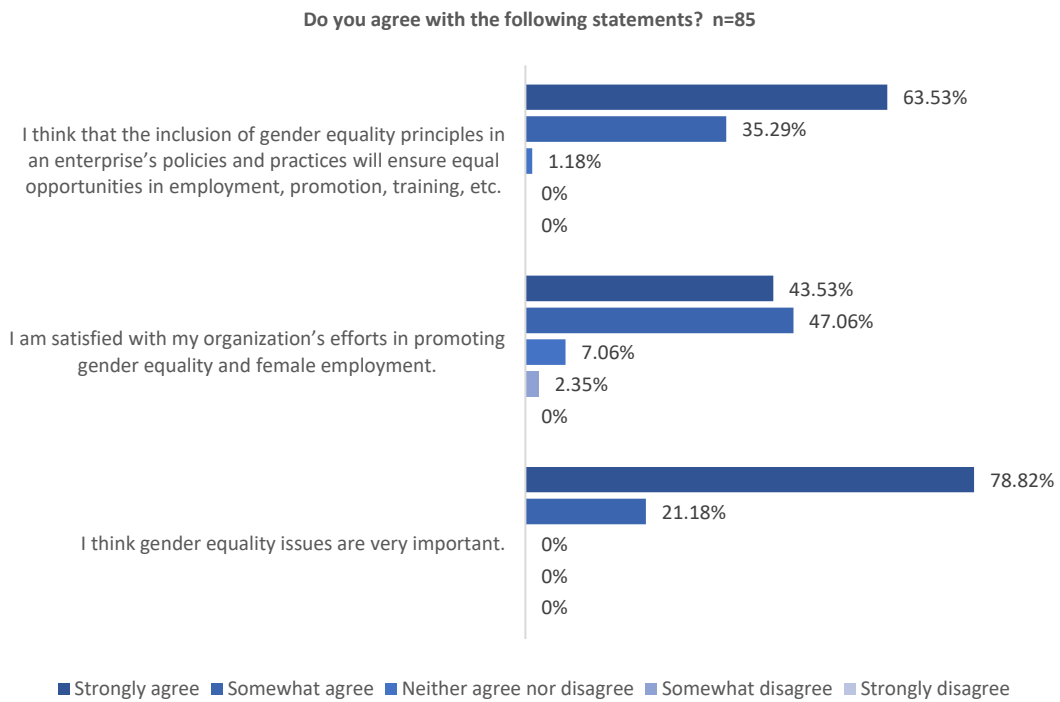


4. Have you participated in any of the above activities?

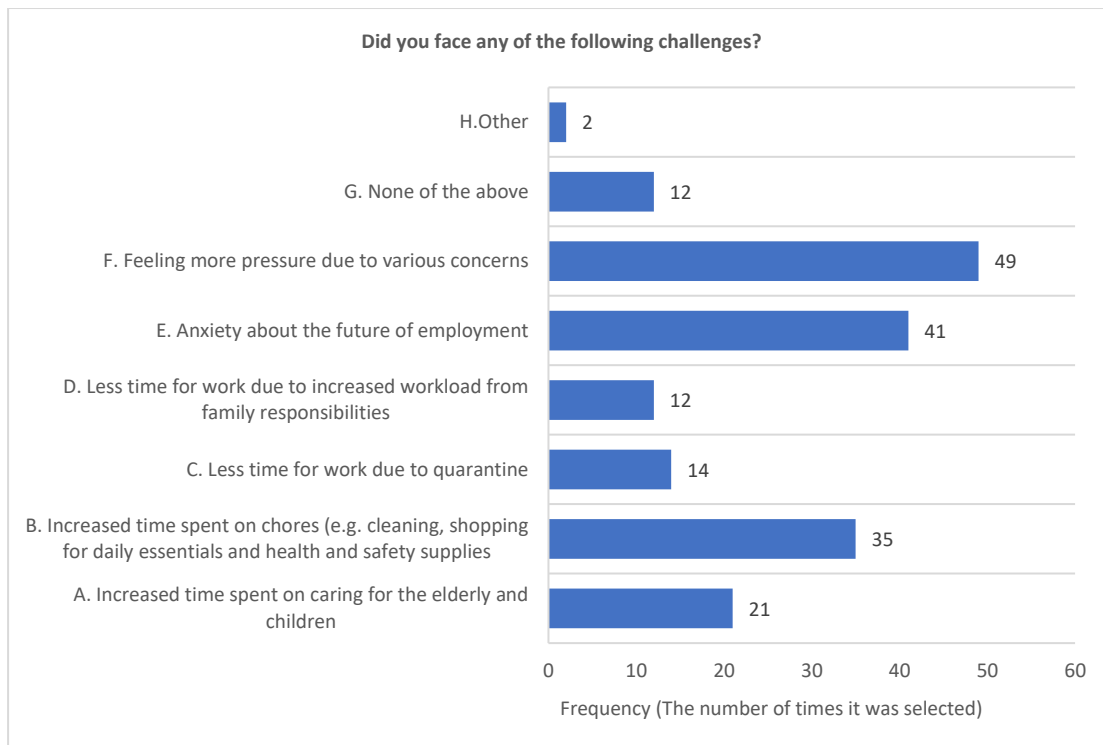
Have you participated in any of the above activities?



5. Do you agree with the following statements? (n=85)



6. During the pandemic, did you face any of the following challenges? (choose all that apply, n=85)



7. Other advices and suggestions on how the government, enterprises, and other social organizations can better promote female employment and career development?

Government perspective:

- Employment policies: formulate relevant guiding policies to promote women’s employment and career development.
- Advocacy policy: Let more gender equality training or activities enter large platform companies, especially state-owned enterprise in traditional industries. Subsidies or favorable policies for companies that hire female employees make companies truly willing to take the initiative to hire women.
- Treatment policy: Properly extend the parental leave time for men to increase the time for men to take care of their children and wives in family life, and to share the rapidly increasing family and psychological burdens faced by women after giving birth. Give women more support for employment, such as fixed monthly nursing leave, and support women’s flexible work, and women’s products reduced taxes and prices
- Supervision and guidance: Government should urge enterprises to better implement relevant policies, and introduce relevant laws and regulations to guide enterprises in fulfilling their responsibilities.
- Education level: starting from the educational process, improving gender stereotypes and professional isolation

Enterprise perspective:

- **Work equality:** Companies should not determine salaries based on gender, and not determine positions based on gender, and the management is encouraged to set up female executives and does not discriminate against married and child-bearing women. Companies should establish an independent supervision department to supervise whether there is gender discrimination in the recruitment process or promotion process.
- **Equality Advocacy:** Carry out more public welfare training and lectures on women's occupations or skills, enhance women's sense of equality, and promote the overall promotion of gender equality in society; male workers in enterprises also need to strengthen corresponding gender equality training.
- **Treatment policy:** Properly extend the parental leave time for men to increase the time for men to take care of their children and wives in family life. Support the creation of childcare spaces.

Social institution perspective:

- Social institutions can strengthen the professional empowerment of young women in underdeveloped areas and cultivate their professional abilities.

ANNEX 10 EVALUATION

TEAM BIOS

Position	Affiliation & Experience
Lead Evaluator	<p>Dr. Guo Peiyuan is the co-founder & general manager of SynTao Co Ltd and the Chairman of SynTao Green Finance Co Ltd. Dr. Guo continuously focuses on research and practices about corporate social responsibility (CSR) and sustainable finance, with abundant experience on research, training and consulting services.</p> <p>He has 15 years' experience in CSR and sustainable finance, with rich experience working with international organizations such as IFC, SBN, UNEP FI, UNDP, PRI, UN SSE, GIZ, etc.</p>
Team Member	<p>Mr. Li works as Project Manager at SynTao, responsible for philanthropy project design, monitor and assessment, has rich experiences in CSR strategy and CSR report program services, specialized in corporate volunteer service and date management.</p> <p>He serves various large-scale national and multinational corporations, such as Volkswagen Group (China), Bayer (China), SAIC Volkswagen, Amway (China), Novartis (China), and Hitachi Elevator, etc.</p>
Team Member	<p>Ms. Xu works as a consultant at SynTao, participated the design and implementation of CSR evaluation projects, communication, reporting, and community service programmes.</p> <p>She served large-scaled domestic and multinational corporations, such as TCL, IBM China, Bayer (China), SAIC Volkswagen.</p>

Team Member	<p>Mr. Wang Ning works as a Consultant in SynTao and he is responsible for CSR strategy development, CSR reporting, CSR evaluation, CSR communication, volunteer projects, and social welfare-related project design and implementation.</p> <p>He has worked with many large-scaled domestic and multi-national corporations, such as United Technologies Corporation (UTC) China, Volkswagen Group China, Toyota China, TCL Group and Yili Group.</p>
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UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

In 2000, 189 Member States adopted the Millennium Declaration, outlining a global vision for eradicating poverty eradication, fostering peace and security, protecting the environment, and achieving human rights and democracy.

Women's rights are recognized as a foundation for progress in all spheres. The Declaration pledges explicitly 'to combat all forms of violence against women and to implement the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)'. And it further recognizes the importance of promoting gender equality and women's empowerment as an effective pathway for combating poverty, hunger and disease and for stimulating sustainable development.

The Millennium Declaration also reconfirms the commitments made at the UN Fourth World Conference on Women in Beijing (1995) and other major world conferences such as the Rio Conference on Environment and Development (1992), the Vienna Conference on Human Rights (1993), the Cairo Conference on Population and Development (1994), the Copenhagen World Summit for Social Development (1995) and the Istanbul Conference on Human Settlements (1996).



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