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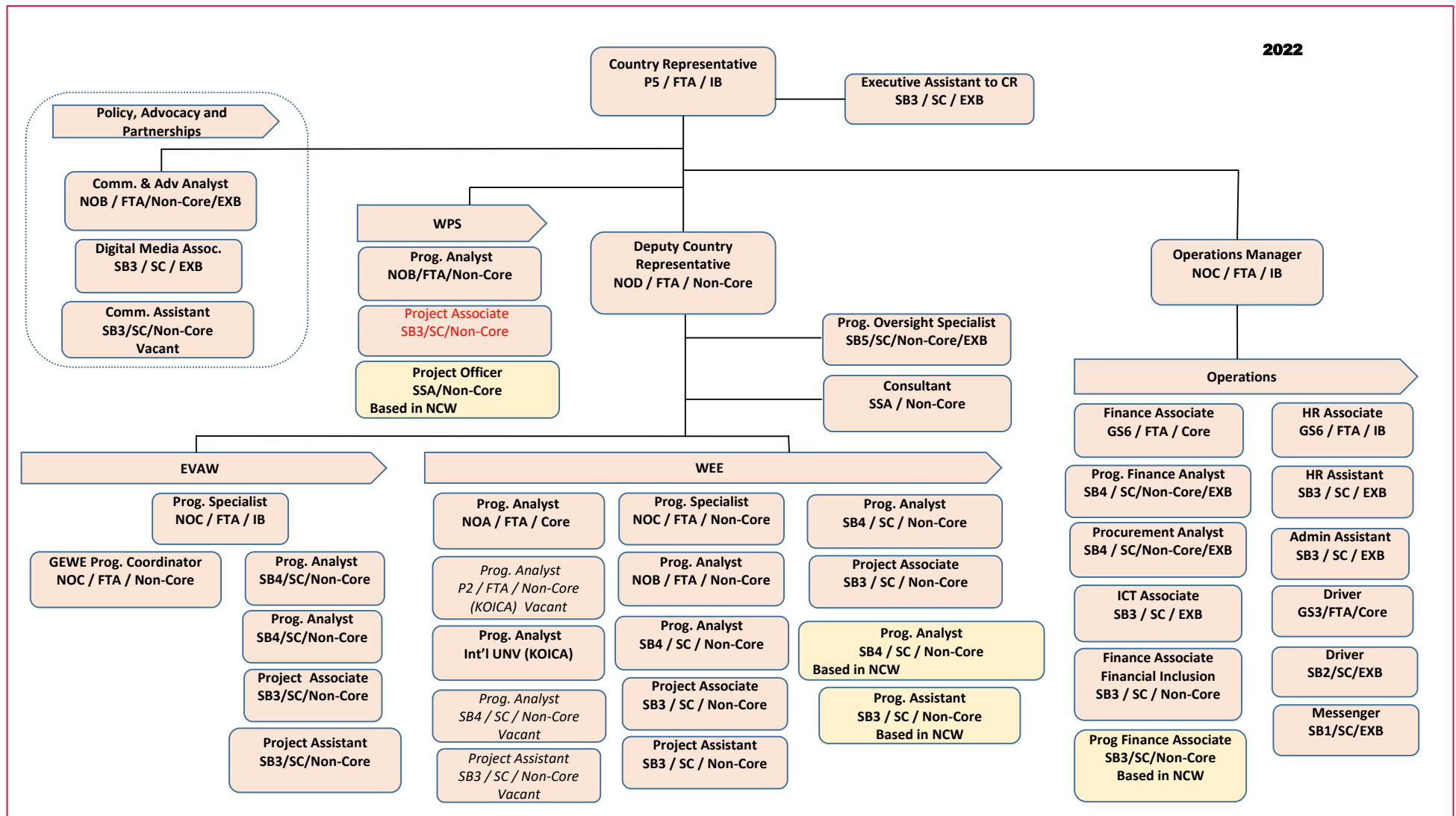
UN WOMN EGYPT COUNTRY PORTFOLIO EVALUATION STRATEGIC NOTE 2018 – 2022

ANNEXES

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ANNEX 1: UN WOMEN EGYPT COUNTRY OFFICE ORGANIGRAM 2022



ANNEX 2: EVALUATION MATRIX

The evaluation matrix explains the key questions to be explored during this evaluation across each evaluation criteria, the data sources, as well as way for data verification. Table below provides the evaluation matrix for CPE for UN Women CO Egypt.

#	Evaluation Questions	Indicators	Means of Verification (Data collection/analysis methods)	Sampling/ sources
Criterion: RELEVANCE Are we doing the right things?				
1	Is UN Women Strategically positioned within the gender equality and women’s empowerment space to influence/lead gender transformative changes? Is it “fit for purpose” and has the necessary pre-requisites in place to remain relevant- leadership, vision, technical expertise, systems, evidence, partnerships, trust, etc.?	Evidence of adherence to each international reference framework; Evidence of adherence to and alignment with Egypt’s 2030 Sustainable Development Strategy, 2030 National Women’s Strategy (NWS), 2018-2022 UN Partnership Development Framework (UNPDF) and UN Women SP 2018-2021 Feedback from the evaluation stakeholders indicating UN Women’s relevance and value addition in the gender equality and women’s empowerment space	Document Analysis, Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	To what extent is the portfolio aligned with national policies and international human rights norms at global regional and national level?	Evidence of adherence to each international reference framework, UN Women SP 2018-2021, Egypt’s 2030 Sustainable Development Strategy, 2030 National Women’s Strategy (NWS) and 2018-2022 UN Partnership Development Framework (UNPDF)	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

3	What is UN Women's comparative advantage compared with other UN entities and key development partners?	Evidence of clear contribution towards Egypt's 2030 Sustainable Development Strategy, 2030 National Women's Strategy (NWS) and 2018-2022 UN Partnership Development Framework (UNPDF)	Document Analysis, Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
4	Is the choice of interventions most relevant to the situation in the target thematic areas?	Evidence of extent to which CO interventions are based on proper needs assessment of women, including marginalized groups Evidence of programme results addressing causes of inequality set out in UN Women SN and CCA	Document Analysis Semi structured interviews	RO, CO staff, CSOs, donors, project beneficiaries and implementing partners
5	Is the choice of partners most relevant to the situation of women including the most marginalized groups and individuals? Are existing partnerships working well to achieve gender equality and women's empowerment?	Evidence of successful partnerships that have contributed towards achievement of SN results Positive feedback from stakeholders regarding UN Women's partnership choices, its approach and value addition (of partnerships) to achieve gender equality and women's empowerment.	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
6	To what extent the CO was able to react to major disruptions caused by the Covid-19 pandemic?	Evidence of extent to which CO reacted to major disruptions caused by COVID-19 pandemic and contributed to overall UN response in the country.	Document Analysis Semi structured interviews, surveys.	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

Criterion: EFFICIENCY

Are we getting the most out of limited resources? Are we investing resources (time and money) in the most value-adding places to achieve results/impact?

1	To what extent does the management structure support efficiency of the implementation?	Adequacy of COs organisational assets, structures and capabilities (in terms of financial and human resources)	Document Analysis Semi structured interviews	RO, CO, implementing partners
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		Effectiveness of COs internal coordination and communication (vertical/horizontal) mechanisms		
2	To what degree does the Country Office have access to the necessary skills, knowledge and capacities needed to deliver to portfolio?	<p>Degree to which CO human resources align with its SN priority areas</p> <p>Performance/qualification of contracted gender experts</p> <p>% of respondents from government (NCW) and UNCT who view CO as having strong expertise in GEEW (including WEE, EAW, WPS and governance and leadership)</p> <p>Evidence of knowledge sharing and lessons learned within the CO and between the RO and CO</p>	<p>Document Analysis</p> <p>Semi structured interviews</p> <p>Survey</p>	RO, CO, UNCT, NCW, implementing partners
3.	How effective is adaptive management in the CO and how well the risks have been managed to ensure results?	<p>Presence of leadership that guides the CO with a clear vision and effective (adaptive) management practices</p> <p>Evidence that the CO risk register is up to date and acted upon</p>	<p>Document Analysis</p> <p>Semi structured interviews</p>	RO, CO, implementing partners
3.	How well the resources were managed within the CO?	<p>Annual Delivery rate (in %)</p> <p>Evidence of fund disbursement being appropriate to maximize utility</p> <p>Could more have been achieved with less by doing something differently? Is good value-for-money being achieved? Any potential cost or time savings possible? Where are the biggest bottlenecks?</p>	<p>Document Analysis</p> <p>Semi structured interviews</p>	RO, CO, implementing partners
4	How well positioned is UN Women to mobilize resources?	Evidence of achievement of resource mobilization target	<p>Document Analysis</p> <p>Semi structured interviews</p>	RO, CO, implementing partners

		Evidence of a clear resource mobilisation plan/strategy and its implementation		
6	To what extent is the SN implementation cost effective? Are there mechanisms in place to ensure this? What can be done to improve cost effectiveness?	Evidence on the efficiency of the operations function including transparency of the procurement system	Document Analysis Semi structured interviews	RO, CO, implementing partners
7	To what extent is funding allocation responsive to the degree of needs and expectations per thematic areas?	Proportion of annual budget distributed per thematic areas - the extent to which it is based on prioritisation, RBM principles and principles of value for money.	Document Analysis Semi structured interviews	RO, CO, implementing partners
8	Are interventions implemented within the intended timeframe and budget? Are there mechanisms in place to ensure this?	Timely and quality completion of donor and Financial Reports Positive feedback from the stakeholders providing evidence of UN Women's systematic monitoring and oversight practices	Document Analysis Semi structured interviews	RO, CO, donors, implementing partners
Criterion: EFFECTIVENESS				
Are the things we are doing working?				
1	To what extent have planned outputs been achieved on time?	Evidence on the extent the planned outputs have been achieved to quality and on time	Document Analysis Semi structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
2	Are interventions contributing to the expected outcomes?	Extent to which interventions are aligned with TOC/intended results Evidence on the extent to which CO portfolio contributes to gender equality and women's empowerment in Egypt	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
3	What unexpected outcomes (positive and negative) have been achieved? For whom?	Evidence of unexpected outcomes disaggregated by beneficiary/target group	Document Analysis	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme

			Semi structured interviews Survey	partners, private sector organizations
5	What are the main enabling and hindering factors for the achievement of outcomes observed?	Evidence of the challenges and how they were addressed by the CO. Evidence of opportunities and how they were optimally utilised by the CO.	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
6	To what extent are there opportunities for up-scaling good practices and innovative approaches?	Evidence of strategies and plans for designing, learning and scaling up good and innovative approaches and practices by the CO	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
7	Has a Results Based Management system been established and implemented?	Results monitoring systems in place and utilised. Quality corporate and donor reporting delivered on time	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
8	Effectiveness of the Evidence, learning and knowledge management	Learning and knowledge management strategy in place and being implemented Evidence of a learning culture in the CO	Document Analysis Semi structured interviews Survey	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
Criterion: COHERENCE				
How coherent is the UN Women CO Egypt across all its partners?				
1	What contribution is UN Women making to UN coordination on gender equality and women's empowerment? Which roles is UN Women playing in this field (gender thematic group/ other)? Are there other opportunities that the CO can utilize?	Evidence of the extent the gender equality and women's empowerment is mainstreamed through UN interventions % of responders acknowledging the role of UN Women CO Survey findings on the gaps in addressing gender equality and women's empowerment	Document Analysis Semi structured interviews Survey	RO, CO, UNCT, government partners

2	To what extent are the interventions achieving optimal synergies with the work of the UN Country Team?	Evidence on coherence between UN Women and UNCT including the joint programmings with other relevant UN entities Evidence of CO's comparative advantages vis-à-vis other key players	Document Analysis Semi structured interviews Survey	RO, CO, UNCT, government partners
3	To what extent does the implementation of the SN ensures synergies and coordination with Government's and key partners efforts in achieving gender equality and women's empowerment while avoiding duplications?	Evidence of coherence between UN Women's SN, Egypt's National Council for Women, and other key concerned government institutions for effectively contributing towards the Egypt's 2030 Sustainable Development Strategy, 2030 National Women's Strategy (NWS) and 2018-2022 UN Partnership Development Framework (UNPDF)	Document Analysis Semi structured interviews Survey	RO, CO, UNCT, CSOs
4	Is the balance and coherence between three mandates (operational, coordination and policy-normative) optimal? The extent to which various CO interventions have synergies between them and avoid siloed ways of operating.	Evidence suggesting the fair focus on each domain as well as interlinkages and reinforcements across the domains Feedback from the CO stakeholders confirming effective cross-thematic ways of operating.	Document Analysis Semi structured interviews Survey	RO, CO
5	How is support to SN development and implementation coordinated between CO/RO/HQ?	Evidence of synergies between ECO SN, Regional SN and UN Women Strategic Plan Evidence of technical cooperation between the CO, RO and HQ	Document Analysis Semi structured interviews Survey	CO, RO and HQ staff
Human rights and gender Equality				
1	To what extent do interventions contribute to targeting and challenging the underlying causes of gender	Statistical evidence of the progress on a number of universal indicators and indexes on gender equality and women's empowerment during 2018-2022	Document Analysis Semi structured interviews	RO, CO, UNCT, government partners, CSOs, Private sector, beneficiary groups

	inequality to bring forth sustainable, gender transformative changes?	Evidence of % of responders acknowledging the role of UN Women CO in facilitating gender transformative changes	Survey	
2	Did the CO systematically follow the gender-responsive budgeting principles?- To what degree were adequate resources provided for integrating human rights and gender equality in the interventions?	Documental evidence of allocation and spending of earmarked resources required for integrating human rights and gender equality in all CO interventions	Document Analysis	Programme document, CO, donors
3	To what extent the principles of leaving no one behind incorporated across the portfolio- taking into account the needs and priorities of the most marginalized groups and individuals?	Evidence of strategies and actions that demonstrate interventions of the CO identifies the most marginalized groups and individuals, assesses and addresses their differential needs in a systematic way.	Document Analysis Semi structured interviews Survey	CO, UNCT, government partners, CSOs, Private sector, beneficiary groups
4	What could have been done better, differently to promote long lasting change? What worked/ didn't work?	Feedback from the stakeholders identifying the successful gender equality and women's empowerment practices and initiatives as well as the gaps in addressing gender equality and women's empowerment.	Document Analysis Semi structured interviews Survey	RO, CO, UNCT, government partners, CSOs, Private sector, beneficiary groups

ANNEX 3: SUMMARY OF EVALUABILITY ASSESSMENT, PREPARED BY EVALUATION TEAM

Outcomes, outputs, and indicators assessment by level of the results framework

	Strong	Adequate	Weak
Development Results Framework			
Outcomes (4)	25%	75%	0%
Outcomes indicators (9)	67%	11%	22%
Outputs (12)	42%	33%	25%
Output Indicators (59)	63%	24%	13%
Organizational Efficiency and Effectiveness Framework			
Outputs (5)	60%	40%	0%
Output Indicators (12)	58%	17%	25%

ANNEX 4: LIST OF STAKEHOLDERS CONSULTED

S.No	Institution/ stakeholder category
	1. Governmental stakeholders
1	National Council for Women (NCW)
2	Ministry of Social Solidarity (MOSS)
3	Ministry of Finance (Gender Bond and GRB)
4	Ministry of Planning and Economic Development (MPED)
5	National Management Institute (Public Administration Reform)
6	Ministry of Trade and Industry
7	Micro, small and Medium Enterprise Development Agency (MSMEDA)
8	The Central Bank of Egypt
9	Central Agency for Public Mobilization and Statistics (CAPMAS)
10	Ministry of Manpower (MOM)
	Secondary and emerging stakeholders
11	Ministry of Justice and Public prosecution office (EVAW)
12	Ministry of Environment (gender climate change)
13	Technology Innovation and Entrepreneurship Center (TIEC)- Ministry of Communication & information technology
14	Information & Decision Support Center (IDSC)
15	National Council for Childhood & Motherhood (NCCM)
	2. CSOs including research & academic institutions
	INGOs
16	European Institute for Cooperation and Development (IECD)- Egypt
17	Al-Shehab Institution for Comprehensive development
18	Women and Development Association.
19	Kheir Domiat
20	Al Reyada NGO-Alexandria
21	Nahdet El-Mahrousa NGO
22	Syria Al Ghad CBO-Cairo
23	Jesuit and Brothers association for Development
24	Future Eve Association for family and environmental development
25	The Egyptian Center for Women's Rights (ECWR)
26	Mentori
27	Dawar for Arts

28	Al Mashgal (LEAP programme)
29	Selected existing incubators
	Academic institutions/entities
30	American University of Cairo (AUC)
31	Economic Research Forum (ERF)
32	Cairo University
33	Alexandria University
34	Bibliotheca Alexandria
	3. Private sector
	A. Primary stakeholders
35	Procter & Gamble (value chain development)
36	Egyptian Council for Training
37	Takween (Safe Cities)
38	Federation Egyptian Industries (FEI)
39	Flat6Labs
40	Daltex (Safe Cities)
	B. Secondary and emerging stakeholders
41	Vodafone
	4. UN organizations & IFIs
42	UNRC
43	UNIDO
44	UNDP
45	ILO
46	IOM
47	UNICEF
48	UNFPA
49	UNODC
50	UNHCR
51	UN trust fund for EAW
52	World Bank
53	IFC
	5. Donors
	A. Primary stakeholders
54	Government of Korea
55	Government of Netherland
56	Government of Japan
57	European Union
58	Government of Canada, Canada International Development Agency (CIDA)
59	Government of Switzerland (future prospects)
60	USAID

61	Swedish International Development Agency (SIDA) and Embassy
62	Government of Spain (future prospects)
	6. UN Women team
63	UNW Country Representative
64	UNW Deputy Representative
65	Oversight & evaluation
66	Communication officer/specialist
67	ALL STAFF
	Regional Office of the Arab States (ROAS)
68	Regional Director, ROAS
69	Deputy Regional Director, ROAS
70	HQ -WEE Specialist
	7. Targeted beneficiaries
71	11 beneficiaries covering various programmes of the CO

ANNEX 5: KEY DOCUMENTS

REVIEWED

1. UN Women Strategic Note 2018-2022
2. UNITED NATIONS PARTNERSHIP DEVELOPMENT FRAMEWORK (UNPDF) document (2018-2022)
3. Strategic Note funding overview and statistics, 2018-2021
4. ECO Organigram: 2021
5. ECO Organigram: 2020
6. Pillar 4 Women's Results Group, 2018-2022 UNPDF- Joint Workplan 2020 to 2021
7. UNPDF's 2018-2019 Contributions to Women's Empowerment under Pillar 4
8. SERP commitments within the Joint AWP (2020-2021) of Pillar 4, 2020
9. Security Management Plan 2021, Arab States Region
10. ECO, Information Security, Compliance AWP2021
11. ANNUAL WORK PLANS, 2018, 2019, 2020, 2021 and 2022
12. ANNUAL WORK PLAN, 2019
13. ANNUAL WORK PLAN, 2020
14. ANNUAL WORK PLAN, 2021
15. ANNUAL WORK PLAN, 2022
16. Annual Report,2018
17. Annual Report,2019
18. Annual Report,2020
19. Annual Report,2021
20. 2021-2022 Joint AWP - Women's Result, February 2021
21. Prodocs, WPS, Egyptian Women's Empowerment Development of National Action Plan (1325)
22. Prodocs, Scaling up the Safe City and Safe Public Spaces programme in Egypt
23. Prodocs, USAID Grant document for Safe Public Spaces programme in Egypt
24. EU Prodoc, Women's Empowerment & Financial Inclusion in Rural Egypt: COVID-19 Response
25. Dutch Prodoc, Women's Financial and Economic Inclusion in Rural Egypt
26. KOICA Programme proposal for WEE in Egypt
27. WEE for Inclusive and Sustainable Growth, GAC Programme document
28. Stimulating equal opportunities for women entrepreneurs, P&G Prodoc, 2017
29. Egypt Integrated SDGs Financing - UN Joint SDG Fund - 2020
30. Risk Register-COVID-19, March 2021
31. Revenue Stream, May 2022
32. ECO Revenue Overview 2022-2027
33. Final ECO, Delivery, Dec 22, 2019
34. Egypt CO, Monitoring Evaluation and Research Plan_SN 2018-2022

35. Final Evaluation of the Securing Rights & Improving Livelihoods of Women (SRILW) project (2018)
36. Final Evaluation of Promoting Women's Employment by Creating Safe and Women-Friendly Workplaces Programme (Women's Employment Promotion Programme - WEPP), 2018
37. UN Women Safe Cities Evaluation, 2022
38. Evaluation of UN Women Economic Opportunities work under LEAP/HA, 2018
39. End term evaluation of Men and Women for Gender Equality Regional Programme, 2022
40. UNDP Independent Country Programme Evaluation: Egypt, 2021
41. UN Women Private Sector Engagement Strategy: Mobilising the private sector as a positive force for gender equality and women's empowerment, July 2016- July 2019
42. UN Women Private Sector Engagement Checklist Private Sector Engagement Tools & Resources
43. UNCT-SWAP Gender Equality Scorecard Annual Progress Assessment Report and Action Plan, United Nations Country Team in Egypt, 2021

ANNEX 6: EVALUATION SURVEY RESPONSES – UN AGENCY SURVEY AND COUNTRY OFFICE PERSONNEL SURVEY

Overview

In March 2022, the Evaluation Team conducted two surveys as part of data collection for this evaluation – one of key UNCT partners and one of all Country Office personnel. The results of both surveys are reproduced in this Annex.

UN Agency Survey

Background

In March 2022, a survey was sent to the heads of 8 UN agencies that were key partners with UN Women during the Strategic Note period. The purpose of the survey was to explore and enhance responses received during stakeholder interviews.

The evaluation team received 5 responses, a 63% response rate.

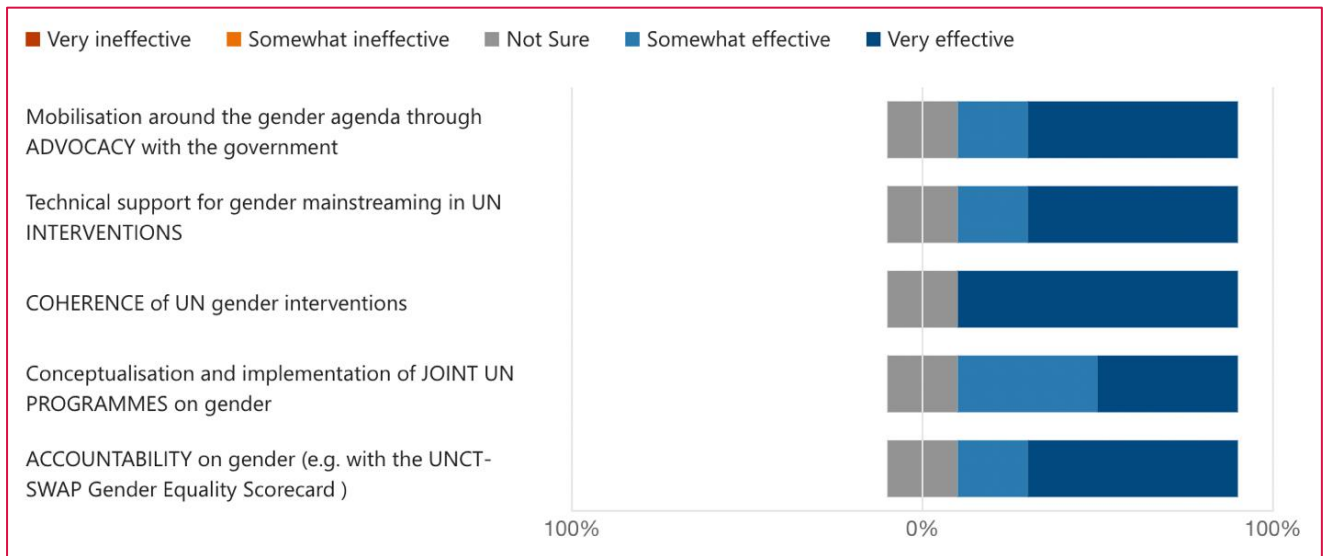
The responses to the survey are reproduced below. Only questions with responses are provided, blank responses have not been included.

Demographics of the 5 respondents according to their responses:

How long have you been collaborating with UN Women in Egypt?	1-3 years – 2 3-5 – 2 More than 5 years - 1
Gender identification	1 female, 3 male, 1 prefer not to say
Position in organization	4 senior manager, 1 program specialist
UN agency	UNIDO, ILO, IOM, UNICEF, UN Trust Fund for EAW
What coordination mechanisms have you participated in since 2018?	2 UNCT, 2 Other

Responses to Substantive Questions

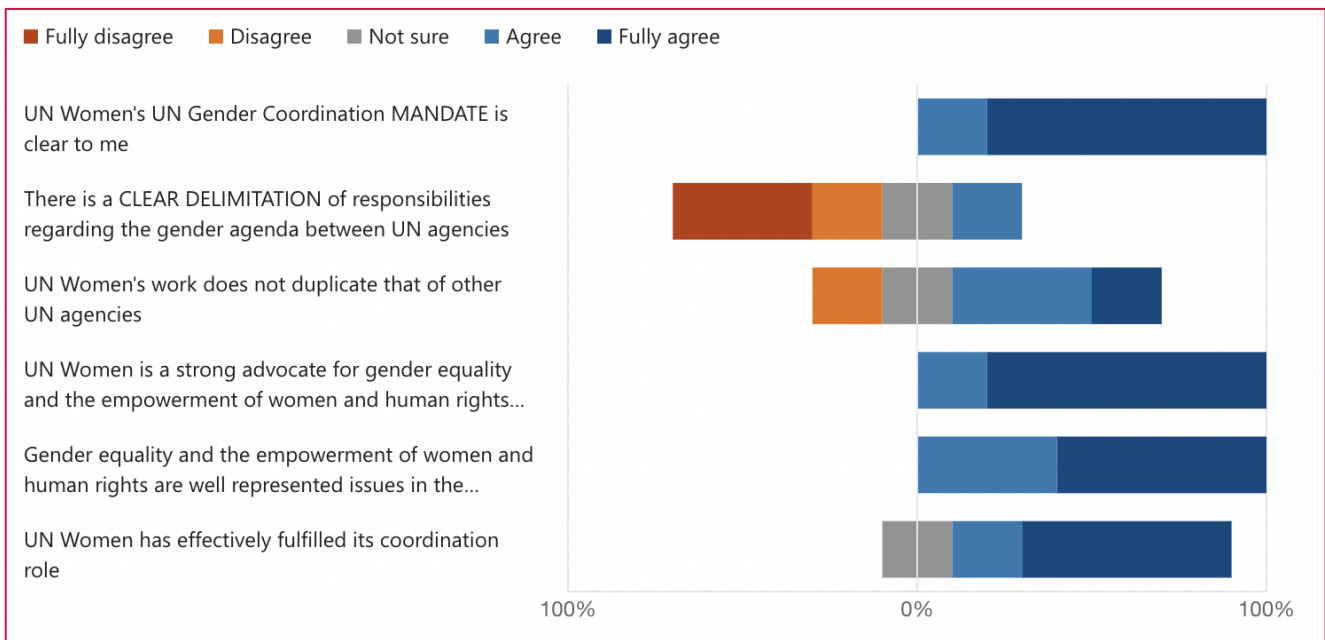
Q7 How effectively has UN Women contributed to strengthening coordination on gender with the UN system in the following areas? (5 responses)



Q8 How are gender equality and human rights positioned in your organization's priorities? (5 responses)

They are cross-cutting all priorities	2
They are both a separate strategic priority and cross-cutting all priorities	3

Q9 Please indicate the extent to which you agree with the following statements regarding UN Women’s coordination role. (5 responses)



Q10 In your opinion, to what extent does the UN system mainstream gender?



Q11 Please indicate how UN Women’s support in coordination can be improved, if at all. (4 responses)

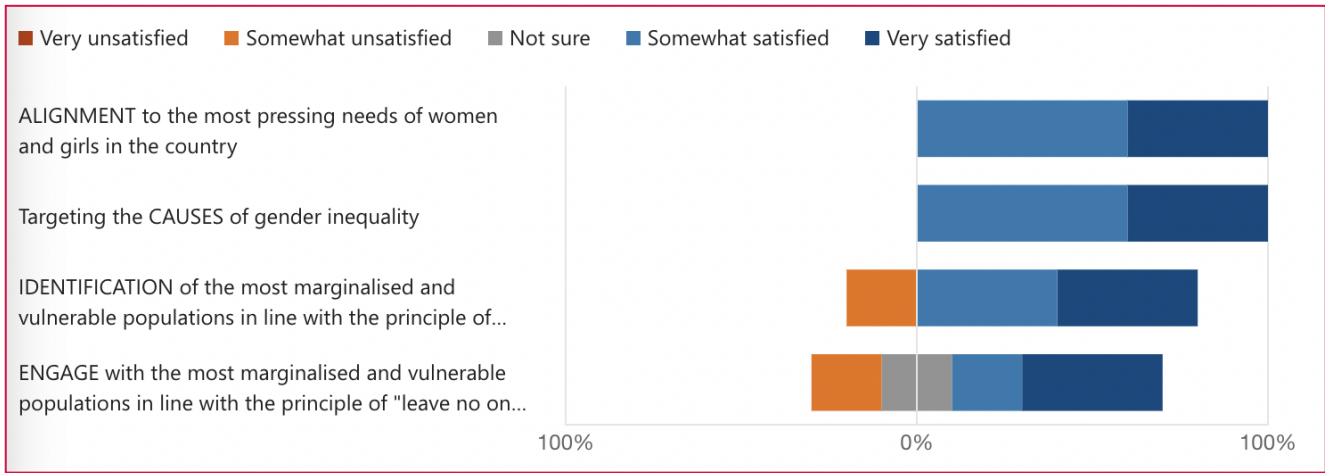
“I believe that UN Women is playing a vital role in this regard.”

“The UNCT may need to be requested to have more dynamic and motivated representatives in the working groups.”

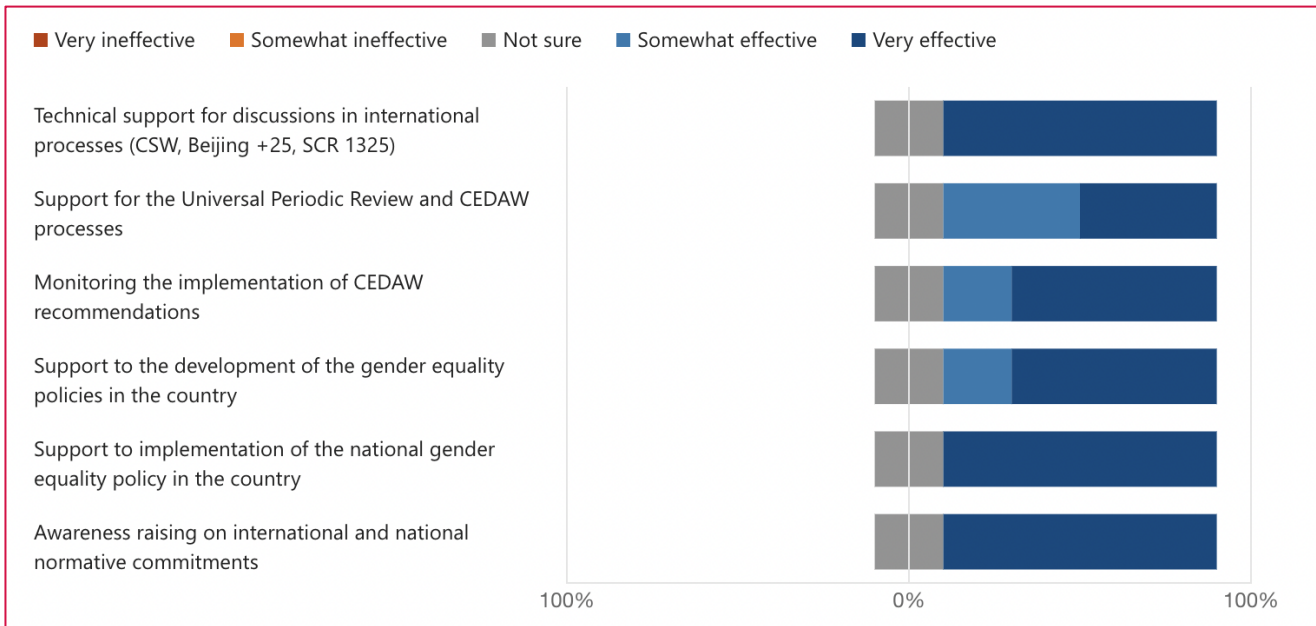
“By ensuring credible, capable and and truly engaged representatives are appointed in any coordination effort. Also perhaps by socializing the coordination objectives and tasks and intentional seeking of innovative practices in coordination.”

“More involvement in the work of other UN agencies”

Q12 Please indicate your level of satisfaction with UN Women’s work regarding the following assertions. (5 responses)



Q13 How effectively has UN Women contributed to normative work in the following areas? (5 responses)



Q14 Please rate the level of value added by UN Women in the areas listed below. (5 responses)



Q15 What areas, if any, require more attention from UN Women to advance its mission for the empowerment of women and gender equality? (4 responses)

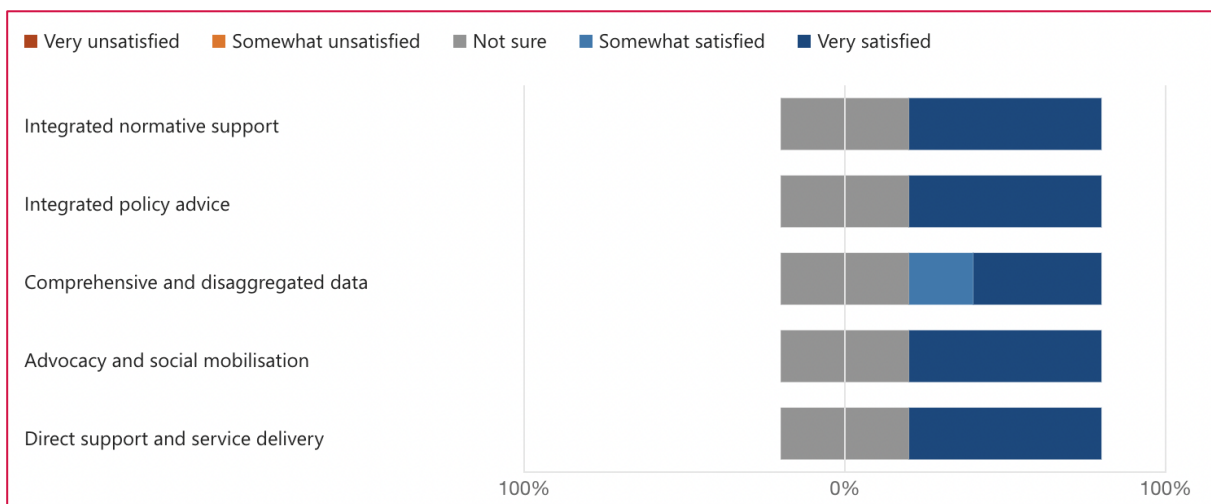
“Data and research about the most vulnerable women”

“Influenced by my Organization: including migrants in vulnerable population of concern”

“Support\advocate for women's organizations (programmatically and operationally) and their movements”

“Protection of girls”

Q16 Please indicate your level of satisfaction with the support provided to partners by UN Women in the following areas. (5 responses)



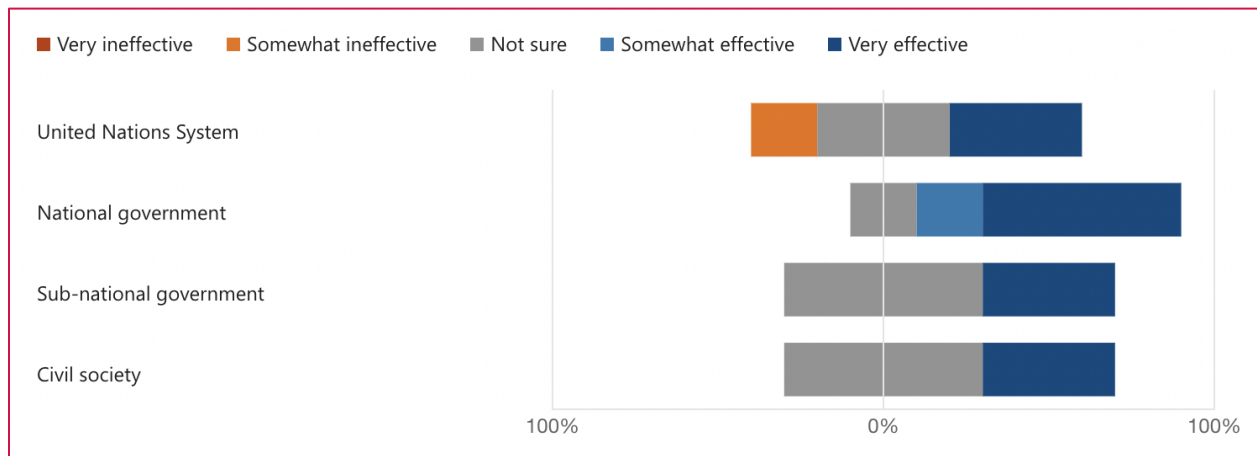
Q17 Can you give examples of where UN Women's partnerships could be strengthened, if at all? (3 responses)

“More responsible risk sharing (both programmatic and financial).”

“Apart of the excellent work with the National Council for Women, I am not aware of such support, and therefore cannot answer.”

“NA – I would be cautious about engaging in direct support and service delivery”

Q18 UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its capacity building efforts with the following partners. (5 responses)



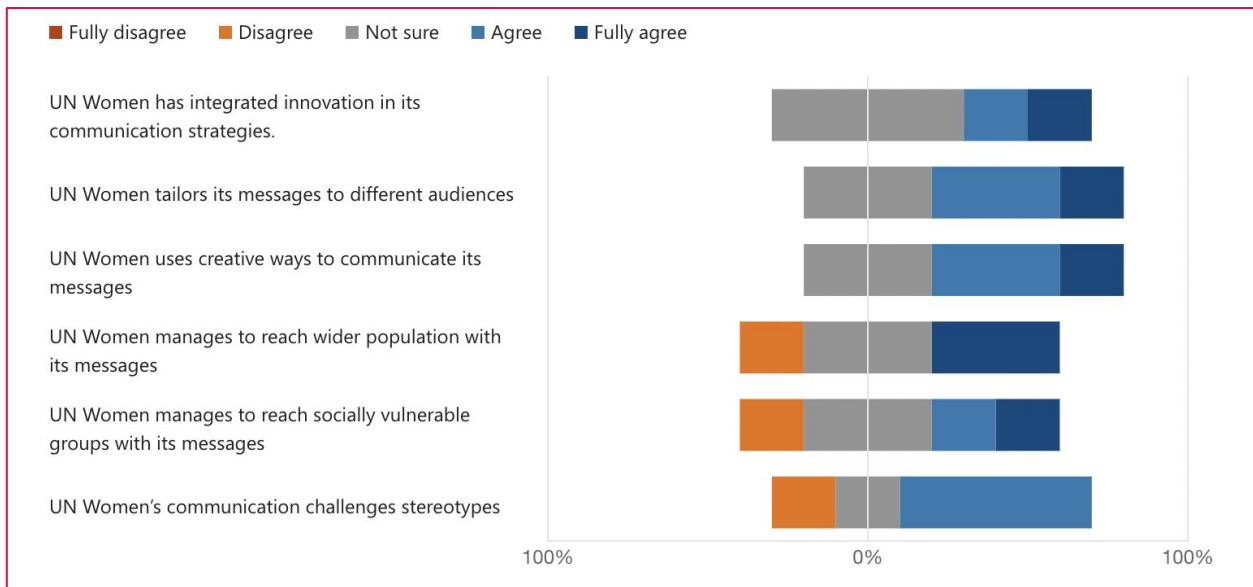
Q19 Have you participated in UN Women's training and capacity building activities? (5 responses)

All responses indicated no.

Q22 Have you used any research, knowledge products or other documents produced by UN women in your work? If yes, please provide more information on what publication or data you used and how. (4 responses)

3 responses indicated no and one response said “My staff are doing so, but I do not recall the exact references.”

Q23 To what extent do you agree with the following statements about UN Women’s approach to communication? (5 responses)



Q24 Please assess the extent to which UN Women has effectively adapted its programme of work to the changing context in the country, including to COVID-19.

5
Responses

3.60 Average Rating

Q25 Please provide 1 or 2 examples of where the Office’s work has been effectively adapted to the changing context, if at all. (2 responses)

“The ability to deliver remotely during the covid 19 lockdown period.”

“I am not certain that UN Women delivered direct support during the pandemic home based work.”

Q26 Please use this space to suggest 2-3 actions for UN Women regarding its approach to achieving gender equality and women's empowerment in the country. (4 responses)

"More research"

"More work at the policy level. Continue partnership with other UN organizations on gender issues related to the mandates of these sister organizations."

"I would recommend more consultation with agencies dealing with people, to ensure that their persons of concern are adequately inserted into the target groups of UN Women."

"More focus on meaningful partnerships, including at the grassroots level and attract innovation."

UN Women Egypt Country Office Personnel Survey

Background

In March 2022, a survey was sent to the 40 personnel of the Egypt Country Office. The purpose of the survey was to explore and enhance responses received during the inception workshop and interviews with key personnel.

The evaluation team received 20 responses, a 50% response rate.

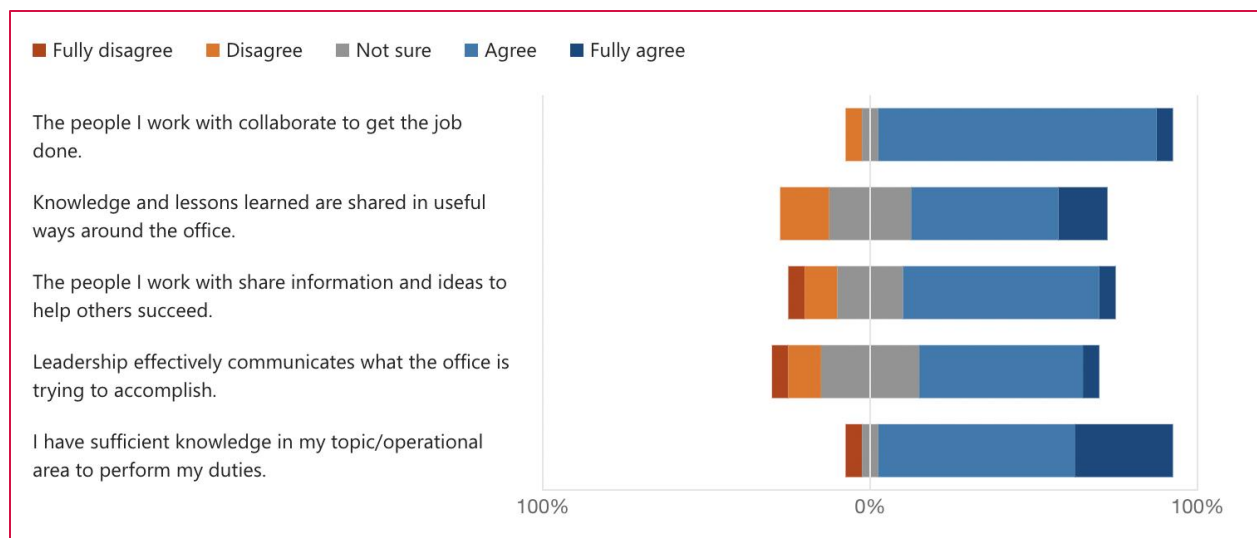
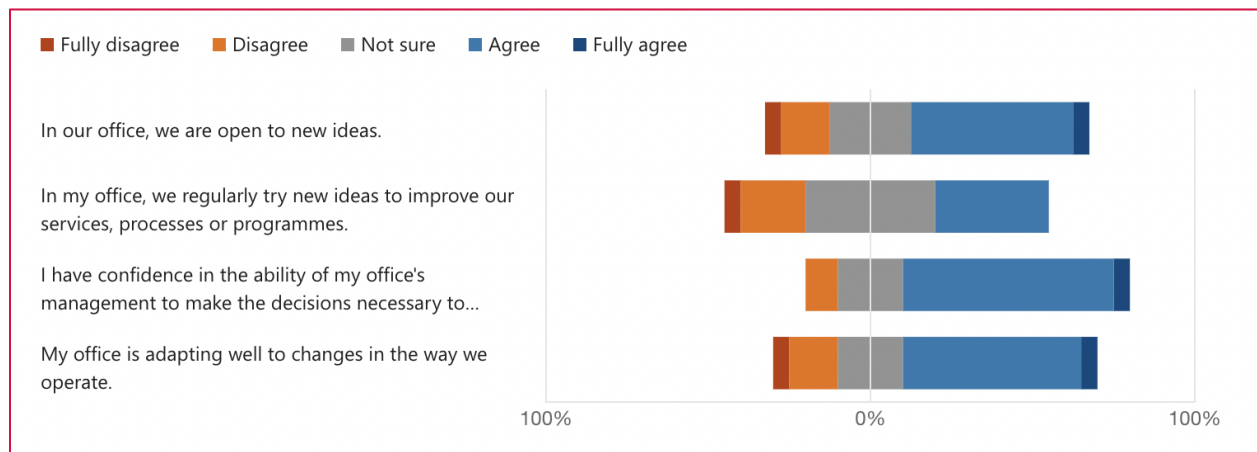
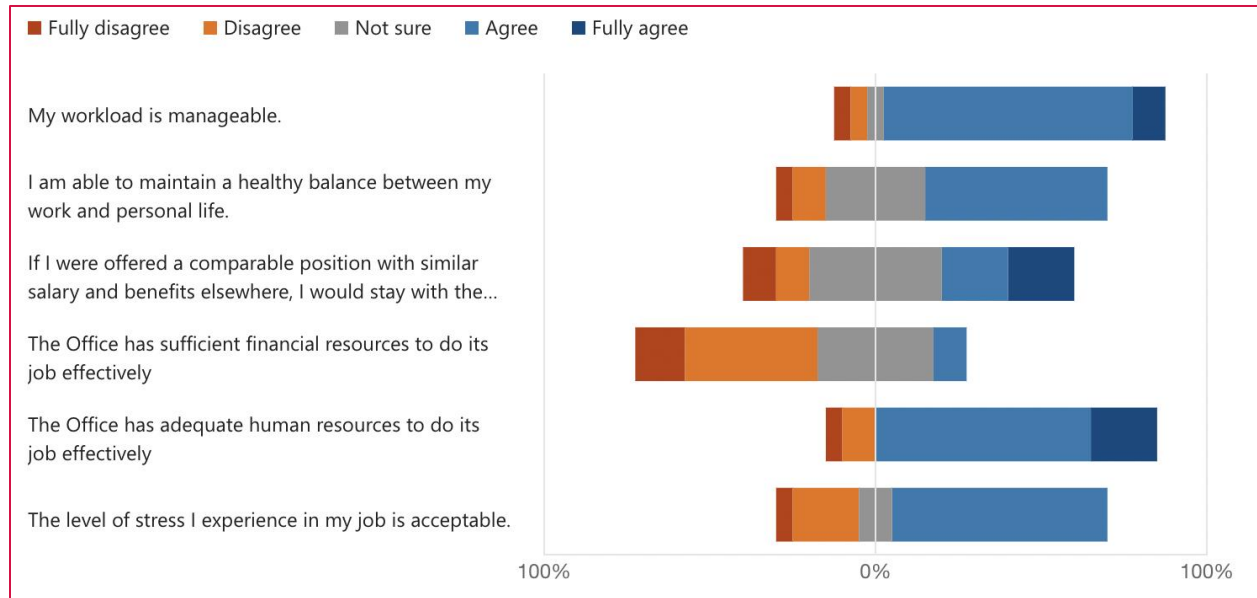
The responses to the survey are reproduced below. Only questions with responses are provided, blank responses have not been included.

Demographics of 5 respondents according to their responses:

What is your current position in the office?	Senior staff 1, Programme staff 12, Operations staff 5, Other 2
What type of contract do you have?	Service contract 13, Fixed Term Appointment 7
Gender identification	Female 16, Male 2, Prefer not to say 2
How long have you worked at the UN Women Country Office?	Less than 1 year 4, 1-3 years 8, 3-5 years 2, More than 5 years 6
What is your main operational area of work?	Project Management and Implementation 13, Strategic Planning 5, Human Resources 2, Finances 1, Administration 3, Operations 3, Communications 4, Other 2
What is your main thematic area of work?	Ending violence against women 4, Women's political empowerment 1, Governance planning and budgeting 2, Women's economic environment 9, Women Peace and Security 1, Coordination 3, Not applicable 3, Other 3

Responses to Substantive Questions

Q7 Please indicate the extent to which you agree with the following statements about working in the UN Women Country Office. (20 responses)



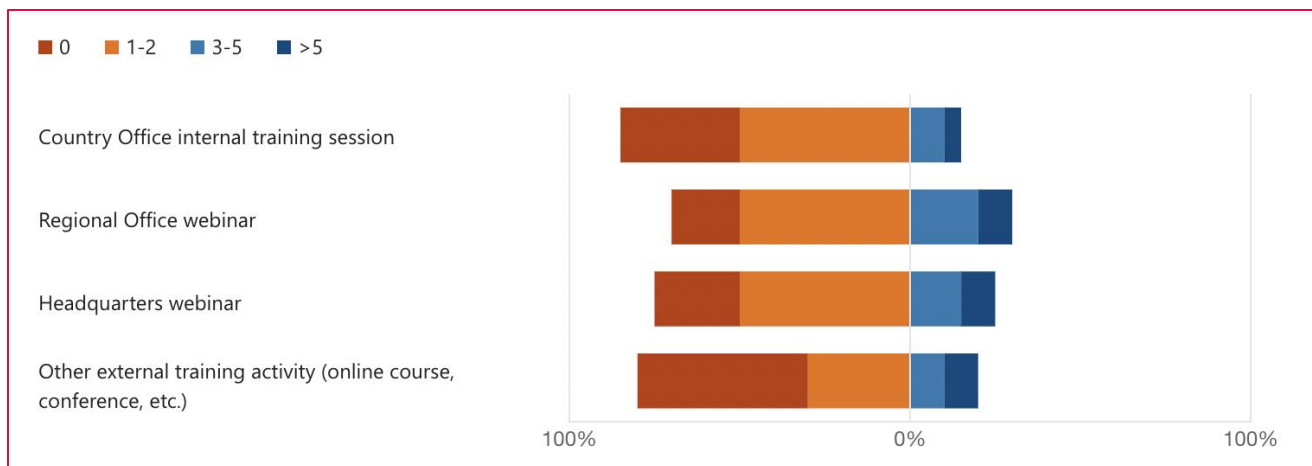
Q10 For statements with which you do not agree, please provide additional comments, if applicable. (3 responses)

“we definitely need more resources and the stress is huge”

“the UN Women Egypt Country office does not set the example in implementing a work life balance to its employ though it aims at pushing the private sector to so more women are able to join the labor market. It also does not take into account employees observations and does not allow its employees to have observations on certain matter that may affect their work/ life and hence their performance”

“Although the office does pretty good job on resource mobilization, yet, on different thematic areas, there are insufficient financial resources to do the mandate of UN Women in Egypt.”

Q11 Please select the training opportunities you have participated in since 2018 or after you joined the office, while indicating the number of those opportunities. (20 responses)

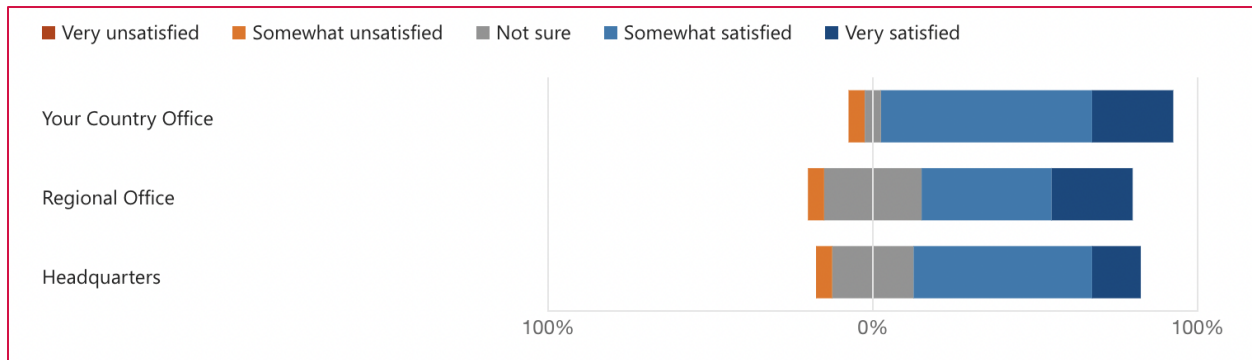


Q12 In what areas do you often seek support in your work? (20 responses)

Program and project development	9
Resource mobilization	9
Monitoring and reporting	6
Evaluation	4
Partner Engagement	5
UN System coordination	7

Communication and advocacy	3
Procurement	12
Finance	8
Recruitment and human resources	5
Other	1

Q13 Please rate your level of satisfaction with the support provided by the UN Women offices listed below. (20 responses)

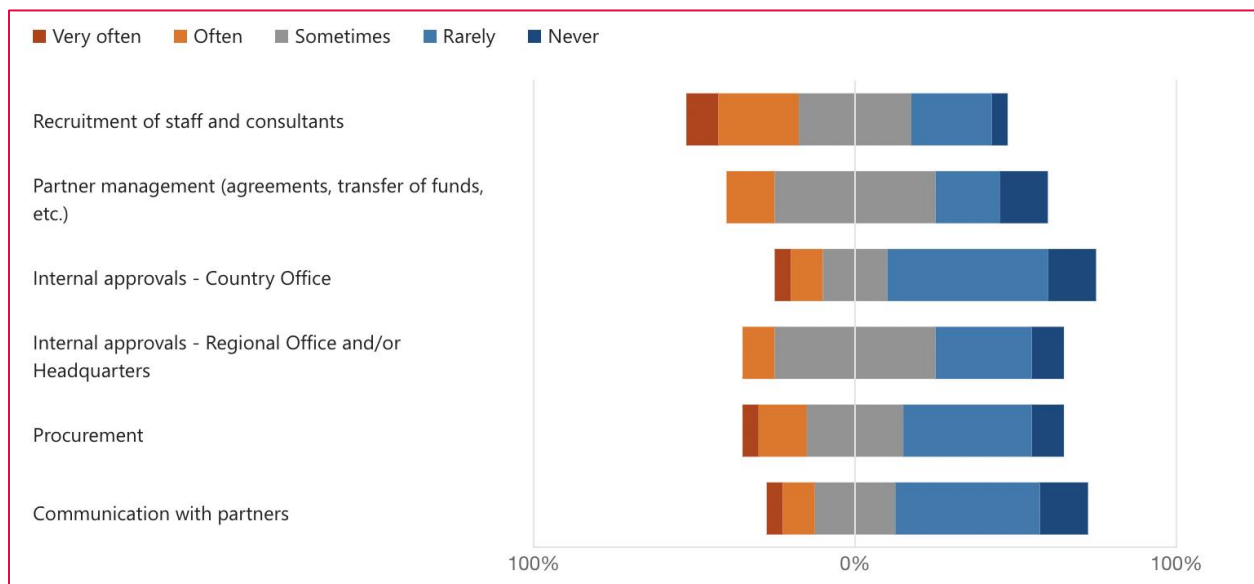


Q15 Do you think the Country Office requires additional technical support in any of the following areas?

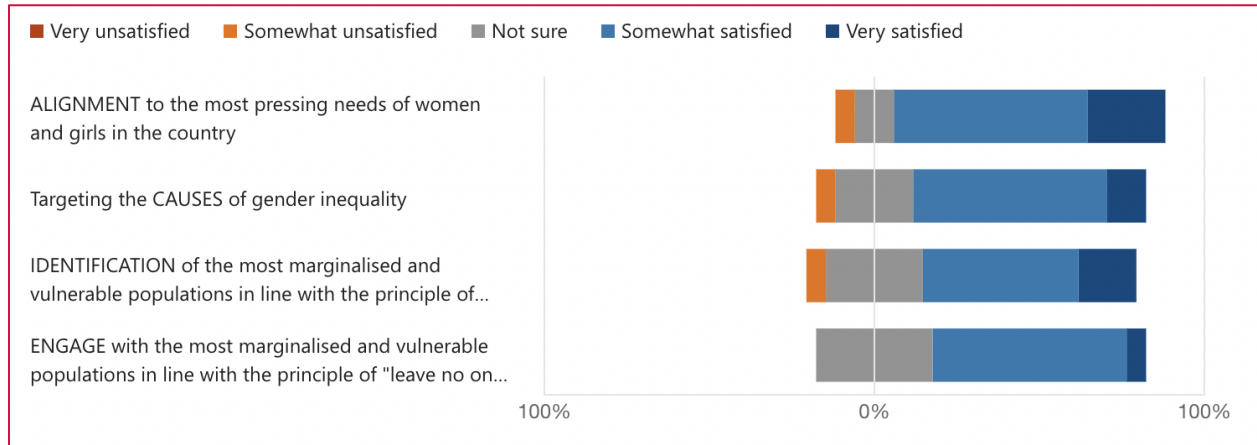
Supporting gender mainstreaming	3
Governance, planning and budgeting	4
Ending Violence against Women	1
Women Peace and Security	0
Women's Economic Empowerment	0

Women's Political Participation	1
Gender data and statistics	9
Normative related issues	4
Coordination related issues	6
Other	2

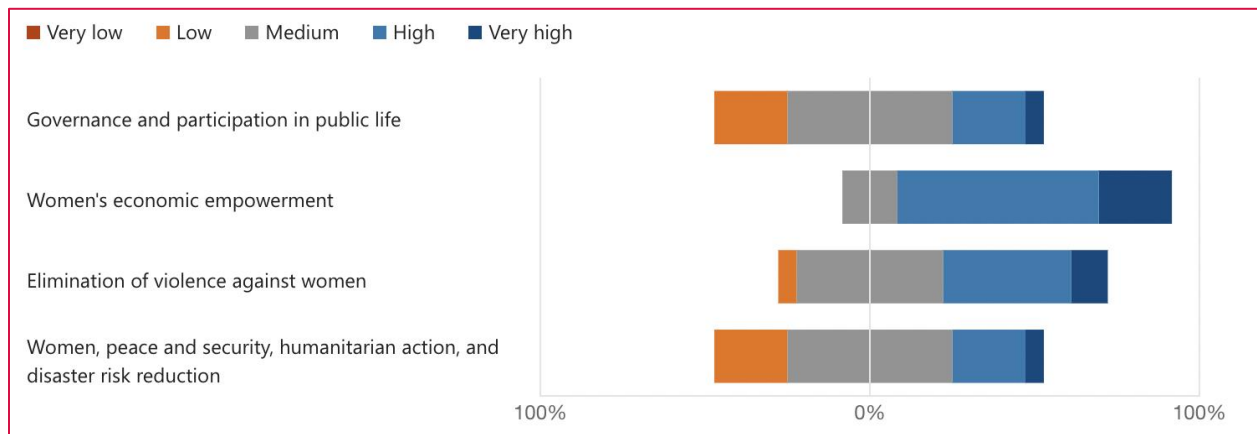
Q16 How often do you experience significant bottlenecks in the following management areas, if at all? (20 responses)



Q17 Please indicate your level of satisfaction with UN Women’s work regarding the following assertions? (17 responses)



Q18 Please assess the level of value added by UN Women in the areas listed below. (18 responses)



Q19 What areas, if any, require more attention from UN Women to advance its mission for the empowerment of women and gender equality? (3 responses)

“I think diversifying partnerships while sustaining autonomy can make UN Women more capable of advancing its mission. Also, a different leadership is definitely needed for this office, as the current one seems quite ineffective.”

“Tackle the impacts of climate change on women”

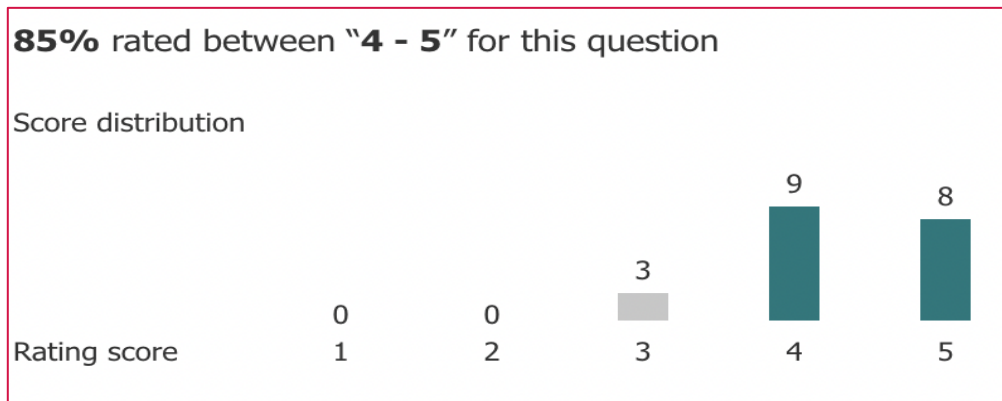
“Legislation and policies although it’s not at all easy path and required political will primarily”

Q20 Please highlight 1 or 2 of the main risks and mitigation strategies that you have identified during the implementation of the current Strategic Note, if any. (2 responses)

“COVID 19 pandemic and the mitigation was adapting to the new norm and providing CSOs and national partners with the tools for adapting to it as well.”

“National ownership is very strong in Egypt and balancing this is particularly difficult in situations of policy reform.”

Q21 Please assess the extent to which UN Women has effectively adapted its programme of work to the changing country context in the country, including to COVID-19. (20 responses)



Q22 Please provide 1 or 2 examples of where the Office’s work has been effectively adapted to the changing context. (4 responses)

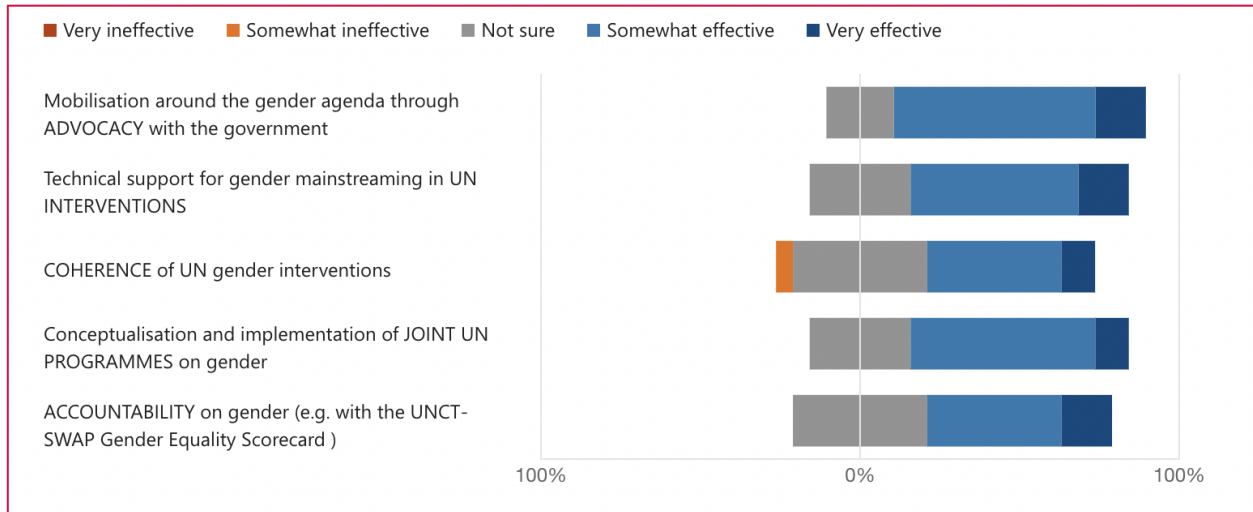
“Shifting to virtual meetings, and providing tech support needed for partners to be able to adapt to working virtually instead of in-office.”

“Programming and staff working conditions were responsive”

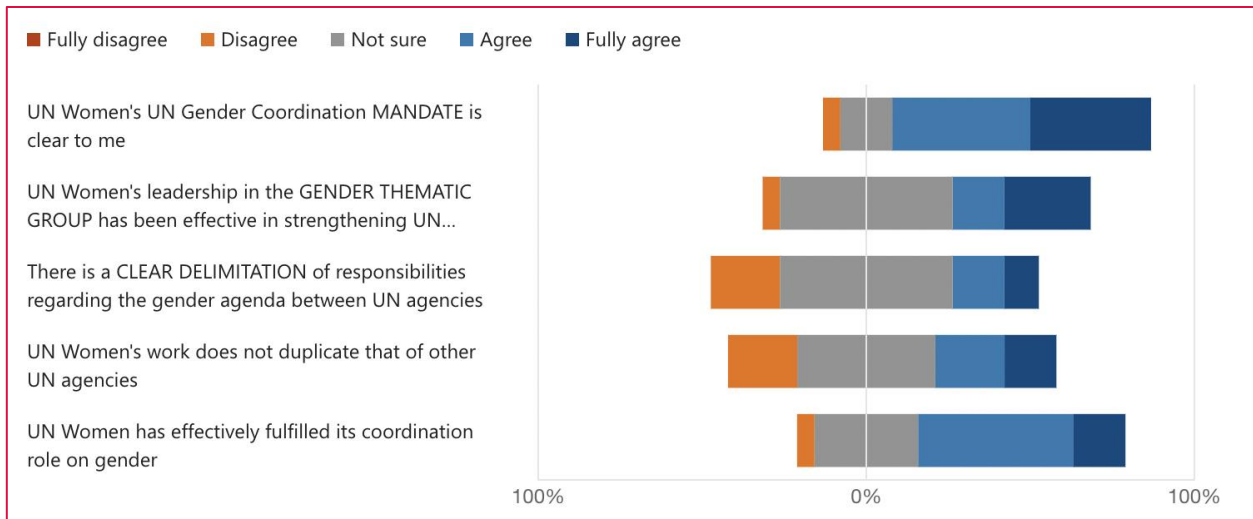
“Moving online with trainings when COVID hits”

“Remote working”

Q23 How effectively has UN Women contributed to strengthening coordination on gender with the UN system in the following areas? (19 responses)



Q24 Please indicate the extent to which you agree with the following statements regarding UN Women’s coordination role. (19 responses)



Q25 In your opinion, to what extent does the UN system mainstream gender? (19 responses)

19
Responses

★ ★ ★ ★ ☆
3.74 Average Rating

Q26 What are the enablers and barriers affecting gender mainstreaming in the UN system? (2 responses)

“UN agencies competing against each other rather than working together whether regarding gender equality or gender mainstreaming are the main barriers. The main enabler for it is the political will in Egypt regarding advancing women’s rights, which in turn pushes the UN system to actually prioritize this thematic area.”

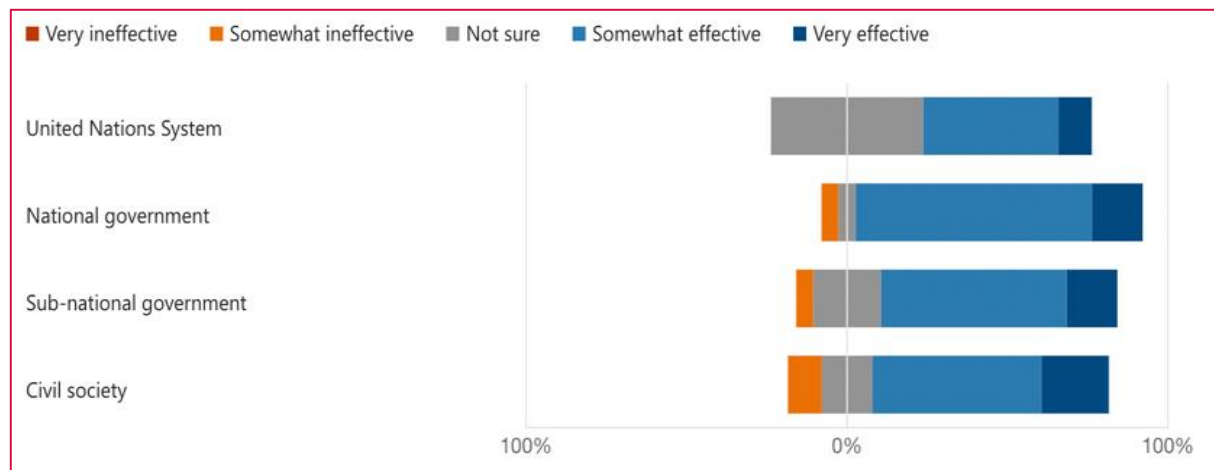
“Systematic mechanisms required.”

Q27 Please indicate how UN Women’s support in coordination can be improved, if at all. (2 responses)

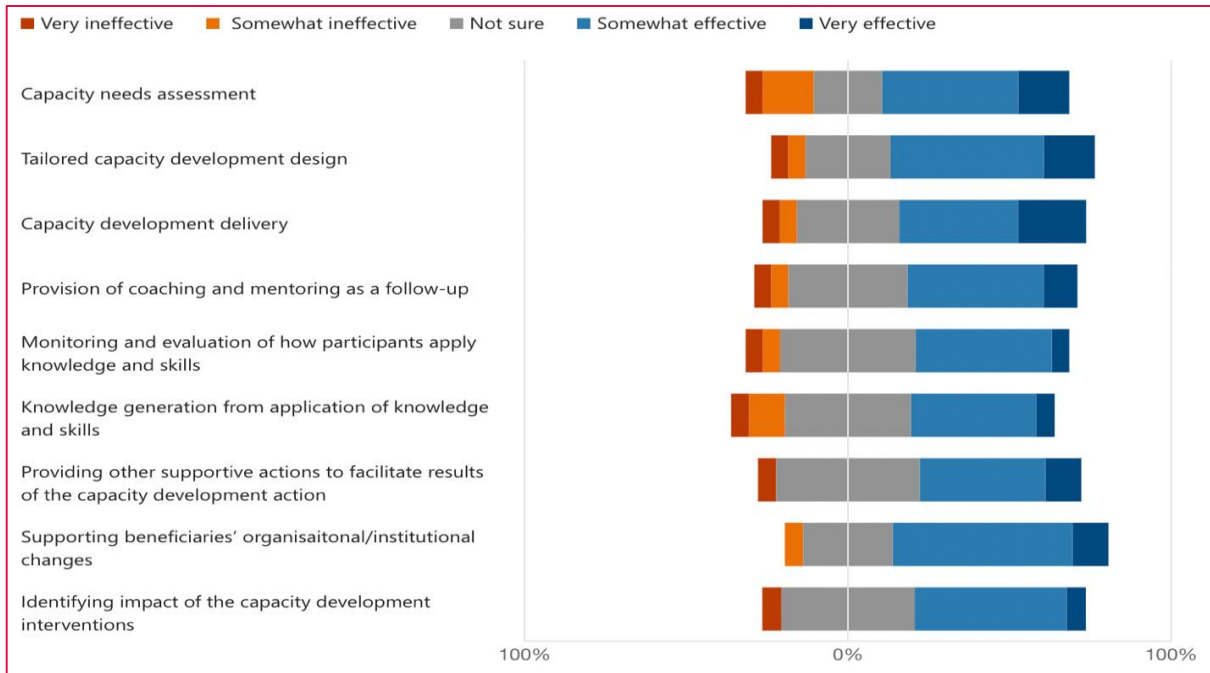
“Lead the gender marker scoring on all UNSDCF pillars”

“Clear and systematic information from other UN agencies”

Q28 UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women’s effectiveness in its capacity building efforts with the following partners. (19 responses)



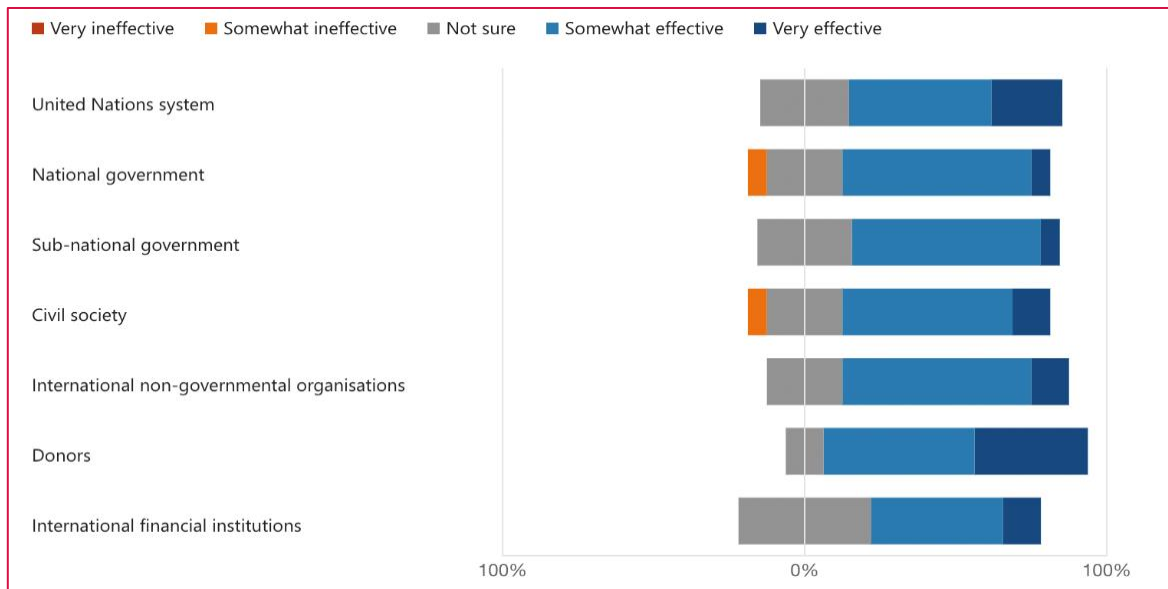
Q29 With regards to capacity building management, to what extent is the Country Office effective in the following? (19 responses)



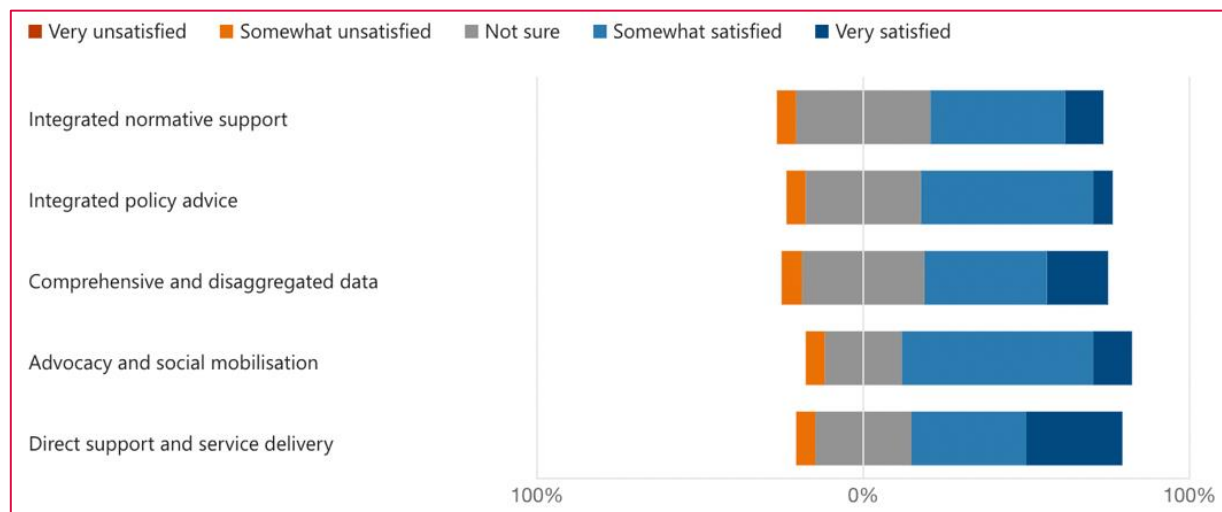
Q30 Please share one of the results of the capacity development provided by UN Women that you are most proud of? (1 response)

“Anti-discrimination and harassment policies adopted by local CSOs in Alexandria, and capacity development of women who own small businesses in Damietta”

Q31 Please assess the effectiveness of UN Women’s management of partnerships with the following actors in order to effectively fulfill its mandate. (17 responses)



Q32 Please indicate your level of satisfaction with the support provided to partners by UN Women in the following areas. (17 responses)



Q33 Can you give examples of where UN Women's partnerships could be strengthened, if at all? (2 responses)

"Providing more input on policy advice and working more extensively on data collection"

"UN Women's traditional normative and policy support role – a key strength of the organization – is significantly curtailed in Egypt and we are seldom given access to the dialogue and process of shaping national policies on GEWE"

Q34 Please use this space to suggest 2-3 actions for UN Women regarding its approach to achieving gender equality and women's empowerment in the country. (2 responses)

"UN Women needs to change its internal policies before trying and urging institutions, governments and the private sector to do so to accommodate gender equality; so it can actually be taken as a leading example"

"Innovate and draw from best practices much more frequently and visibly; diversify partnerships so as to ensure our investments are going towards organizations and government entities which have the greatest need and greatest interest in partnership; significantly grow its resource base"

ANNEX 7: UN WOMEN CONTRIBUTION TO NORMATIVE CHANGE DURING THE STRATEGIC NOTE PERIOD, PREPARED BY EVALUATION TEAM

Thematic areas	UN Women's contribution towards policy or legal changes	Other contributing players	Results ¹
Women Peace and Security	<p>Supported consultations and research analytics for the development of the National Action Plan.</p> <p>First-ever training² for 200 staff of the National Council for Women (NCW) at central and local levels in October 2021 supporting institutionalization of the Women, Peace and Security 1325 agenda in Egypt's national women's machinery.³</p>	Ministry of Foreign Affairs, the National Council for Women, the Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding (CCCPA), American University in Cairo and civil society organizations	<ul style="list-style-type: none"> Final adoption and launch of the country's first National Action Plan on Women, Peace and Security (WPS) in 2019.
Gender data and statistics	Undertook a "National Review of Gender Statistics", the findings and recommendations of the review will be integrated in the National Strategy for the Development of Statistics to improve planning, production and use of gender statistics in Egypt.	National Council for Women (NCW), Partnership in Statistics for Development in the 21st Century (PARIS21), National Statistics Office (NSO), Central Agency for Public Mobilization and Statistics (CAPMAS)	<ul style="list-style-type: none"> Gender responsive National Strategy for the Development of Statistics (NSDS), 2022: the NSDS will have a stand-alone chapter on gender statistics and gender statistics will be mainstreamed in the sectoral plans of ministries.

¹ Results verified through the evaluation consultations and Government documents- Fact Sheet Women's Empowerment in Egypt 2014-October 2021

² The training covered the role of women in achieving peace and security, strategic planning and integration of the WPS agenda in the Council's work, Egypt's role and contribution to this agenda.

³ UN Women Annual Report 2021

	Played a critical role in building the capacity of the National Statistics Office (NSO) and staff from 15-line ministries on gender statistics ⁴ .		
Reform shelter regulations for survivors of domestic violence	Provided technical support to the ministry to reform the shelter regulations for survivors of domestic violence.	Ministry of Social Solidarity United Nations Office on Drugs and Crime	<ul style="list-style-type: none"> The revised shelter bylaws adopted in December 2019 eliminated the practice of compulsory family mediation and conciliation. The by-laws also enhanced confidentiality and privacy rights for survivors regarding use of their data and information⁵.
Care Economy and unpaid work	<p>Initiated, lead and coordinated the MENA regional companion report, “Progress of Women in the Arab States 2020: the role of the care economy in promoting gender equality” with a regional chapter on the Arab States, and four country-level chapters covering Egypt, Jordan, Tunisia and Palestine.</p> <p>Developed short policy briefs in English and Arabic to allow for effective policy advocacy in each country⁶.</p>	Ministry of Social Solidarity (MOSS), International Labour Organisation (ILO)	<ul style="list-style-type: none"> The report and policy briefs were used to influence policy debate around the care economy and specifically around increasing public investments in the care economy.
Foster an enabling environment for Women’s Economic Empowerment	UN Women through a Joint programme on Women and Decent Work, in partnership with ILO has worked with the Ministry of Manpower and National Council for Women to advocate for policy amendments to promote women’s access to decent work.	ILO, Ministry of Manpower, National Council for Women	<ul style="list-style-type: none"> Ministerial decree 43/2021: related to women's right to work in any job or profession regardless of their gender Ministerial decree 33/2021: Women’s right to work in any facility at any time of the night if they desire it and take the required precautions

⁴ UN Women Annual progress report 2019

⁵ *ibid*

⁶ The Role of the Care Economy in Promoting Gender Equality: Progress of women in the Arab States 2020

	<p>It has supported drafting of policy/technical papers, worked closely with the Gender unit at the Ministry of Manpower and facilitated Policy dialogues with ILO to create an enabling policy environment for women’s economic empowerment.</p>		<ul style="list-style-type: none"> • Government of Egypt joining the Equal Pay International Coalition (EPIC) in 2020
<p>Gender-Responsive Budgeting</p>	<p>Through the Joint programme, <i>UN Joint SDG Fund Support to Egypt Integrated SDGs Financing</i>, UN Women supported the Ministry of Finance and National Council for Women to better allocate the national budget towards the SDGs, particularly SDG 5.</p> <p>Provided technical assistance to review the budget templates from a gender perspective to ensure alignment with the budget call circular.</p> <p>Strengthened capacities of the Ministry of Finance (MoF) and four sectoral ministries on the conceptual approaches and practical application of Gender Responsive Budgeting through four workshops spanning three days targeting personnel responsible for the preparation, development and implementation of different stages of the budget.</p>	<p>Ministry of Finance, National Council for Women, UNDP, UNICEF, ILO, and the United Nations Conference on Trade and Development (UNCTAD)</p>	<ul style="list-style-type: none"> • Integration of a gender budget statement in the legislative framework of the Ministry of Finance (MOF), which resulted in the issuance of specific guidance on gender-responsive budget allocations in the budget call circular for FY 2022/2023. • A technical task force established, led by the Ministry of Finance, to coordinate the work on advancing Gender -responsive budgeting (GRB)⁷.

⁷ UN Women Annual progress report, 2021

<p>Gender responsive approach to the Covid 19 pandemic</p>	<p>In partnership with the NCW, UN Women commissioned first Rapid Gender Assessment Survey Questionnaire ⁸(telephone survey) to collect data insights on the impact of COVID-19 on various aspects of women’s well-being – e.g. household income, violence within the family, unpaid care work as well as public awareness of COVID-19 mitigation and response measures.</p> <p>Supported the National Council for Women in the formulation of the first Policy Response Paper pertaining to women globally in the context of the COVID-19 pandemic.</p> <p>Developed a “Brief on Women’s Needs and Gender Equality in Egypt’s Covid-19 Response” ⁹detailing and analyzing the COVID-19 response measures introduced by the Government of Egypt in light of the recommendations made in the NCW’s policy paper and Gender Policy Tracker.</p> <p>Monitoring initiative: provided technical support to develop the Women Policy Tracker to track all policies that are considerate to women’s needs during the pandemic, including those that prevent and protect from violence against women.</p>	<p>National Council for Women</p>	<ul style="list-style-type: none"> • Issue of first Policy Response Paper pertaining to women globally in the context of the COVID-19 pandemic: ‘Egypt’s rapid response to women’s situation during Covid-19 outbreak’¹⁰ • The paper outlined the needs of women during the pandemic and served as a tool to galvanize the coordinated efforts of development partners to contribute to shaping and achieving a gender responsive approach to the pandemic. • Launch of COVID-19 Women Policy Tracker. The Government of Egypt is the first among the world to issue a COVID-19 Women Policy Tracker.
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⁸ The survey covered a nationally representative sample of 1,518 women in the age group of 18 years and over. Women and Covid 19 pandemic

⁹ Women’s Needs and Gender Equality in Egypt’s COVID-19 Response

¹⁰ Egypt’s Rapid Response on Women’s Situation During Covid 19, The National Council for Women 2020

Essential services package for the survivors of gender-based violence	UN Women in partnership with other UN entities supported the launch and implementation of the Essential Services Package ¹¹ and advocated for its uptake by the government.	UNFPA, WHO, UNDP and UNODC	<ul style="list-style-type: none"> • Issuance of Decree no. 827/2021, providing coordinated multisectoral services through a national referral pathway and an Essential Services Package that ensures Egyptian women’s safety. Issued by the Prime Minister of Egypt to establish a one-stop shop for the protection of women victims of violence • In November 2019, NCW officially adopted the referral pathway model for women subjected to violence as a model for multi-sectoral referral in the legal, medical and social sectors.
Amendment to Penal code to penalize for sexual harassment in Egypt.	<p>UN Women worked with the NCW’s Legislative Committee to propose amendment to article 306 and article 267 of the Penal Code, to enhance the penalty for all forms of sexual harassment and to change its classification from a “misdemeanor” to a felony.</p> <p>This initiative built on the work carried out by UN</p>	Feminist civil society organizations and the United Nations Office on Drugs and Crime (UNODC)	<ul style="list-style-type: none"> • Amendment to Penal code in 2021, strengthening punishment for all forms of sexual harassment and reclassifying the offense as a felony: Egypt: Parliament Approves Draft Law Amending Provisions Penalizing Sexual Harassment

¹¹ The package includes, Medical Protocol for Healthcare of Women Subjected to GBV in Egypt; Judges’ Standards of Handling Crimes of Violence against Women; Procedural Manual on Handling Cases VAW; Manual on Effective Police Response to Crimes of Violence against Women; Survivors’ Advocate Manual for NCW’s Women Complaints Office Staff; Practical Guide for NCW’s Women Complaints Office Hotline Operators; Operational Manual for anti-violence units in universities; Training of Trainers (TOT) Manual for Women Complaints Office Staff on VAW Case Management; TOT Manual for Health Service Providers on VAW Case Management; Adapted Module on Social Services for VAW Case Management and Shelters’ Guidelines.

	<p>Women in partnership with national partners, feminist civil society organizations and UNODC that lead to the amendment to penal code articles 306a and 306b in 2014-The amendment defined sexual harassment for the first time and outlined a penalty of imprisonment and a fine.</p>		
<p>Strengthening safety for women and girls in public transportation and public transport.</p>	<p>UN Women's Safe Cities programme contributed towards developing a gender responsive public space and public transportation model/infrastructure:</p> <ul style="list-style-type: none"> • Egypt's first gender-responsive urban market, Zenein • Cairo Bus Rapid Transit project, shaped by women's travel patterns and preferences 	<p>National Council for Women, Ministry of Transportation (MoT), UN HABITAT, UNODC, CARE Egypt, Imprint, Takween, Al Hayat,, HarassMap, El Shehab, Hawaa Al Mostaqbal, Youth Association for the Women Support and Environment Improvement.</p>	<ul style="list-style-type: none"> • Decree No. 237/2021 issued by the Minister of Transport to issue the National Code of Conduct for users, operators and workers in transportation facilities and means to provide greater safety for women and girls in public transportation and public transport.
<p>Targeting men, boy, parents and family for gender transformative changes.</p>	<p>Through the Men and Women for Gender Equality (MWGE) programme, UN Women supported men's engagement and targeting of families to bring forth gender transformative practices through:</p> <p>Designing and running campaigns: Because I am a Man campaign. This was adopted by the NCW as a national campaign</p> <p>Generated evidence through the International Men and Gender Equality Survey (IMAGES) on</p>	<p>Ministry of Youth and Sports (MoYS), National Council for Women, CARE, Musawah¹², Youth Associations, CBOs (such as Maan So-hag Al Shabab, Sohbet el Kheir)</p>	<ul style="list-style-type: none"> • Adoption of the approach of men's engagement through the Because I am a Man (BIAM) national campaign¹³ • Integrating Gender Transformative Parenting (GTP) as an approach and entry point to target the family to enhance the adoption of gender transformative practices by parents at home. • The Youth Advocacy Toolkit aimed for advocating for gender equality and engagement of young men institutionalised in Ministry of Youth (MoY).

¹² Musawah is a global movement for equality and justice in the Muslim family and family laws, led by 'Islamic feminists' "seeking to reclaim Islam and the Koran for themselves"

¹³ In Phase II, the campaign used on-ground activities with the collaboration of the Ministry of Youth, using sport to reach out to men and consolidate engagement. In the third phase of the campaign (also Phase II), the campaign also used social media to convey messages on fatherhood and men as colleagues in the workplace.

men's attitudes and practices – along with women's opinions and reports of men's practices – on a wide variety of topics related to gender equality and women empowerment.

Built capacity of NCW and Ministry of Youth and Sports (MoYS) staff the on issues such as Youth Advocacy and Gender Transformative Parenting to institutionalise these approaches into the government programmes.

[Toolkit for Youth on Advocating and Achieving Gender Equality by 2030 - Egypt](#)



ANNEX 8: PRIVATE SECTOR CASE STUDY

The Country Office's partnerships with private sector companies have laid the foundation for programming that could be transformative at scale.

I. Context

Egypt's Human Development Report 2021 reveals that low rate of women's participation in the private sector is low due to the lack of family-friendly employment opportunities and private sector's unwillingness to employ women and invest in building their capabilities, given the high cost¹⁴. Only 18% of the female workforce is employed in the private sector (compared to 36% in the government and public sectors combined)¹⁵. Furthermore, women, on average, get paid 34% less per hour than their male counterparts and are under-represented in boards of companies (9.7%) as well as in managerial positions (7.1%)¹⁶. There are numerous cultural norms, stereotypes and workplace traditions that foster this reality, including a culture of sexual harassment in the workplace, traditions that do not support workplace mingling between women and men nor women's travel to other governorates to seek employment, and expectations in the home that reduce women's ability to be educated and/or work outside the home, including early marriage.

At the outset of the Strategic Note process, the Country Office recognized that there was significant potential in private sector partnership, including identifying that private sector collaboration would need to move from "small-scale pilot projects to supporting gender-responsive operations of private entities"¹⁷. This approach has taken the form of combining advocacy for a gender-responsive private sector in Egypt such as through the Women's Empowerment Principles (WEPs) to make commitments within their organizations for Gender equality as well as engaging the private sector companies as partners for implementing specific programming. Over the course of the Strategic Note period, the Country Office has formed partnerships with a number of private sector companies to support initiatives in both the Women's Economic Empowerment and Ending Violence Against Women thematic areas.

II. The Case Study Approach

Given the opportunity, commitment, and the effort that the Country Office has made during the Strategic Note period towards private sector partnerships, a case study was proposed to build a

¹⁴ Human Development Report Egypt 2021

¹⁵ The World Bank's 2019 Women Economic Empowerment study

¹⁶ Ibid

¹⁷ UN Women Egypt Country Office Strategic Note 2018-2022 Narrative, Lessons Learned

greater understanding of the value of these partnerships in achieving both scale and reach in terms of impact on women and girls in Egypt. The case study has the potential to provide lessons for the next Strategic Note period.

III. Methodology and data collection

This case study combines three assessment methodologies to provide a holistic view of the Country Office’s work with private sector:

- a) It is based on the OECD-DAC criteria of relevance, effectiveness, and gender equality/human rights¹⁸,
- b) It contains a contribution analysis, using the UN Women Private Sector Engagement Strategy¹⁹ as a framework for analysis about the effectiveness of the interventions, and
- c) It uses the United Nations Global Compact’s four central actions for UN-business successful partnerships as a reference framework²⁰. The case study assesses the functionality of the partnerships using this framework.

Egypt Country office’s key private sector partners

The Evaluation Team collected data about the private sector through document review provided by the Country Office, interviews with UN Women personnel at the Country Office, Regional Office and Headquarters levels, and through stakeholder interviews with representatives from donors, implementing partners including other UN agencies, and, in particular, in-depth interviews with five key private sector program partners: Vodafone, Daltex, Proctor & Gamble, Takween and the Women on Boards. Observatory.



IV. The assessment findings

1. The Country Office’s engagement with private sector in Egypt is aligned with national and international commitments. It is also modelled on UN Women’s corporate Private Sector Engagement Strategy.

The Country Office does not have a Private Sector Engagement Strategy but its approach of engagement with the private sector is modelled on the national frameworks. The Egyptian Constitution 2014 recognises the value of the private sector in contributing towards the achievement of inclusive, participatory, and sustainable growth. The National Strategy for the Empowerment of Egyptian Women 2030 also considers the private sector a key actor to lead change in the social structures and norms of the Egyptian society to bridge the gap between women’s aspirations and their reality. It is also aligned with Egypt’s national commitment to the World Economic Forum’s Closing the Gender Gap Accelerator model²¹ which drives systems change- going beyond

¹⁸ OECD DAC Network on Development Evaluation, 2012. Assessing the Development Effectiveness of Multilateral Organizations: Guidance on the Methodological Approach.
¹⁹ UN Women Private Sector Engagement Strategy: *Mobilising the private sector as a positive force for gender equality and women’s empowerment July 2016-July 2019, Draft v7*
²⁰ United Nations Global Compact. (2013). UN-business partnerships: A handbook
²¹ <https://www.weforum.org/projects/gender-parity-accelerators>

institutional structures and policies to change norms, attitudes and individual business commitments. In the same vein, the UN Partnership Development Framework (2018-2022) commits to partnering with the private sector, particularly to achieve women's economic empowerment goals. The Country Office's approach is also modelled on UN Women's corporate Private Sector Engagement Strategy²² focused on three objectives of:

1. Advocating for gender responsive private sector standards, policies and practices;
2. Harnessing resources (financial and non-financial) to address and support UN Women's mandate; and
3. Foster an enabling environment for private sector to contribute to Gender Equality and Women's Empowerment by advocating for gender-responsive private sector standards, policies and practices

Alignment of the Egypt Country Office approach to National and International Commitments (prepared by the Evaluation Team)

The Egyptian Constitution 2014	National Women's Strategy 2030	UNPDF 2018-2022	SDGs	UN Women's Private Sector Engagement Strategy 2016-2019
Article 36. Private sector's social responsibility: <i>The state encourages the private sector to perform its social responsibility in serving the national economy and society</i>	Women's economic empowerment- Pillar II	Partnering with the private sector a cross-cutting approach for financing and to facilitate corporate social responsibility focused activities of companies' active in Egypt	17, 5, 8,9,10	<p>Objective 1: Advocating for gender responsive private sector standards, policies and practices</p> <p>Objective 2: Harnessing resources (financial and non-financial) to address and support UN Women's mandate</p> <p>Objective 3: Foster an enabling environment for private sector to contribute to GEWE by advocating for gender-responsive private sector standards, policies and practices</p>

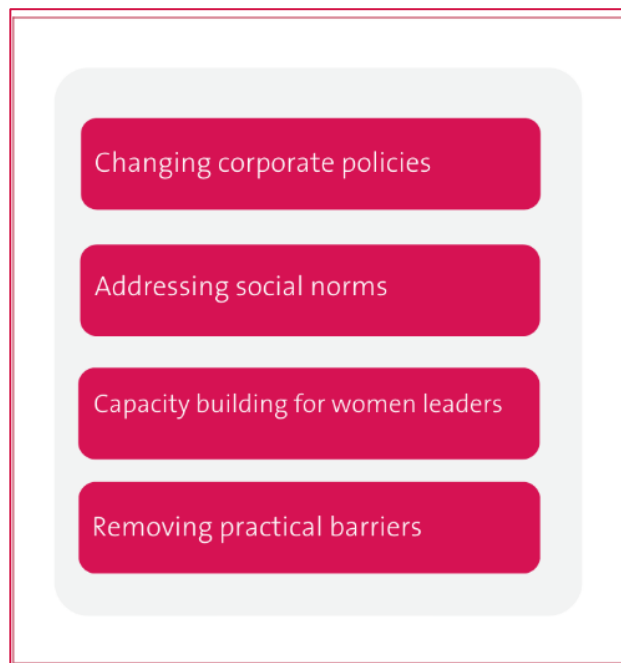
²² UN Women Private Sector Engagement Strategy: Mobilizing the Private Sector as a positive force for Gender Equality and Women's Empowerment July 2016-July 2019 Draft

2. Advocating for gender responsive private sector standards, policies and practices: The Country Office's approach to achieve gender-responsive private sector standards, policies and practices is proving useful, but the results appear somewhat small scale with a potential for further growth

The Country Office has taken a four-pronged approach to advocate for and strengthen gender responsive private sector standards, policies and practices, working across corporate policies, social norms and attitudes, capacity building for women leaders, and on removing some of the practical barriers for women seeking employment in the private sector.

Initiatives to prevent and address sexual harassment at work to ensure safe working environments along with sensitization and training for male colleagues, especially decision-makers and opinion leaders, so that they can serve a gender champions and peer educators have been key approaches towards gender social norms change in the Private sector. Examples of the Country Office's work on the four-pronged approach are captured in the table below:

Egypt Country Office's four-pronged approach for gender responsive private sector



Mapping of Egypt Country Office's gender responsive Private sector approaches (prepared by the Evaluation Team)

Program	Partners	Changing corporate policies	Addressing social norms	Capacity building for women	Removing practical barriers
<p>Women's Economic Empowerment for Inclusive and Sustainable Growth (Raheba)</p> <ul style="list-style-type: none"> Reviewing corporate policies such as maternity policies, safety/sexual harassment to addresses the barriers to women's work Monitoring and advocacy for women in leadership positions 	National Council for Women, Global Affairs Canada, American University Cairo- Women on Boards Observatory, UNIDO	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Joint Programme, Promoting Productive Employment and Decent Work for Women:</p> <ul style="list-style-type: none"> Reforming corporate policies (equal access, equal pay, flexible working hours, duration of maternity, paternity and parental leave and coverage, provision of childcare solutions) Facilitating private sector investment in child-care facilities and work/life balance provisions in the workplace; Facilitating the private sector to adopt code of conduct on violence at work in line with international labour standards 	ILO, Swedish International Development Agency (Sida)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
<p>Stimulating equal opportunities for women entrepreneurs (P&G)</p> <ul style="list-style-type: none"> Gender-Responsive Public Procurement Women's Business Enterprise (WBE) Access Supply Chains Corporate Procurement is Gender-Responsive and Women-business owners's Access to Finance 	Procter & Gamble		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Women's Economic Empowerment</p> <ul style="list-style-type: none"> Promoting Women's Empowerment Principles (WEPs) 	The Korea International Cooperation Agency (KOICA)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
<p>Women's Employment Promotion Programme</p> <ul style="list-style-type: none"> Internal and External Gender Sensitive Value Chain analysis Adoption of WEPs Awareness raising sessions focused on agribusiness 	The United States Agency for International Development (USAID)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

The stakeholder interviewed appreciated this comprehensive approach that not only focuses on attracting women to the private sector, but also on their growth and leadership. They noted the positive impact of this work in the private sector in Egypt, citing, among other things, an increase in dialogue about gender-responsive workplace policies, a larger social discussion about sexual harassment in the workplace and alignment with normative work on legislation and policy on discrimination, harassment and women's access to the workplace.

Specifically, on the Women Empowerment Principles (WEPs)²³, the Country Office has got 20 new signatories during 2018-2021 period, making it to total 42 signatories in Egypt. The stakeholders consulted acknowledged that signing the Women Economic Principles is just the beginning and more needs to be done to implement the commitments. In this regard, they appreciated UN Women's support to turn their Women Economic Principles commitments into action, such as through technical advice and support. They also indicated that more efforts are still needed to turn the WEPs into tangible actions among the smaller private sector companies, particularly

²³ www.weps.org

through regular advocacy and policy meetings. There is also a need to share some of the best practices among the different private sector for learning and improvement. The stakeholders also appreciated UN Women’s work on the social norms change by engaging men at the workplace and suggested that this area of work can be expanded and strengthened further.

Assessment of the Country Office monitoring data suggests that while there have been an increased number of WEPs signatories, the results appear somewhat small scale and there is potential for further growth. The number of procurement contracts allocated to women-owned businesses and women entrepreneurs is quite small, although the interventions targeting agri-business appear to have had relatively larger scale results.

Egypt Country Office’s key results towards developing a gender-responsive private sector during 2018-21 (Prepared by the evaluation team)

UN Women’s corporate Private Sector Engagement Strategy Strategic Objective I	Indicators	Desired Outcomes	Egypt Results ²⁴
I. Advocate for gender responsive private sector standards, policies and practices	<ul style="list-style-type: none"> • No of new WEPS sign ups • No. of business associations/bodies promoting equality and empowerment • No. of UN Women operating countries with at least one business association with an initiative to promote gender equality and empowerment • Resources and value attracted to support related activities 	<ul style="list-style-type: none"> • Increase in the number of companies that endorse the WEPs • Increase in inclusive leadership and training across corporations • Increase in procurement contracts allocated to women-owned businesses • Increase in Corporate Social Responsibility programs that focus on women • Improvement of reporting by corporations on internal and external gender mainstreaming progress 	<ul style="list-style-type: none"> ○ 20 companies signed onto WEPs ○ 66 women graduated from the Corporate Directors Certification Program ○ Approximately 30 corporate staff trained on promoting gender equality ○ 15 women-owned businesses registered as vendors with P&G ○ 30 participants trained and 2 small businesses launched in digital technology ○ 1315 women agri-engineers hired ○ 11 Women owned businesses are functioning in the retail industry

Framework used: UN Women’s corporate Private Sector Engagement Strategy (2016-2019)
Data source: UN Women Annual Reports 2018-2021, evaluation consultations and validation of results.

3. Harnessing resources from the private sector: the Country Office’s primary approach to harnessing resources was to engage private sector partners in specific program interventions related to the mandate of the private sector organization. While the partnership and return on their investment is valued by the private sector partners, there is a risk of losing momentum and investment in the absence of a long-term vision on private sector partnerships.

Over the course of the Strategic Note period, the Country Office has formed partnerships with five major private sector companies to support initiatives in both the Women’s Economic Empowerment and Ending Violence Against Women thematic areas. The partnership involved varying degrees of engagement in different projects across the portfolio- see below.

²⁴ UN Women Annual Reports 2018-2021

Egypt Country Office Private Sector partnerships for programme implementation (prepared by the Evaluation Team)

Partner	Program Name	Interventions
Proctor & Gamble	Stimulating equal opportunities for women entrepreneurs	Training and provision of products for women entrepreneurs with small businesses in marketplaces in northern Egypt
Vodafone, with Egyptian Gender Alliance	Women's Economic Empowerment	Education and support for women working in IT and digital communications fields; platform for women to share business insight
Takween	Safe Cities and Safe Public Spaces programme	Improved marketplace infrastructure to support women entrepreneurs in northern Egypt
Daltex	Women's Employment Promotion Programme	Agribusiness placements and providing technical skills
Flat6 Labs	Women's Economic Empowerment for Inclusive and Sustainable Growth (Raheba)	'Fighting Violence Against Women Using Technology' -hackathon targeting young entrepreneurs with digital solutions to help society address Gender-Based Violence

In this area, the Country Office has increased its engagement with the Private Sector partners, diversifying the number of partners from two to five during the Strategic Note period- see below. It has also secured private sector funding for the portfolio – approximately, 1.6% of the Country Office's non-core budget came from the Private sector partners during 2018-2021 period²⁵. This represents a positive move with an opportunity for broader scale approach in the future.

Egypt Country Office's key results towards harnessing resources from the private sector during 2018-21 (Prepared by the evaluation team)

UN Women's corporate Private Sector Engagement Strategy Strategic Objective II	Indicators	Desired Outcomes	Egypt Results
II. Harness resources (financial and non-financial) to address and support UN Women's mandate	<ul style="list-style-type: none"> No. of global or regional companies providing resources (financial and non-financial) to UN Women Diversity of kinds of collaborations with private sector Amount of resources and value attracted from non-corporate partners and institutions and deployed on UN Women priority issues and in key markets 	<ul style="list-style-type: none"> Increase in financial resources mobilized to support gender mainstreaming program related activities Increase in the number of corporate partners engaged in programme funding and innovation 	<ul style="list-style-type: none"> Increased number of private sector partners engaged in programme interventions: from two to five 1.6% of non-core budget came from the private sector companies, plus in-kind contributions²⁶ Private sector companies engaged across the portfolio, including in the Safe Cities and Safe Public Spaces programme (Ending Violence Against Women)

Framework used: UN Women's corporate Private Sector Engagement Strategy (2016-2019)

Data source: UN Women Annual Reports 2018-2021 and UN Women OneApp

²⁵ The Country Office received direct financial support of US\$162,277 from Proctor & Gamble and an additional amount of US\$120,000 from other private sector companies for a total resource contribution of US\$282,278 during 2018-2021. Source: UN Women One App

²⁶ UN Women OneApp

“We wanted to be sure that the ideas would have a big impact. A Good thing was being able to have the view of private sector, government and UN Women so ththat we could have a broader view and bigger scale.” – Private Sector Partner

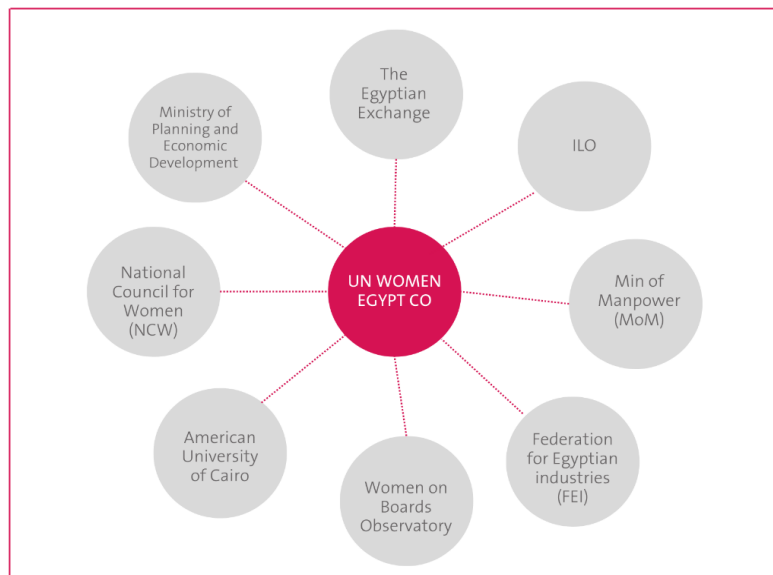
The stakeholder interviewed valued their engagement and partnership with UN Women and indicated that the resources invested from their end have yielded fruitful results. It made a good business case for them and at the same time, helped to contribute concretely towards their corporate social responsibilities. However, most of stakeholders expressed concerns regarding a lack of long-term engagement strategy with the private sector actors. According to them, the “peace-meal” private sector endeavours run a risk of waning interest and investment in the context of Egypt where there is an opportunity to work with many more private sectors. They see an opportunity loss if UN

Women does not develop a collective vision with the private sector in Egypt which engages and involves network of other private sector companies to bolster and share the investment.

4. Fostering an enabling environment in Egypt for private sector to contribute to Gender Equality and Women’s Empowerment: UN Women through its multifaceted partnership is contributing towards an enabling environment for the Private sector to contribute to Gender Equality and women’s empowerment. There is a room for synergies with similar initiatives in the context of Egypt.

The Country Office is working through different partners to foster an enabling environment for the Private sector to become more gender responsive and contribute towards the achievement of Egypt’s Gender Equality and women’s empowerment results- see figure below.

Egypt Country Office’s multifaceted partnerships for fostering an enabling environment for gender responsive Private Sector (Prepared by the Evaluation Team)



The evaluation consultations reflected a positive outlook towards UN Women's contribution in this area of work. Key results referenced by the stakeholders included Women on Boards Observatory that aims to improve the gender balance of corporate boards in Egypt by sensitizing male board members to gender issues, qualifying women from different sectors to be appointed to corporate boards, and advocating for policy and legislative changes to institutionalize gender diversity on corporate board and the Country Office's contribution towards influencing the policy discussions on the importance of Care economy.

UN Women's work in partnership with ILO to bring forth legislative and policy level changes also received acknowledgement from the stakeholders. Government of Egypt joining the Equal Pay International Coalition (EPIC)²⁷ as well as issuance two Ministerial decrees related to labour laws- 43/2021 (women's right to work in any job or profession regardless of their gender) and 33/2021 (Women's right to work in any facility at any time of the night if they desire it and take the required precautions)- were referenced as some of the key changes that will support an enabling environment for the Private sector to contribute to Gender Equality and women's empowerment in Egypt.

Although the Country Office's approach of partnership appears to be working well, there is a potential to foster synergy and coherence with other similar initiatives, including with OECD Gender Equality Policy Marker²⁸, 2X Challenge-financing for gender equality²⁹ and World Bank's Egyptian Gender Equity Seal (EGES) certification initiative³⁰.

²⁷ <https://www.equalpayinternationalcoalition.org/>

²⁸ DAC gender equality policy marker - OECD

²⁹ <https://www.2xchallenge.org/home>

³⁰ World Bank's Egyptian Gender Equity Seal (EGES) certification initiative

Egypt Country Office’s key results towards fostering an enabling environment for private sector to contribute to Gender Equality and Women’s Empowerment during 2018-21. (Prepared by the evaluation team)

UN Women’s corporate Private Sector Engagement Strategy Strategic Objective III	Indicators	Desired Outcomes	Egypt Results ³¹
Foster an enabling environment for private sector to contribute to GEWE	<ul style="list-style-type: none"> Engagement by business and business associations in developing national economic and enterprise development plans Change in acceptance of private sector as a key and relevant partners for UN Women – from within UN Women and other stakeholders like civil society 	<ul style="list-style-type: none"> Amount of resource and value attracted from non-corporate partners and institutions and deployed on Un Women priority issues and in key markets Increase in business associations/bodies which promote GEWE in a given country Adoption/changes in government policies which influence the adoption and effective implementation 	<ul style="list-style-type: none"> A) Changes to legislation and policies related to: <ul style="list-style-type: none"> Ministerial decree 43/2021: related to women's right to work in any job or profession regardless of their gender Ministerial decree 33/2021: Women’s right to work in any facility at any time of the night if they desire it and take the required precautions Advocacy for ratification of ILO convention-190 of violence and harassment in workplaces B) Government of Egypt joining the Equal Pay International Coalition (EPIC) in 2020 C) Federation of Egyptian Industries, Egyptian Council for Training and Development, Women on Boards Observatory and academic institutions in direct partnership with UN Women for promotion of GEWE principles in private sector.

Framework used: UN Women’s corporate Private Sector Engagement Strategy (2016-2019)

Data source: UN Women Annual Reports 2018-2021, UN Women OneApp, NCW Fact Sheet Women’s Empowerment in Egypt 2014-October 2021
Evaluation consultations

5. The Country Office was largely compliant with the four central actions to make private sector partnerships successful. However, there is room for a more ambitious approach in the next Strategic Note period.

The United Nations Global Compact’s UN-business partnerships handbook³² suggests that there are four central actions required to make private sector partnerships successful- see figure below. The case study assesses the functionality of the partnerships using this framework.

³¹ Data source: UN Women Annual Reports 2018-2021, UN Women OneApp, NCW Fact Sheet Women’s Empowerment in Egypt 2014-October 2021
Evaluation consultations

³² United Nations Global Compact. (2013). UN-business partnerships: A handbook

Adapted version of the United Nations Global Compact's four central actions ³³required for successful UN-private sector partnerships (prepared by the Evaluation team)



According to the stakeholders interviewed, the Country Office's approach to the private sector companies as users of its technical knowledge was a smart approach that helped to establish and nurture a "value-based" partnership at an equal footing. The Private sector players were bringing their resources including their different business skills to the table and UN Women was providing the technical advice on Gender equality for the programmes. This partnership arrangement avoided any risks related to branding. There was also no major concern expressed by the stakeholders about the regulating frameworks (Action 3). The Country Office leveraged UN Women's pre-existing global relationships with the private sector actors (for example with P&G) to expand and build new partnerships with actors who had business interests in Egypt and were aligned to the gender equality commitments (Action 4).

"It was a successful partnership – business as well as the social responsibility-related deliverables. The programme had a solid set of deliverables to make a case for similar programmes." – Private Sector Partner

Partners indicated that they had positive, open-door relationships with Country Office staff and a clear understanding of the purpose and their role in the interventions. (Actions 1 and 2). There were however some challenges with the model, including the relatively small scale of the results. While the results from the individual interventions are meaningful, they are relatively small in terms of scope. The evaluation team noted a lack of a

³³ ibid

transition plan to transfer responsibility for maintenance to government or other entities and away from private sector partners. (Action 1) Lack of a growing network of private sector partners left the existing partners with a sense of ‘engagement fatigue. Further, the team noted that the program as it was during the Strategic Note period did not meaningfully engage the private sector companies in long-term, sustainable planning but rather focused on the single intervention. Some partners shared that this left them feeling that the work was incomplete and that they did not have a role in the next phase. Others felt that this left them ‘on the hook’ to continue small-scale projects, which were not in their corporate interest. Either way, this myopic lens appeared to have a deterring effect on partners. (Actions 1 and 2).

“These programmes need attention to the long term and holistic success measures. If the government doesn’t ever put money into public spaces then is the work lost.” – Private Sector Partner

Another opportunity that was not entirely captured was the opportunity to engage the private sector companies more actively in social norm change. While there were some links between the social norms related interventions and the WEPs advocacy, it was not always clear, and the Country Office missed an opportunity to more deeply engage large companies in public facing communications on social norms. (Action 4). This kind of partnerships can also be extended to enhance the visibility and credibility for UN Women’s mandate. However, this kind of promotion needs to be treated with care. For example, it is noted that Coca-Cola remains highly visible on UN Women’s website but has not been an active partner during the period of the Strategic Note period. Likewise, there are opportunities to find synergies with other similar efforts that are already on the ground in Egypt to potentially increase visibility, scale and credibility.

The Country Office’s private sector partnership approach has addressed Leave No One Behind (LNOB) priorities according to the stakeholders consulted³⁴. Partnerships were tied directly into interventions that were focussing on women living in poverty, focused in northern Egypt and addressed key barriers to their participation such as transportation and child care arrangements.

Overall, in the performance of the four central actions, the Country Office was largely complaint however, there is room for a more ambitious approach in the next Strategic Note period.

V. Conclusion and lessons

The Country Office does not have a dedicated private sector strategy, but its approach is aligned with the national commitments and UN Women’s corporate private sector strategy. It has made some tangible contributions towards building a gender responsive private sector standards, policies and practices; harnessing resources from the private sector; and fostering an enabling environment for private sector to contribute to Gender Equality and Women’s Empowerment.

³⁴ Discussed in depth in the Final Report at Finding 13.

However, at the outset of the Strategic Note, the Country Office was committed to move from small projects or single interventions oriented private sector partnerships into more holistic, long-term partnerships to achieve the scale and impact. This is a long-term strategy and has not fully been achieved yet. Many of the interventions conducted during the Strategic Note were small or singular in focus. They have not yet yielded results at scale, nor do they appear to have been structured to do so during this period. The Country Office has laid a foundation though for a greater impact and will require intentional strategic visioning with private sector partners.

Lesson 1: Maintaining the engagement of private sector corporate partners requires a strategy that allows those partners to see the big picture and plan for their own roles.

Lesson 2: large scale, transformative impact through private sector engagement requires a more intentional network of private sector companies as program partners to sustain the commitment from the private sector, bolster their investment and increase innovative opportunities.

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ESTABLISHED TO ACCELERATE
PROGRESS ON MEETING THEIR NEEDS
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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 ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

