



ImpactReady™

An Empowered Future:

UN Women's Contribution to Women's
Economic Empowerment 2011-2014

SYNTHESIS REPORT

**Volume III: Annexes (Evaluation Approaches,
Methods and Data)**

15 December 2014

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United Nations Entity for Gender Equality and Women's Empowerment (UN Women)

Corporate Thematic Evaluation of UN Women's Contribution to Women's Economic Empowerment

2011-2014

Synthesis Report: Volume III (Evaluation Approaches, Methods and Data)

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Annex A: Evaluation question and criteria matrix

Evaluation questions	Mandate areas	Evaluation criteria	Indicators	Means of verification
1. To what extent has UN Women established a relevant, realistic, strategic, innovative and clear approach (covering normative, operational and coordination roles) for its work in support of women's economic empowerment (WEE)?	Normative Operational Coordination	Relevance	<p>Extent to which WEE programming has been aligned with:</p> <ul style="list-style-type: none"> a. Relevant normative frameworks (i.e., CEDAW, the Beijing Platform of Action) b. UN Women's global, regional and country-level strategies c. Relevant national policy priorities <p>Degree of alignment between UN Women WEE programmatic work with its global strategic plan and results framework</p> <p>Extent to which innovations in UN Women's approach are included</p> <p>Status of WEE in countries before and after UN Women interventions</p>	<p>Documents and databases</p> <p>Literature review</p> <p>Interviews (key experts, UN Women management and staff, UN Women Executive Board, Member State representatives, key donors, CSO representatives, intergovernmental bodies)</p> <p>UN Women Strategic Plan and sub-regional strategies</p> <p>Open letter survey of UN Women key partners</p> <p>HQ and country case studies</p> <p>TOC discussions with key stakeholders and analysis of reconstructed TOC</p> <p>UN Women internal mapping of WEE</p>
2. To what extent is UN Women strategically positioned to enhance	Operational Coordination	Relevance	<p>Extent to which WEE programming is aligned with:</p> <ul style="list-style-type: none"> a. Work of other UN agencies and 	<p>Documents and databases</p> <p>Literature review</p>



Evaluation questions	Mandate areas	Evaluation criteria	Indicators	Means of verification
<p>WEE?</p> <p>To what extent does UN Women's approach complement and add value to that of its key partners?</p> <p>Are there areas where UN Women should/should not be working, given the expertise of its key partners?</p>			<ul style="list-style-type: none"> multilateral organizations b. Inter-agency networks and joint policies on WEE c. UN priorities <p>UN Women leverage (financial, legal, technical, etc.)</p> <p>Resources provided by UN Women; comparison of those of other agencies. Degree to which UN Women resources are sufficient to be taken seriously?</p> <p>The strength of UN Women mandate</p> <p>Degree to which UN Women's location in the UN system is sufficiently strategic</p> <p>Evidence (examples) of WEE leadership by UN Women (at global, regional, sub-regional and national levels)</p> <p>Level of WEE expertise and knowledge of UN Women and comparative advantage as perceived by UN Women stakeholders at a global, regional, sub-regional and national level)</p> <p>Extent of UN Women understanding of existing WEE capacities of other actors, particularly other UN entities</p> <p>Extent of duplication in the activities of UN Women and its key partners</p> <p>Nature and extent of complementarity, synergy and co-ordination between UN</p>	<p>Interviews (key experts, UN Women management and staff, Member State representatives, key donors, CSO representatives, intergovernmental bodies)</p> <p>Mapping of WEE initiatives (UN and intergovernmental bodies)/comparative analyses of key UN partners mandates and activities on WEE</p> <p>Survey (perception) of UN Women key partners—HQ/regional/country-level</p> <p>Reports from meetings and seminars where UN Women is invited as an expert by other organizations</p> <p>Memorandum of Agreement/Letter of Agreement between UN Women and key partners</p> <p>HQ and country case studies</p>

Evaluation questions	Mandate areas	Evaluation criteria	Indicators	Means of verification
3. To what extent has UN Women's approach for engaging with key partners (UN system, multilateral organizations, CSOs, foundations and the private sector) been effective? Are there other organizations that should be included as key partners?	Operational Coordination Normative	Effectiveness	<p>Women and its key partners</p> <p>Evidence of efforts by UN Women to link WEE strategies/programming with key development priority areas</p> <p>Extent to which UN Women has been able to influence UNCT/UNDAF programming, particularly in relation to poverty eradication (prominent in most UNDAFs)</p> <p>Extent to which a WEE lens or focus is evident in the new UNDAFs of countries where UN Women is present and working on WEE</p>	<p>Documents and databases</p> <p>Literature review</p> <p>Interviews (key experts, UN Women management and staff, Member State representatives, key donors, CSO representatives, intergovernmental bodies)</p> <p>Survey of UN Women WEE key partners (at global, regional, sub-regional and national level) and open letters</p> <p>HQ and country case studies</p> <p>Mapping of WEE initiatives (UN and intergovernmental bodies)/comparative analyses of key UN partners mandates and activities on WEE</p>

Evaluation questions	Mandate areas	Evaluation criteria	Indicators	Means of verification
<p>4. To what extent has UN Women approach to WEE effectively contributed to shaping current development priorities such as poverty reduction, the Quadrennial Comprehensive Policy Review, the post-2015 development framework and Beijing +20 discussions? How can UN Women's approach to WEE be enhanced to better contribute to these priorities?</p>	<p>Normative Operational Coordination</p>	<p>Relevance Effectiveness Integration of human rights approach and gender equality principles</p>	<p>Evidence that UN Women interventions are informing and shaping the post-2015 development framework and Beijing +20 discussions Evidence of contribution to intergovernmental decisions, normative standards and reports</p>	<p>Documents and databases Literature review Interviews (key experts, UN Women management and staff, Member State representatives, key donors, CSO representatives, intergovernmental bodies) Mapping of WEE initiatives (UN and intergovernmental bodies) Survey (perception) of UN Women key partners—HQ/country-level HQ and country case studies</p>
<p>5. To what extent do the WEE activities undertaken by UN Women address the underlying causes of inequality and discrimination?</p>	<p>Operational</p>	<p>Relevance Effectiveness Integration of human rights approach and gender equality principles</p>	<p>Evidence that research, studies and data have been collected, analysed and reflected in UN Women approach to addressing the thematic area of WEE Extent to which UN Women WEE interventions take into account/address the identified needs of target populations (i.e. disadvantaged/excluded groups) Extent to which interventions address problems (set out in WEE TOC) Availability of evidence validating levels of TOC Extent to which UN Women is able to</p>	<p>Documents and databases Literature review Interviews (key experts, UN Women management and staff, Member State representatives, CSO representatives) UN Women strategic plans, strategic notes, annual work plans HQ/country case studies</p>

Evaluation questions	Mandate areas	Evaluation criteria	Indicators	Means of verification
			operate on a sufficient scale for its activities to be relevant?	
			Extent to which UN Women studies, guidelines, etc. are used, by whom and what effects/influence do they have	
<p>6. What is the progress towards results (normative, operational and coordination) at global, regional and national levels that UN Women, including the FGE, has contributed to so far?</p>	<p>Normative Operational Coordination</p>	Effectiveness	<p>Extent to which UN Women is able to influence policies and practices (globally, regionally and nationally) in relation to WEE</p> <p>Extent to which interventions are aligned with TOC/intended results? Evidence of contributions to the different levels of the TOC</p> <p>Evidence of contribution to results under Priority 2 and 6 under the Strategic Plan 2011-2013</p> <p>Evidence of unintended effects of UN Women WEE (positive or negative), including on excluded/more vulnerable groups and men/boys</p> <p>Evidence of contribution to changes in level of knowledge and capacity (rights holders and duty bearers) to support and enable WEE, at country, regional and global levels</p> <p>Evidence of successful scaling up of interventions; extent and degree to which good practices and innovative approaches are captured and applied at</p>	<p>Documents and databases</p> <p>Literature review</p> <p>Interviews (key experts, UN Women management and staff, Member State representatives, key donors, CSO representatives, intergovernmental bodies)</p> <p>UN Security Council documents/resolutions</p> <p>Reports/evaluations related to the FGE and other UN Women annual and donor reports</p> <p>UN Women regional/sub-regional and national evaluation reports</p> <p>Results Tracking System; reports on Strategic Plan implementation</p> <p>Survey of UN Women key partners</p> <p>HQ and country case studies</p> <p>TOC analysis</p> <p>Knowledge Gateway</p>
<p>Are there opportunities for up-scaling good practices and innovative approaches?</p>				
<p>What are enabling and limiting factors that contribute to the achievement of results and what actions need to be taken to overcome any barriers that limit the progress?</p>				



Evaluation questions	Mandate areas	Evaluation criteria	Indicators	Means of verification
			<p>global, regional, sub-regional and national levels</p> <p>Type and effects of enabling and limiting factors on achievement of sustainable results</p>	
<p>7. To what extent was an HRBA and gender equality incorporated in the design, definition and implementation of WEE interventions?</p> <p>Were there any constraints (e.g., political, practical, and bureaucratic) to addressing human rights and gender equality during implementation?</p> <p>What was done to overcome these challenges?</p>	<p>Operational</p> <p>Normative</p>	<p>Integration of human rights approach and gender equality principles</p> <p>Relevance</p> <p>Organizational efficiency</p> <p>Effectiveness</p>	<p>Extent to which recommendations of relevant human rights treaty/intergovernmental bodies (i.e., International Covenant on Economic, Social and Cultural Rights, CEDAW, CSW, Universal Periodic Review, HRC) are incorporated into the design and implementation of UN Women strategic, programmatic and project frameworks related to WEE</p> <p>Evidence that design and implementation of thorough analysis has been made to identify the key rights holders and duty bearers for WEE programmes/interventions</p> <p>Evidence that design and implementation of UN Women WEE interventions reflects HRBA/GE</p> <p>UN Women's understanding of existing WEE capacities and needs of rights-holders and duty bearers</p> <p>Evidence of constraints (i.e., political) in adopting a HRBA</p> <p>Identified gaps and challenges in</p>	<p>Documents and databases</p> <p>Literature review</p> <p>Interviews (key experts, UN Women management and staff, key donors, CSO representatives)</p> <p>UN Women strategic plans, strategic notes, annual work plans</p> <p>Reports/evaluations related to the FGE and other UN Women Annual and Donor Reports</p> <p>UN Women regional/sub-regional and national evaluation reports</p> <p>Results Tracking System; Reports on SP implementation</p> <p>HQ and country case studies</p>

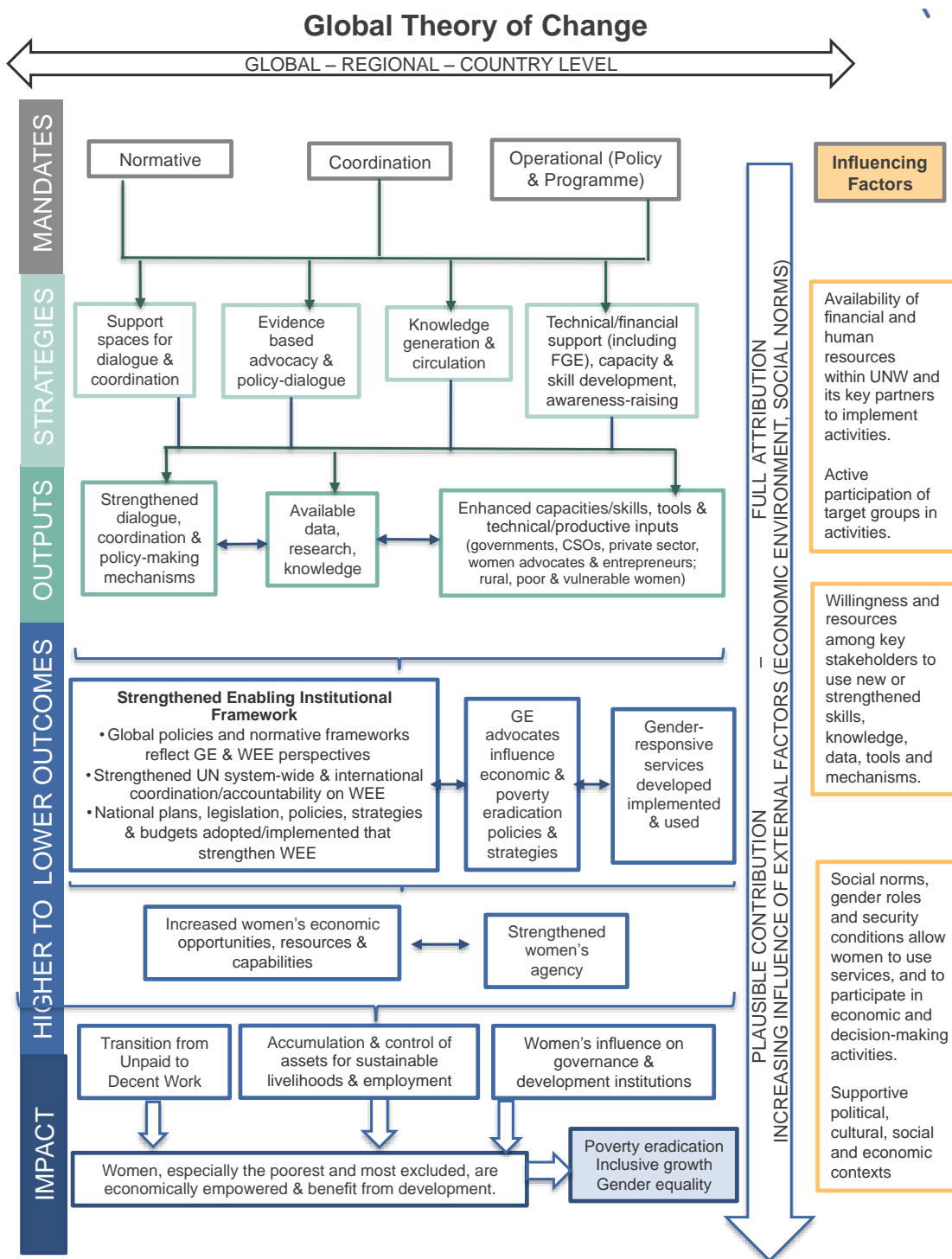
Evaluation questions	Mandate areas	Evaluation criteria	Indicators	Means of verification
			<p>applying a HRBA and GE during implementation of WEE programming.</p> <p>Evidence (examples) of measures undertaken to overcome these challenges</p> <p>Extent to which duty bearers and rights holders were able to participate in the design, implementation and monitoring of UN Women WEE programming at global, regional and national levels</p>	
<p>8. What changes, if any, are needed to UN Women structures and mechanisms to make UN Women's approach to WEE more efficient and effective?</p>	<p>Normative</p> <p>Operational</p> <p>Coordination</p>	<p>Organizational efficiency</p> <p>Effectiveness</p>	<p>Adequacy of UN Women organizational assets, structures capabilities (in terms of financial and human resources) at global, regional, sub-regional and national levels for WEE results</p> <p>Effectiveness of UN Women planning and monitoring systems for WEE results</p> <p>Effectiveness of UN Women internal coordination/communication (vertical/horizontal) mechanisms for WEE results</p>	<p>Documents and databases</p> <p>Literature review</p> <p>Interviews (key experts, UN Women management and staff, Member State representatives, key donors, CSO representatives, intergovernmental bodies)</p> <p>Survey of UN Women key partners</p> <p>HQ and country case studies</p>
<p>9. To what extent is learning from initiatives implemented in the field (including FGE) feeding into the global approach and vice-versa?</p>	<p>Operational</p> <p>Coordination</p> <p>Normative</p>	<p>Organizational efficiency</p> <p>Effectiveness</p>	<p>Effectiveness of UN Women internal knowledge management mechanisms and discussion for WEE results</p> <p>Number and nature of meetings and events where WEE information and experience were shared and exchanged between global, regional, sub-regional and national levels</p>	<p>Documents and databases</p> <p>Literature review</p> <p>Interviews (key experts, UN Women management and staff)</p> <p>Statistics/survey among users of UN Women Knowledge Gateway for Women's Economic Empowerment</p>



Evaluation questions	Mandate areas	Evaluation criteria	Indicators	Means of verification
			<p>Extent to which mechanisms for feedback and changes in UN Women's WEE approach/methods exist</p> <p>Number and nature of WEE knowledge products developed and disseminated at global, regional and national levels</p> <p>Extent and degree to which good practices and innovation are captured and applied (between global, regional and national levels)</p>	<p>HQ and country case studies</p> <p>Knowledge Gateway</p>

Annex B: Evaluation theory of change

Figure B.1: Reconstructed theory of change for UN Women's global approach to WEE 2011-2014



The basis of UN Women work on WEE is the idea that it is critical not only for gender equality but also for overall development, in terms of inclusive, sustainable growth and poverty reduction.

To translate this idea into practice, one of UN Women's global priorities has been that women—especially the poorest and most vulnerable—are economically empowered and benefit from development, including the fact that gaps between women's and men's access to and control over resources will narrow and eventually close.

More specifically, for UN Women these priorities have meant that:

- Women move along the continuum from unpaid to decent work by:
 - Having access to equal economic opportunities (e.g., equal access to jobs, equal wages) and rights as men and policies to promote work at living wages with benefits for men and women¹
 - Increasing their access to formal, paid and decent work (as defined by ILO)²
 - Benefitting from legal and organizational frameworks that enable them to improve their chances to set up sustainable networks of production, distribution and service oriented enterprises
 - Transforming the gender division of labour within households and communities through provision of basic services (schools, health services, care facilities for children and the elderly) and infrastructure (water, sanitation, energy and roads) to one that results in a reduction of unpaid work for women and a more equitable distribution of unpaid labour
- Women accumulate and control economic assets and resources that allow them to function effectively in the economy, build sustainable livelihoods, and participate in labour and product markets on equal terms with men
- Women influence governance and institutional structures that shape the relationship between markets, states, and households and the processes that determine the pattern of economic development and its distributive outcomes

These positive changes are achieved through the combination of four inter-related dimensions of WEE: (1) increases in women's absolute and relative economic opportunities and resources (including time, land, financial capital, social capital, information, technology, productive inputs, access to markets, jobs and wages); (2) strengthened women's capabilities (skills, education, health) and strengthened women's agency (strengthened participation, voice, influence; (3) awareness of rights and capacity to organize); and (4) improved macro-level policies that promote structural changes and improved outcomes in labour markets for women and men, as well as economic stability and security.³

In order to contribute to these changes, UN Women worked with its key partners and stakeholders (see Stakeholders' mapping, Section 1.3) at the global, regional and country level to achieve the following **outcomes**:

1. **Strengthened enabling institutional framework**, including:
 - a) Global policies and normative frameworks that reflect gender equality and WEE perspectives

¹ Depending on the context and on the economic opportunities and labour conditions enjoyed by men, especially poor and vulnerable ones, equalizing women's economic opportunities and rights to those of men may not lead to economic empowerment. This aspect of the TOC needs to be read in conjunction with the other elements that are seen as supporting the transition from unpaid to decent work, and analyzed in a context-sensitive manner.

² The ILO defines decent work as "work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men." <http://www.ilo.org/global/topics/decent-work/lang--en/index.htm>.

³ Beyond the standard macroeconomic policies to address employment and inflation, these would include policies that promote (decent) job creation and economic security (such as government spending on social protection and insurance). A variety of tools such as trade, investment, and financial policies can be used in achievement of these goals, in addition to fiscal and monetary policy.

- b) Strengthened UN system-wide and international coordination and accountability on WEE
 - c) National plans, legislation, policies, strategies and budgets adopted and implemented that strengthen WEE
2. **Gender equality advocates and women's representatives** (including women in trade unions, self-employed women's associations, networks of migrant women, etc.) influence economic, labour and poverty eradication policies and strategies to promote women's economic empowerment and sustainable development⁴
 3. **Gender-responsive services** (transport, utilities, markets, water, energy, business support, financial support, market information, etc.) developed, implemented and used

In order to achieve its intended outcomes, UN Women efforts have focused on (**outputs**):

1. **Strengthening dialogue, coordination, and policy-making mechanisms**, including: more inclusive and WEE-sensitive intergovernmental processes; improved coordination and accountability mechanisms for the United Nations and key international partners on WEE; and strengthened dialogue mechanisms and enhanced policy spaces that enable gender equality advocates to engage at all levels of economic policy and poverty eradication processes
2. **Making relevant and reliable data, research, knowledge, and tools available to stakeholders**, including globally and nationally generated and disaggregated knowledge, data and statistics on WEE
3. **Enhancing capacities, skills, tools and technical/productive inputs for key target groups**, including:
 - a) Enhanced capacity of governments and stakeholders to assess progress in implementation of global normative and policy frameworks, including gender-responsive macroeconomic, trade and investment policies for WEE
 - b) Enhanced capacity of legislators and policy makers in applying international standards, accountability mechanisms and budgetary allocations in national laws, policies, programmes and regulations on WEE
 - c) Enhanced capacity of gender equality advocates to represent and reach out to their constituents groups; to participate and influence poverty eradication and economic policy making at all levels (global, regional, national and local); and to keep decision makers accountable
 - d) Enhanced capacity and available tools at national and local levels to develop and implement gender-responsive public services, policies and strategies
 - e) Strengthened skills, awareness of rights, and economic inputs for women, particularly rural, poor and vulnerable women, and women entrepreneurs, to enhance their employment, sustainable livelihoods, and leadership
 - f) Enhanced capacity of women to self-organize (including women in trade unions, self-employed women's associations, networks of migrant women, etc.)

To achieve these outputs UN Women has recurrently employed the following **strategies** (types of activities) across its three mandates (normative, coordination, and operational) and levels of work (global, regional and national):

⁴ Sustainable development continues to be a concept whose meaning is evolving. At a basic level, it can be defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs at the level of the environment, economy, and society. Thus, for example, economic inequality can lead to social conflict that undermines the well-being of future generations.

1. **Support spaces for dialogue and coordination**, including: Supporting intergovernmental mechanisms at the global and regional level, especially with a normative focus; providing leadership and coordination to in-country coordination mechanisms, including where Delivering as One (DaO) approaches are in place; convening and coordinating policy dialogue spaces, in particular at the global and at the country level, facilitating the effective participation of gender advocates and women representatives to policy dialogue and decision making fora and events at the global, regional and country level; and supporting networks, partnerships and alliances of key stakeholders.
2. **Evidence-based advocacy and policy dialogue**: Bringing the legitimacy of the UN system to efforts to advance gender equality, UN Women engages in advocacy and policy dialogue activities at all levels (global, regional, and country level) with a variety of stakeholders (other UN agencies, international organizations, member states, including donors, relevant government ministries in targeted countries, private sector). This strategy feeds in all three UN Women mandates.
3. **Knowledge generation and circulation**: This includes facilitating or undertaking relevant research, support data production and circulation, and knowledge sharing and circulation. Data, research and knowledge are used by UN Women to inform normative processes at the global level, to provide an evidence base for advocacy and policy dialogue at all levels, and to strengthen the willingness and capacity of national actors (both governments and CSOs) to develop and implement policies, strategies and legal frameworks in favour of WEE.
4. **Technical/financial support and capacity/skill development**: This strategy is used throughout the three mandates of UN Women and at all levels. It includes providing technical inputs to intergovernmental normative processes and multi-agency coordination processes; providing technical and financial support to governments to develop and implement WEE policies, strategies, plans and legislations; capacity building and technical/logistical/financial support to gender advocates to be able to participate in policy dialogue and decision making mechanisms, raise awareness, and keep the governments accountable on issues of WEE; build the capacity of actors in government, CSOs and service providers to design and deliver WEE services (including technical and financial support through the FGE); development of tools (including communication, training and monitoring tools); direct support to capacity building, awareness raising, and skill development activities, especially for poor, rural and vulnerable women, in particular through the FGE.

Key assumptions and causal connections

The top part of the diagram presents the aspects of the TOC in which UN Women has full accountability. Simple arrows in the diagram represent attribution/direct causal linkages. The lower part of the diagram presents the aspects of the TOC to which UN Women hopes to contribute. Braces in the lower part of the diagram show this type of causal connection (no direct causal linkages, but contributions together with other factors).

Orange boxes in the diagram represent key assumptions, in other words hypothesis about the factors needed to progress from one level of the TOC to the following one (i.e. X will result in Y if assumption A is met).

The table below summarizes key assumptions and the nature of the causal connections between the different elements of the TOC.

Table B.1: TOC assumptions and causal connections

TOC component	Main assumptions	Nature of causal connections
Strategies to outputs	<ul style="list-style-type: none"> <input type="checkbox"/> Financial and human resources available within UN Women and its key partners to implement planned activities <input type="checkbox"/> Target groups actively take part in activities <input type="checkbox"/> WEE is conceptually well defined; strategies to promote WEE identified and supported by research 	Attribution (direct causal linkage)
Outputs to lower outcomes	<ul style="list-style-type: none"> <input type="checkbox"/> Key stakeholders have the willingness and resources to use new or strengthened skills, knowledge, data, tools and mechanisms to benefit WEE 	Significant contribution (main contributing factor)
Lower outcomes to higher outcomes	<ul style="list-style-type: none"> <input type="checkbox"/> Prevalent social norms, gender roles, women's safety from gender-based violence and overall security conditions enable women to use available services, and to have at least some degree of participation in economic and decision-making activities <input type="checkbox"/> Supportive global, regional and country level political, cultural, social and economic contexts (including patterns of economic growth and overall development) 	Plausible contributions (contributing factor)
Outcomes to impact	<ul style="list-style-type: none"> <input type="checkbox"/> Supportive global, regional and country level political, cultural, social and economic contexts (including patterns of economic growth and overall development) <input type="checkbox"/> WEE can lead to better outcomes at the individual, family and community levels, and has ripple effects across society 	Remote contribution (influencing factor)

Assessment of underlying assumptions

While the reconstructed TOC is not strictly linear, it does assume a certain degree of “progression” from strategies and activities to lower-level and then higher-level results. Reading the TOC in this way suggests that it is intended that changes in women's agency, opportunity and capabilities should be the

cumulative result of systemic interventions (e.g., policy support, evidence, capacity development, advocacy, and so on).

By contrast, when the evaluation mapped reported results from portfolio countries to this TOC, it became apparent that certain higher-level outcomes have been targeted directly by a number of programmes. This is especially the case in relation to increased women's economic opportunities.

The evaluation found that economic opportunities *have* been increased, but for a limited number of women included within projects that directly provide or leverage opportunities (such as finance or access to markets). In a departure from the implicit TOC, economic opportunities (such as access to finance and markets) are the results of direct interventions rather than the culmination of structural changes in the enabling environment, institutional capacity and influence of gender advocates. This naturally limits the coverage of higher-level outcome results to the scale of individual projects.

Overall, the reported results (in terms of people trained, supported to access markets, and enabled to access finance) reveal that different countries are tending to target aspects of the TOC *directly* (based on their comparative advantages) rather than through the "if-then" causal pathway outlined as the implicit model for WEE used by UN Women. This is by no means universal (for example, South Africa is beginning to work with the government and The Coca Cola Company to leverage new financial products for entrepreneurs), but the current results data is not yet reflecting the outcomes of more structural interventions.

Putting aside the issue of how different levels of the TOC are being programmed for, when viewed as a whole the assumptions (theories) underlying the progression from lower to higher levels of results reveal a logic based on political economic analysis. In other words, there is an implicit set of assumptions that policy makers will act in a predictable and rational way, and that changes in political and economic institutions will be sufficient to overcome barriers to women's empowerment. This largely draws on established institutional theories, for example Habermas' concept of the public sphere (as rational-critical), Weber's theory of public bureaucracy (as being independent from politics), and liberal-democratic markets.

Based on the case studies, fuzzy sets analysis, and the stated assumptions in the reconstructed TOC, it is apparent that there are a number of conditions that need to exist in order for these stated theories to hold. A primary example is cultural acceptance and support for gender equality. Linked to this are assumptions regarding the male response to and/or interaction with women's economic empowerment.

An example of the implications of this arose during one of the country case studies, in which one of the main drivers of women's situation did not feature in the interrogation of the TOC (in this particular case local religious and cultural beliefs were a major determinant of gender roles and permissions), but only came out later through participatory discussions.

This example and others (such as wider suggestions that policy-makers often base their decisions on factors other than rational-critical analysis) indicates that the assumptions made by the implicit TOC as it currently stands are not yet completely elaborated. Despite this, some countries are already starting to experiment with approaches that are explicitly cultural, such as joint work with UNESCO in Jordan to leverage traditional culture as an asset for WEE, or work with the media in Nepal to change public discourse on migrant workers.

Overall, at the higher levels of the current TOC, it is apparent that women are the primary focus—as both agents and beneficiaries of change. This reduces the scope (and demand) for UN Women programmes and other activities to holistically address the drivers of WEE identified by the evaluation, especially in relation to culture, religion and concepts of masculinity.

This situation can be viewed as an opportunity, as many of these factors also influence the human rights based work of other UN entities. If UN Women was to successfully integrate cultural, historical and social drivers into its TOC for WEE, then this could represent a useful contribution to evolving work on results based management.



Annex C: Case study selection criteria

The sampling processes for the portfolio analysis and the case studies each had different objectives. For the sample of countries to be included in the portfolio analysis, a sample size of 50 per cent was agreed upon, based on a balance between representativeness, the requirements of the terms of reference, and the resources available to the evaluation. The sampling criteria were chosen to ensure that a representative range of contexts and conditions that might influence WEE were included based on the theories of change work.

For the sample of countries to be included in the country case studies, an approach was taken based on **positive deviance**: targeting the greatest opportunities for learning in each region (rather than attempting to achieve representativeness through a small n sample).⁵ Overall representativeness will still be achieved through applying the configuration variables identified in the case studies to the portfolio analysis using fuzzy set qualitative comparative analysis (fsQCA).

Positive deviance was determined through discussion with UN Women stakeholders (as part of the inception phase) and analysis of internal project documents (especially results reporting). Opportunities for learning were considered to be highest where WEE was a significant and specific focus of the UN Women country office, where prior secondary data (such as evaluations) are already available, and where there is a current interest in (and processes for) developing the WEE portfolio.

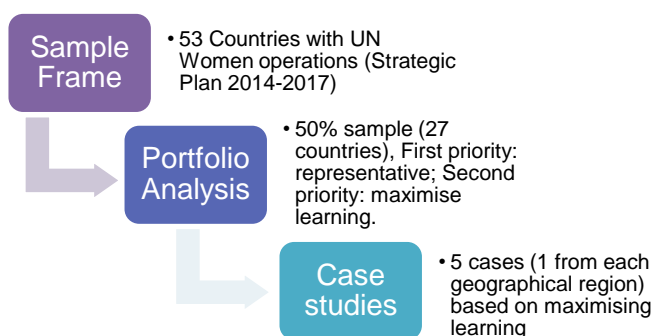
Sample frame

The sample frame was developed using the list of 53 countries of presence⁶ identified in the UN Women Strategic Plan 2014-2017. An Excel database was created to store information on the sampling criteria for each country in the sample frame. The sampling criteria were systematically applied to this database in order of priority and a final sample was arrived at through a process of elimination. Different members of the evaluation team independently repeated the sampling process; with the final sample being the one that most fulfilled all the required and desirable objectives. This sample was also verified through a dialectic process with the Independent Evaluation Office.

⁵ Good resources include Fiss' chapter on Configurational Case Studies in Organizational Assessment (<http://www-bcf.usc.edu/~fiss/Fiss%20Case%20Studies%20Chapter.pdf>) and Better Evaluation's description of Positive Deviance (http://betterevaluation.org/plan/approach/positive_deviance). The alternative of contrasting well-performing and poorly-performing examples was rejected due to the political and social implications of dividing countries (and regions) into "good" and "bad" without significant epistemological benefits over a positive deviance approach.

⁶ These included 47 country offices (Slovakia was excluded as the office closed at the end of 2013) and 6 multi-country offices. Countries with no country-level presence were not included in the sample frame.

Figure C.1: Overview of the sampling process



Recommended sample

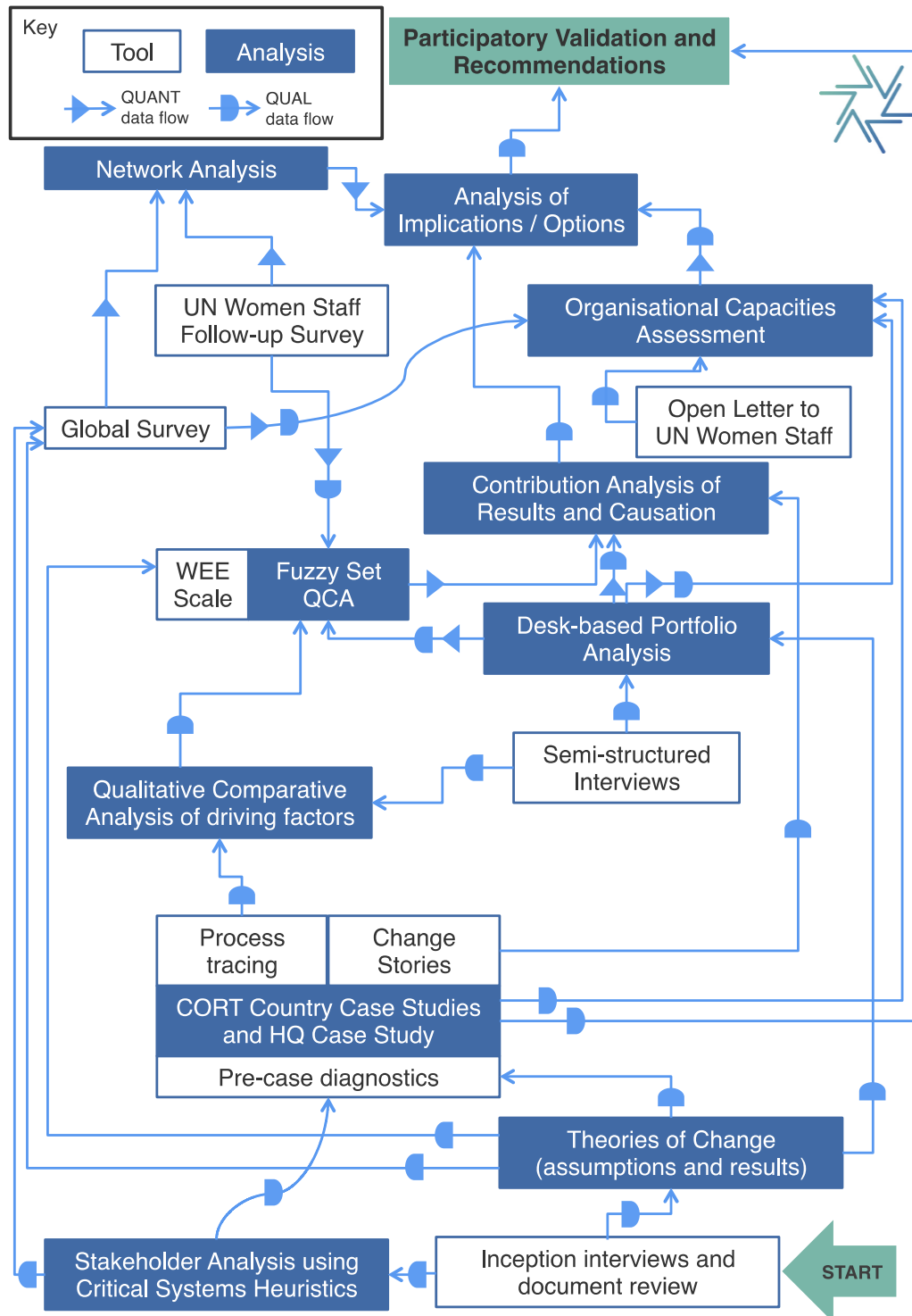
Based on the systematic sampling process described above, the evaluation team identified 5 countries (in **bold**) to participate in a CORT case study visit, and a further 22 countries to include in a desk-based portfolio analysis. A full breakdown of the country sample and representative performance is presented in Annex N of the Inception Report. The CORT methodology included the voice of low-income women and women’s organizations in addition to organizations.

Table C.1: Recommended case study countries

Africa	Americas and Caribbean	Arab States	Asia and Pacific	Europe and Central Asia
Zimbabwe	Bolivia	Jordan	Nepal	Moldova*
<input type="checkbox"/> Côte d'Ivoire <input type="checkbox"/> Ethiopia <input type="checkbox"/> Kenya <input type="checkbox"/> Liberia <input type="checkbox"/> Mozambique <input type="checkbox"/> Nigeria <input type="checkbox"/> Rwanda <input type="checkbox"/> Tanzania <input type="checkbox"/> Uganda	<input type="checkbox"/> Brazil <input type="checkbox"/> Ecuador <input type="checkbox"/> Guatemala <input type="checkbox"/> Mexico	<input type="checkbox"/> Egypt <input type="checkbox"/> Palestine	<input type="checkbox"/> Afghanistan <input type="checkbox"/> Bangladesh <input type="checkbox"/> Pakistan <input type="checkbox"/> Papua New Guinea <input type="checkbox"/> Viet Nam	<input type="checkbox"/> Albania <input type="checkbox"/> Bosnia and Herzegovina

*Europe and Central Asia case study to be run in partnership with InsightShare

Annex D: Design of the evaluation



Annex E: Survey data

Two confidential surveys were conducted, one to internal stakeholders and one to external stakeholders.

The internal survey was complemented with the country case studies and HQ case study interviews with UN Women.

The external survey was complemented with the HQ case study interviews with external stakeholders.

Text analysis was undertaken using inductive and deductive text analysis:

- Deductive**—Text was analysed to determine the frequency with which predetermined concepts appeared
- Inductive**—Text was analysed without predetermined concepts to iteratively (in vivo) determine the most frequent terms/concepts to appear

Internal survey	Responses
TOTAL	39
Country/programme offices	26 (Africa 12, LAC 10, Asia Pacific 10, Arab States 4, Europe 3)
Regional offices	2
HQ	3
Country representatives	20
Programme/policy staff	13
Directors	2
M&E staff	2
Unknown	2

External survey	Responses
TOTAL	22
CSOs (including foundations)	17
United Nations	3 (UNDESA, International Organization for Migration, UN Women, Natcom)
Others	2

Internal survey triangulation of country case studies observations

Strong agreement	Some agreement	No agreement
<ul style="list-style-type: none"> <input type="checkbox"/> UN Women programming needs to be better integrated across thematic areas <input type="checkbox"/> Engendering national statistics is strong area for future contributions <input type="checkbox"/> The Knowledge Gateway should be at the centre of UN Women's future WEE work <input type="checkbox"/> Facilitation of dialogue between stakeholders is a UN Women comparative advantage <input type="checkbox"/> Good technical knowledge is essential for UN Women staff <input type="checkbox"/> EE section needs to be more responsive to country level demands <input type="checkbox"/> Corporate guidance and strategic vision for WEE need to be much more clear 	<ul style="list-style-type: none"> <input type="checkbox"/> UN Women need to become expert at leveraging micro-level change into macro-level change <input type="checkbox"/> Coordination at the country level requires a universal approach and a transparent set of service standards <input type="checkbox"/> The main contribution of UN Women to WEE has been in terms of income generation and national policies <input type="checkbox"/> UN Women work is heading in a positive direction <input type="checkbox"/> There is a lot more scope for engendering World Bank programmes <input type="checkbox"/> There is not much improvement in delays caused by bureaucratic challenges 	<ul style="list-style-type: none"> <input type="checkbox"/> Whether or not UN Women has the expertise necessary to contribute to macroeconomic policies, strategies, budgets and legislation

Internal perceptions of most promising levers for WEE programming (ranked in order):

1. Vocational education
2. Risk sharing and mitigation for entrepreneurs
3. Increase women's benefit from globalization and technology
4. Multi-country and multi-year responses (in particular to migration)
5. Support to value chains
6. Platforms for women to convene, network and peer-support
7. Organizational strengthening of rights-holders groups
8. Government expenditure tracking and analysis
9. Coordinating grassroots organizations
10. Integrating ending violence against women (EVAW) and WEE work
11. Addressing cultural barriers to WEE
12. Providing examples of successful women (and their contribution to society and families)

External view of UN Women expertise and leadership (ranked in order):

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Gender responsive budgeting 2. Human rights based approaches to WEE 3. Poverty reduction/sustainable development 4. Women's access to markets 5. Women's participation in globalization 	<ol style="list-style-type: none"> 1. Agronomics and feminization of agriculture 2. Safe migration 3. Macro economics

UN Women current capacities (ranked in order):

	Internal view	External view
Strengths	<ol style="list-style-type: none"> 1. Convening and facilitating dialogue 2. Engendering UNDAF 3. Applying HRBA 4. Enabling civil society 5. Using evidence and experience to inform macro-level advocacy 	<ol style="list-style-type: none"> 1. Facilitation and dialogue 2. Collaboration and networking 3. Technical assistance 4. UN coordination 5. Providing leadership for the women's movement
Weaknesses	<ol style="list-style-type: none"> 1. Engaging men to support WEE 2. Statistical strengthening and data 3. Monitoring and evaluation of WEE 	<ol style="list-style-type: none"> 1. Inclusion and participation of rural women 2. Engendering statistical data systems 3. Supporting evidence-based economic policy
Neutrals	<ol style="list-style-type: none"> 1. Supporting research 2. Coordinating UN 3. Capacity development 4. Advocating for macro-economic policies 5. Delivering micro-economic services 	

Internally perceived comparative advantages of UN Women (induction coded text analysis):



Externally perceived comparative advantages of UN Women (induction coded text analysis, unranked):

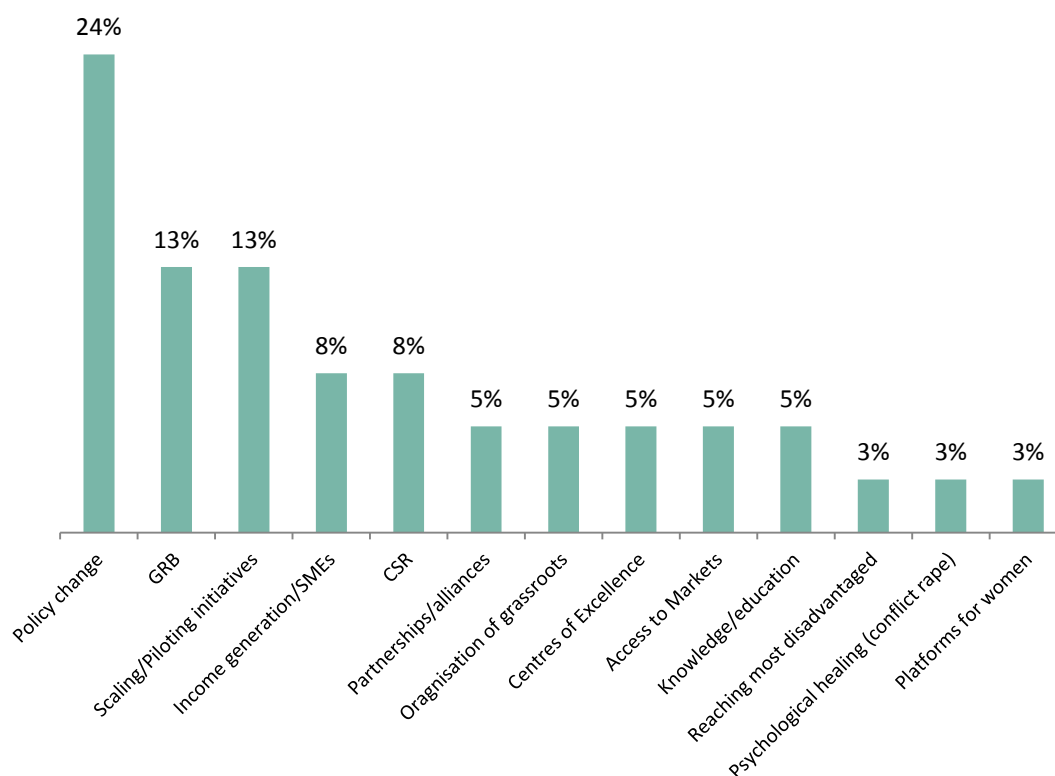
Ideal

- Member of the UN system
- Universal mandate
- Intellectual leadership
- Presence through global network of offices
- Analysis and information
- Impartiality
- Member State relationships and confidence
- Coordination and convening power
- Can challenge economic heterodoxy
- Can advocate equal opportunities

Actual

- Image and reputation
- Track record with small grants
- Working relationships with member states
- Universal mandate
- Post-2015 contribution

Internal perceptions of UN Women's most significant contribution to WEE (induction coded text analysis):



External perceptions of UN Women's most significant contributions to WEE (unranked):

- Assisting progress towards MDGs
- Support of women migrant groups
- Leading/facilitating national dialogues
- Raising awareness of women toward their potential and rights
- Knowledge Gateway
- Studies on climate change and women (but no impact)
- Financial services
- Addressing economic violence
- Partnerships with business
- Centralizing gender in the United Nations

Internally identified lessons about what works (including through what does not work), unranked:

Lessons	Good practices
<ul style="list-style-type: none"> <input type="checkbox"/> Frame the argument in terms of both human rights and economic growth <input type="checkbox"/> Build alliances <input type="checkbox"/> Focus on penetrating the decision-making mechanisms for macro-economic policies <input type="checkbox"/> Include men and wider communities 	<ul style="list-style-type: none"> <input type="checkbox"/> Systematic documenting evidence and practices for sharing <input type="checkbox"/> Having specific communications and knowledge management strategies <input type="checkbox"/> Work on the issue of social protection <input type="checkbox"/> Gender Equality Seal for private sector

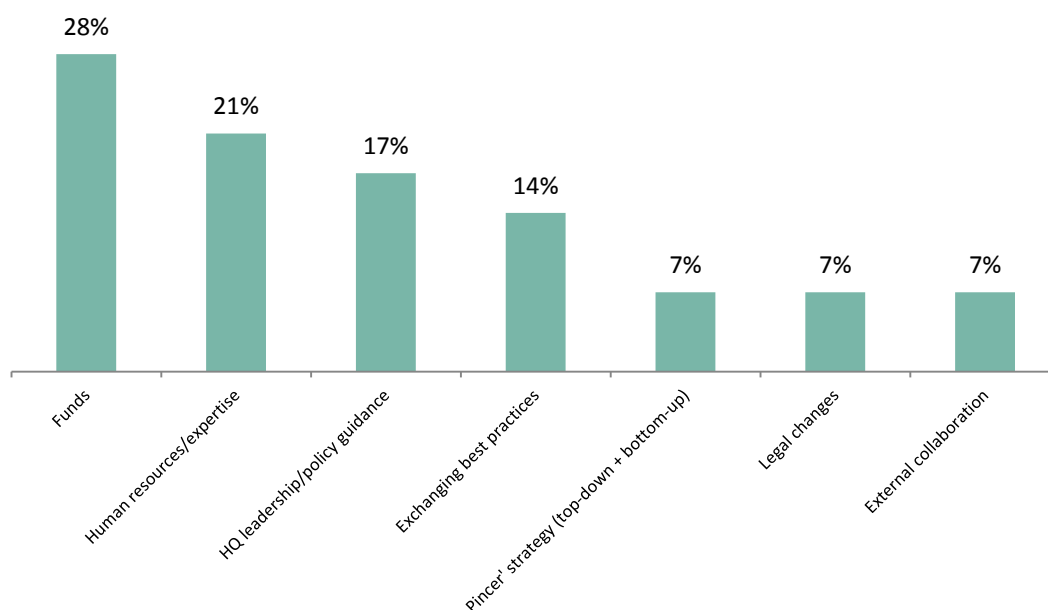
<ul style="list-style-type: none"> <input type="checkbox"/> Address literacy needs <input type="checkbox"/> Support value chains <input type="checkbox"/> Ensure and help organize local demand and ownership <input type="checkbox"/> Build initiatives on clear long-term business models <input type="checkbox"/> Address both informal and formal sectors <input type="checkbox"/> Develop women's leadership skills <input type="checkbox"/> Avoid small income generation projects <input type="checkbox"/> Address social stereotypes and violence against women through culture <input type="checkbox"/> Address market access <input type="checkbox"/> Work through cooperatives to support diverse preferences <input type="checkbox"/> Take a multi-sector approach <input type="checkbox"/> Strengthen and integrate with national capacities and service delivery <input type="checkbox"/> Base everything on thorough analysis, diagnostics and research 	<ul style="list-style-type: none"> <input type="checkbox"/> Teaching the private sector to create holistic "development plans" instead of just "business plans" <input type="checkbox"/> Putting in place gender-responsive joint monitoring mechanisms <input type="checkbox"/> Conducting gender analysis and support of value chains <input type="checkbox"/> Supporting the informal economy that is centred around market places <input type="checkbox"/> Using WEE as a tool to heal rape trauma <input type="checkbox"/> Supporting trade policy and cross-border trading <input type="checkbox"/> Leveraging the programmes of the "big players" (UNDP, World Bank) <input type="checkbox"/> Supporting the ICT sector <input type="checkbox"/> Solar Mamas <input type="checkbox"/> MyDEL—regional decentralized cooperation partnerships for WEE in Central America <input type="checkbox"/> Holding tripartite dialogue—private sector, government and unions
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External stakeholders' recommended actions for UN Women:

Agreement	No clear agreement
<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate dialogue between government and CSOs—position UN Women as an influential forum <input type="checkbox"/> Maintain intellectual and moral high ground <input type="checkbox"/> Publish practical, useful and plain-language analysis; avoid long technical papers <input type="checkbox"/> Communicate in local language <input type="checkbox"/> Support existing CSOs, institutions and relevant programmes; avoid taking the lead in everything <input type="checkbox"/> Support rural organizations to engage with shadow report <input type="checkbox"/> Foster gender budget and expenditure analysis <input type="checkbox"/> Increase investment in employment generation <input type="checkbox"/> Work on land and property rights <input type="checkbox"/> Strengthen macroeconomic analysis <input type="checkbox"/> Undertake gap analysis of WEE <input type="checkbox"/> Target women survivors of violence 	<ul style="list-style-type: none"> <input type="checkbox"/> Relationship with private sector <input type="checkbox"/> Working on financial services for women <input type="checkbox"/> Supporting (vocational) education of young women and sexual and reproductive health initiatives <input type="checkbox"/> Prioritizing poor women versus business women <input type="checkbox"/> Micro-finance, unprotected micro-grants and individual lending <input type="checkbox"/> Perpetuating narratives of the economic value of gender equality

<p>for WEE support</p> <ul style="list-style-type: none"> <input type="checkbox"/> Address climate change and impact on women’s livelihoods <input type="checkbox"/> Make the women’s movement more visible and represent/honour their contribution <input type="checkbox"/> Hold governments accountable for policy implementation <input type="checkbox"/> Address decent work, living wages and protection of women at work <input type="checkbox"/> Provide continuity of support <input type="checkbox"/> Focus and avoid over-diversification <input type="checkbox"/> Avoid becoming reliant on experts and celebrities—make space for CSOs and local voices <input type="checkbox"/> Strengthen UN Women global leadership role beyond just the United Nations 	
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Internal perception of “What would make the biggest difference to your work?” (induction coded text analysis)



Internal reporting of programme targeting mechanisms

The vast majority of countries rely of geographic targeting (i.e., of poor areas)—86 per cent—and the reach of grassroots organizations—79 per cent—to ensure that UN Women interventions reach the intended clients. Participatory—25 per cent—or conditional targeting—29 per cent—approaches are far more infrequent. This suggests that UN Women is highly reliant on broad-based approaches to supporting women, with few guarantee mechanisms in place to ensure that it is the most vulnerable (or other intended group) that are benefitting.

Internal perceptions regarding addressing root causes:

61 per cent of respondents felt that UN Women's current approaches were best suited to addressing the root causes of economic disempowerment. Key recommendations to enhance this were:

- Increase focus and strategic clarity on WEE objectives
- Increase coordination of grassroots efforts
- Increase influence on major macro-actors (UNDP, World Bank)
- Address holistic and cross-cutting programmes, including disaster risk reduction
- Build on GRB work to track and analyse expenditure
- Focus on the most vulnerable women, but at the macro level
- Address education and labour market gaps

External view of where should UN Women focus to have biggest impact:

No consensus or even consolidation was observed in responses, representing diverse and competing demands on UN Women among external stakeholders.

Global priorities for future WEE guidance from country offices:

First priority	Second priority	Third priority
<ul style="list-style-type: none"> <input type="checkbox"/> Linking women to markets <input type="checkbox"/> Creating an enabling environment for WEE 	<ul style="list-style-type: none"> <input type="checkbox"/> Advocating for macroeconomic policy changes <input type="checkbox"/> Statistical strengthening for WEE 	<ul style="list-style-type: none"> <input type="checkbox"/> Women and technology

Internal views of UN Women as a learning organization:

Participants rated UN Women most highly in terms of highlighting and supporting successful examples of WEE work. The organization is also considered strongest in terms of learning tools and processes (such as documentation or the Knowledge Gateway). Below this, UN Women needs to do more in terms of learning relationships and spaces across the organization. It is viewed as weakest in terms of the culture of staff development and celebrating failure as an opportunity to learn (i.e., UN Women is not entrepreneurial).

Internal view of external relationships:

- Overall, government and civil society receive the greatest level of attention from UN Women staff
- For the few staff that deal with the media, these relationships take up a lot of time
- The next level of engagement is with the development community—the United Nations, development partners and monetary finance institutions
- There is much lower engagement with the women's movement, private sector forums, statistical partners and academia
- The least engagement in terms of time and number of people is with trade unions; Observation: combined with theories of change mapping, this suggests that UN Women excludes Marxist approaches and is working within the dominant system

External perceptions of UN Women’s capacities as a partner:

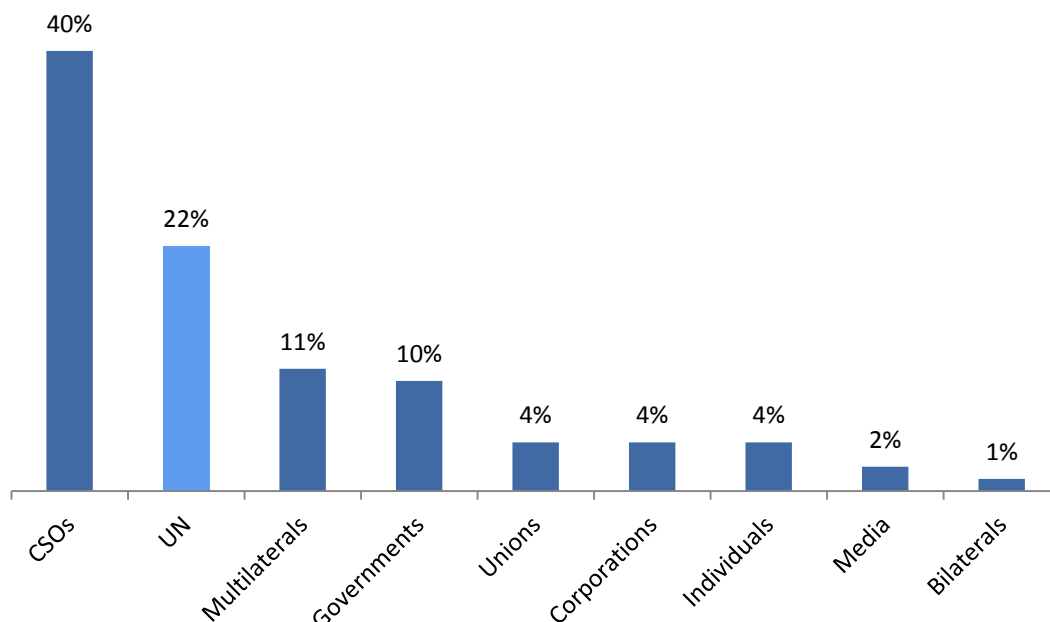
Strengths	Weaknesses
<ul style="list-style-type: none"> <input type="checkbox"/> Impartiality and inclusiveness <input type="checkbox"/> Heritage in the women’s movement (gets forgotten by both parties) <input type="checkbox"/> Willingness, supportiveness, approachability <input type="checkbox"/> Global understanding of the issues <input type="checkbox"/> Focus on women and gender in UN <input type="checkbox"/> Technical assistance (to governments) <input type="checkbox"/> Convening power <input type="checkbox"/> Positive image and credibility <input type="checkbox"/> Global presence <input type="checkbox"/> Facilitating dialogue <input type="checkbox"/> Fundraising <input type="checkbox"/> Creating space for negotiation <input type="checkbox"/> Networking actors <input type="checkbox"/> Civil society advisory groups <input type="checkbox"/> Expertise and staff members 	<ul style="list-style-type: none"> <input type="checkbox"/> Lack of resources—funds and personnel <input type="checkbox"/> Focus on governments <input type="checkbox"/> Slow communication <input type="checkbox"/> Lack of clarity on roles <input type="checkbox"/> Incomplete global presence <input type="checkbox"/> Poor follow-up to events and commitments <input type="checkbox"/> Political constraints imposed by Member States’ sensitivities <input type="checkbox"/> Low harmonization between country, regional and global <input type="checkbox"/> Focus on major cities at expense of rural areas <input type="checkbox"/> Poor engagement with men <input type="checkbox"/> Unresolved role in UN system <input type="checkbox"/> Neo-liberal ideology <input type="checkbox"/> Nascent information base <input type="checkbox"/> Inability to follow up in areas of claimed expertise <input type="checkbox"/> Perception of partnering with transnational corporations <input type="checkbox"/> Language barriers <input type="checkbox"/> Minimal work on labour rights, trade policies, investment and land-grabbing <input type="checkbox"/> Unwillingness to hold governments to account

Internal reports on UN coordination:

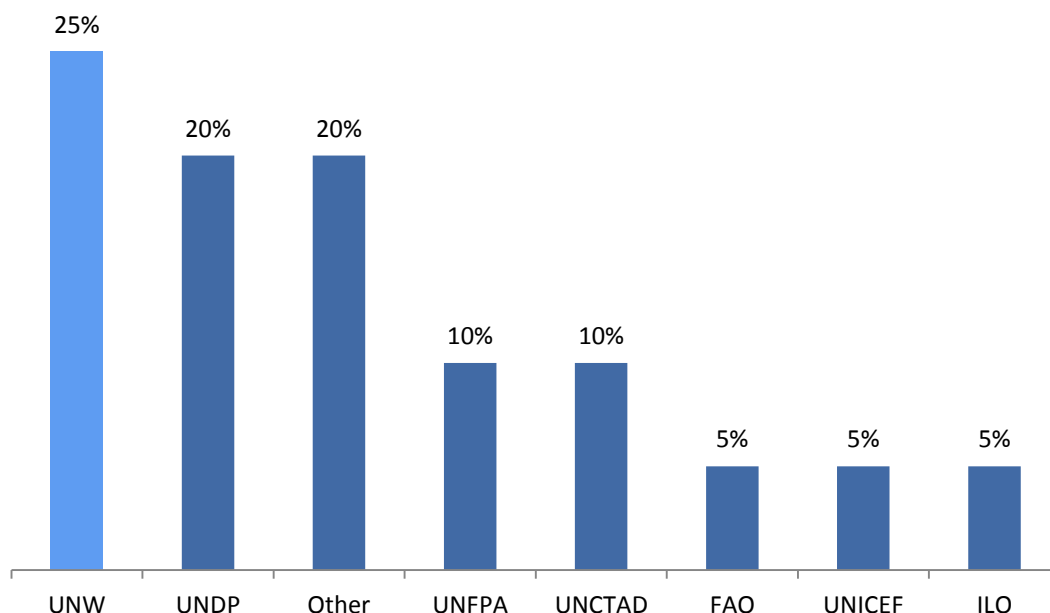
UNDAF theme groups are, by far, the most prevalent mechanism for UN coordination—half of countries use gender theme groups and one third use other theme groups as the main mechanism.

- Recommendation that WEE strategy should be differentiated at regional level to allow for global variations
- Strong need to improve HQ, regional office, and CO communications
- Use WEE as entry point for ERAW and leadership
- Enhance programme business models to ensure sustainability
- Use consensual monitoring and evaluation more effectively to ensure accountability

External perceptions of the most influential actors in WEE (deduction coded text analysis):



External perceptions of the most influential UN entities in WEE (deduction coded text analysis):



Annex F: Fuzzy sets

In this evaluation, our evaluation question was what factors contribute to successful economic empowerment programming. The question requires that the evaluator determines whether or not certain conditions were absent or present across a set of cases (the 27 portfolio countries). This presents a challenge because, within the social sciences, determining if a condition exists is not a straightforward matter. For example, are funds disbursed or not? Usually they are partly disbursed. Were the beneficiaries consulted or not? The answer is often that they were consulted but not adequately. Things are rarely one or another, they are often a bit one way, and also a bit the other way—“grey”, rather than black or white. Using dichotomous data—such as a condition being present or absent—can result in a significant loss of information. Fuzzy set analysis provides a solution to avoid this.

This evaluation conducted a qualitative comparative analysis (QCA) of 27 UN Women country strategies (the cases). QCA is useful for phenomena that have complex explanations that depend on a combination of causes, which are best studied in conjunction with, rather than isolation of, each other. Since economic empowerment programmes depend on a great many things including the level of development of the country, an effective finance system, funding, to name but a few, this methodology can be deemed appropriate for this evaluation. The literature review and 5 level-3 country case studies identified 12 different variables that are thought to affect the success of an economic empowerment strategy. The use of fuzzy-set data should allow greater accuracy in the analysis of these 12 variables, as it does not require rounding-off the data for simplicity's sake. Fuzzy set allows the greyness to be included in the analysis.

Variables

To illustrate the use of fuzzy-set analysis, let's focus on one of the 12 variables—how gender-equal a country is. The level of structural equality in a country is thought to affect how successfully governments, NGOs and development agencies like the United Nations, are able to respond. The hypothesis states that the level of structural equality and the success of a programme will be positively correlated, with those in more equal countries more likely to be able to create economic opportunities than those in less equal countries. To determine a country's level of equality, a suitable measure could be the United Nations Human Development Index (HDI) Gender Inequality Index (GII). The GII provides a score between zero and one for each country, as well as providing a country's rank—in relation to other countries.

With dichotomous data in QCA, cases are given either a 1 to denote presence or a 0 to denote absence, of a condition. In fuzzy set QCA (fsQCA) however, cases are assessed for their degree of membership within a condition, to enable a score between 0 and 1. To establish fuzzy set scores, conventional variables must be calibrated. Calibration requires that the measure of a variable conforms to external standards (unlike uncalibrated measures, where variable values are taken in relation to one another). Calibration draws on theoretical and substantial knowledge to produce a fuzzy set score that relates to the degree of membership in a set. To generate these scores, you just first specify the threshold for full membership of the condition (which gets a fuzzy score of 0.95), full non-membership (fuzzy score 0.05) and the cross-over point (fuzzy score 0.5) where the condition is as much present as it is absent.

For the example of GII, fuzzy scores cannot be assigned using the country's GII rank position since this would not denote external standards—it only informs us of a country's position in

relation to another country. By contrast, the GII score for a country can be used for calibration as these are external standards. From here, it is possible to decide which GII score would imply full membership, full non-membership and the cross-over point.

The process of calibration should not be mechanical: it should draw on theoretical sense and apply social knowledge. Here, for example, a country that scores a very high level of equality does not need to be considered differently than a country with a high level of equality—countries in both categories are more equal and hence the categories can be combined. Looking at the data, suitable thresholds for HDI were determined: 0.25 for full membership, 0.40 for the cross-over point and 0.60 for full non-membership (note that the values for GII are inverted because a higher GII score denotes more inequality). These thresholds are then used to convert variable values into fuzzy membership scores.

To select the final variables, the evaluation followed these steps:

1. Identification of theoretical variables (see Inception Report)
2. Level-3 country case studies in which collaborative outcomes reporting technique was used to identify important influencing factors
3. QCA of case study data to identify final sets of variables and sub-variables
4. Research on ideal indicators and alternative data sources for each variable
5. Assessment of data availability
6. Research on alternative indicators where data availability was low or non-existent
7. Final assessment of available data sufficiency, exclusion of indicators and sub-variables where no reliance data could be found with good coverage of portfolio countries

Table F.1: Final fuzzy set variables and boundary limits

Effectiveness (dependent variable)	Lower ⁷	Mid	Upper
Variable 1.1 Human rights 1. Does UN Women strategic notes include reference to human rights treaty bodies and CEDAW concluding observations on WEE? (Yes/No)	0 Yes	0.5 Yes	1 Yes
Variable 1.2 Targeting 1. Does UN Women include the following targeting approaches in project work: 1. Geographic targeting (Yes/No) 2. Baseline population or HHS (Yes/No) 3. Participatory community targeting (Yes/No)	3 No	1 Yes	2 yes
Variable 1.3 Changes in policies 1. Number of macroeconomic policies, strategies, and budgets to which UN Women has reasonably contributed 2. Women's Economic Opportunity Index Change 2010-2012 in Labour Policy and Practice Score (Source, EIU 2012)	0 0	5 3	10 5

⁷ All cases that rate at the lower boundary or below are considered fully out of the set, all that rate at the upper boundary or above are considered to be fully in the set, the mid-point describes the distribution of final scores between these two points.

Variable 1.4 Changes in income 1. Women's Economic Opportunity score change 2010-2012 (EIU, 2012)	0	3	5
Variable 1.6 Knowledge management 1. Number of knowledge gateway members from country	10	55	100
Programme alignment to situation (Index 2) *See note 1	Lower	Mid	Upper
Variable 2.1 Unpaid and family work 1. Contributing family works, female (% females employed) (World Bank) 2. UN Women response a) Is time use and unpaid work addressed? b) Is domestic work addressed? c) Is home-based work addressed?	5% 3 No	20% 1 Yes	30% 3 Yes
Variable 2.2 Migration and trade 1. Remittance inflows (workers' remittances and compensation, total received) (% of GDP) 2. UN Women response a) Work with women migrant workers? b) Work with women in cross-border trade?	10 2 No	5 1 Yes	1 2 yes
Variable 2.3 Women's enterprise 1. Ease of doing business index (1=most business-friendly regulations), World Bank 2. UN Women response a) Is there work with the private sector? b) Work on access to markets? c) Micro-credit and income generation? d) Work with small to medium enterprises? e) Village savings and loans?	150 5 No	100 2 Yes	50 3 Yes
Variable 2.4 Rural women and agriculture 1. Poverty headcount ratio at rural poverty line (% of rural population), World Bank 2011-2013 2. UN Women response a) Work with rural women and agriculture? b) Work on access to land and property? c) Work on climate change? d) Focus on rural poor women?	50% 4 No	30% 2 yes	10% 3 Yes
Variable 2.5 Access to information and services 1. Mobile cellular subscriptions (per person), International Telecommunication Union 2. UN Women response	50 4 No	85 3 Yes	120 3 Yes

<ul style="list-style-type: none"> a) Access to services? b) Access to Information? c) Work with financial institutions? d) Work with green technology and sustainable energy? 			
<p>Variable 2.6 Gender-based violence</p> <p>1. Women business and the law, World Bank</p> <ul style="list-style-type: none"> a) Is there legislation that specifically addresses domestic violence? b) Is there a specialized court or procedure for cases of domestic violence? c) Does domestic violence legislation protect women in unmarried intimate relationships? d) Does domestic violence legislation include emotional abuse? e) Does domestic violence legislation include financial abuse? f) Does domestic violence legislation include physical abuse? g) Does domestic violence legislation include sexual abuse? h) Is there legislation that specifically addresses sexual harassment? i) Are there criminal sanctions for sexual harassment? j) Is there a governmental office tasked with addressing sexual harassment? k) Is there legislation on sexual harassment in education? l) Is there legislation on sexual harassment in employment? m) Is there legislation on sexual harassment in public spaces? n) Is there legislation on sexual harassment in service provision? o) Are there criminal sanctions for sexual harassment in employment? <p>2. Do UN Women WEE operations specifically include household ERAW work? Yes/No</p>	<p>4 Yes</p> <p>1 No</p>	<p>8 Yes</p> <p>0.5 Yes</p>	<p>12 Yes</p> <p>1 Yes</p>
Decent work (Index 3)	Lower	Mid	Upper
<p>Variable 3.1 Opportunity</p> <ul style="list-style-type: none"> 1. Firms with female top manager % (World Bank) 2. Employment to population ratio, 15+, female (%) (modeled ILO estimate) 	<p>5%</p> <p>20%</p>	<p>15%</p> <p>50%</p>	<p>30%</p> <p>80%</p>
<p>Variable 3.3 Social protection</p> <ul style="list-style-type: none"> 1. Health expenditure not from household budget % (H-1c - percentage of health care expenditure NOT financed by private household's out of pocket payments) ILO 2011 	<p>40%</p> <p>30</p> <p>0%</p>	<p>60%</p> <p>90</p> <p>40%</p>	<p>80%</p> <p>180</p> <p>70%</p>

2. What is the mandatory minimum length of paid maternity leave (in calendar days)? Women Business and the Law 2014			
3. What percentage of wages are paid during maternity leave? Women Business and the Law 2014			
Enabling entrepreneurship (Index 4)	Lower	Mid	Upper
Variable 4.1 Starting a business	50	25	5
1. Cost (% of income per capital) World Bank	14	8	3
2. Procedures (number) World Bank	50	25	10
3. Time (days) World Bank			
Variable 4.2 Control	10%	20%	30%
1. Firms with female participation in ownership (average reported by firms) (%) World Bank	0	15	30
2. Employers, female (% of employment) World Bank			
Variable 4.3 Law	3 No	2 Yes	3 Yes
1. Women business and the law (World Bank)			
a) Can an unmarried woman register a business in same way as a man?			
b) Can a married woman register a business in the same way as a man?			
c) Can an unmarried woman open a bank account in the same way as a man?			
d) Can a married woman open a bank account in same way as a man?			
Structural equality (Index 5)	Lower	Mid	Upper
Variable 5.1 Socio-political	0	2	3
1. Number of government reservations to CEDAW			
Variable 5.2 Economic	0.4	0.65	0.9
1. Wage equality between women and men for similar work (ratio) World Bank			
Variable 5.4 Political participation	0%	20%	40%
1. Proportion of women in ministerial level positions (%)	10%	25%	40%
2. Proportion of seats held by women in national parliaments (%)			
Variable 5.6 Education	50	75	100
1. Educational attainment, at least completed lower secondary, population 25+, female (%) (cumulative)	10	15	20
2. Expenditure per student, primary (% of GDP per capita)			

Variable 5.7 Ownership	3 No	2 Yes	3 Yes
1. Women business and the law	20%	25%	40%
a) Do unmarried men and unmarried women have equal ownership rights to property?			
b) Do married men and married women have equal ownership rights to property?			
c) Do sons and daughters have equal inheritance rights to property?			
d) Do female and male surviving spouses have equal inheritance rights to property?			
2. Agricultural holdings headed by women (%) FAO			
Poverty (Index 6)	Lower	Mid	Upper
Variable 6.1 Poverty	10%	30%	50%
1. Poverty headcount ratio at national poverty line (% of population)	10%	30%	50%
2. Poverty headcount ratio of \$1.25 a day (PPP) % of population			
Variable 6.2 Wealth	1035	4000	13000
1. GNI per capita, Atlas method (current US\$)			
Variable 6.3 Inequality	60	45	30
1. GINI coefficient (UNDP)			
Variable 6.4 Gender equality	0.6	0.4	0.25
1. UNDP Gender Inequality Index (HDI)			
Coordination work (Index 7)	Lower	Mid	Upper
Variable 7.1 UNCT	2 No	1 Yes	2 Yes
1. Presence of:			
a) WEE-related joint programmes			
b) Integration of WEE within UNDAF			
Variable 7.3 Synergies	2 No	1 Yes	2 Yes
1. Presence of:			
a) Links to other thematic areas			
b) Economic recovery in peace and security			
Private Sector Work (Index 8)	Lower	Mid	Upper
Variable 8.1 Accountability	0	50	100
1. Number companies signed up to women's empowerment principles (WEPs)	No	-	Yes
2. Does UN Women work directly with the private sector			

(including through projects) Boolean			
Women's agency (Index 9)	Lower	Mid	Upper
Variable 9.2 Information and knowledge 1. ICT Development index (International Telecommunication Union) 2012	1	5	10
Variable 9.3 Literacy 1. Literacy rate, youth females (% females ages 15-24)	30%	60%	100%
Variable 9.4 Sexual and reproductive health 1. Unmet need for family planning (% married/in a union women aged 15-49) 2. Contraceptive prevalence (% women ages 15-49)	30% 30%	20% 60%	5% 90%
Economic opportunities (Index 10)	Lower	Mid	Upper
Variable 10.1 Health 1. Female adults with HIV (female % share of population ages 15+ with HIV) 2. Health expenditure, public (% of GDP) 3. Improved sanitation facilities (% of population with access) 4. Improved water source (% of population with access)	50% 2% 50% 60%	30% 5% 75% 80%	15% 7% 100% 100%
Variable 10.2 Stability 1. Inflation, consumer prices (annual %) World Bank		0.5%- 6%	
Variable 10.3 Access to finance 1. Account at a formal financial institution, female (% age 15+) 2. Account used for business purposes, female (% age 15+) 3. Account used to receive government payments, female (% age 15+) 4. Account used to receive remittances, female (% age 15+) 5. Loan from a financial institution in the past year, female (% age 15+)	15% 1.5% 3% 1% 3%	65% 6% 15% 6% 8%	95% 10% 35% 15% 15%
Variable 10.4 Employment 1. Ratio of female to male labour force participation rate (%) (modeled ILO estimate) 2. Ratio of female to male youth unemployment rate (% ages 15-24) (modeled ILO estimate) 3. Labor participation rate, female (% of female population ages 15+) (modeled ILO estimate)	30% 0.5/1.5 25%	55% - 50%	80% 1 70%
WEE resources (Index 11)	Lower	Mid	Upper

Variable 11. 2 UN Women budget	0.00	0.25	0.50
1. UN Women annual budget per woman (in population)	100,000	1m	2m
2. UN Wome annual budget (total)			
Government capacity (Index 12)	Lower	Mid	Upper
Variable 12.2 Budgeting	No		Yes
1. Does UN Women support gender rights budgeting in country (Boolean)			
Variable 12.3 Statistics	No		Yes
2. Does UN Women support national statistical capacity in relation to WEE (Boolean)			
Notes			
1. Alignment index was calculated by comparing the proxy indicators (higher/lower) with the UN Women response (higher/lower) to give a level of alignment between the two (more/less)			
2. All indicators in an index are weighted equally			
3. All data sourced from the World Bank unless otherwise stated			

The truth table

From here the process requires the use of fsQCA software developed by Charles Ragin. To construct the fuzzy scores, the three thresholds for each variable must be entered into the software. The software uses these thresholds to convert variable values into fuzzy membership scores, using transformations based on the logarithmic odds of full membership. The software analyses the data to produce a truth table, which displays all the possible combinations of causes leading to the outcome, which in this study is an effective WEE country strategy.

The truth table lists all the logically-possible outcomes, which is 2k, where k is the number of causal conditions. In this study there are 11 possible causal conditions, resulting in 27 configurations—a total of 594 possible paths to the outcome. Each case is now considered as a configuration—a combination of the characteristics selected—and the software reports how many instances there are of each configuration. Since there is limited diversity in social phenomena, it can be expected that there are many configurations of which there is no empirical evidence. The configurations for which there are no instances can be excluded from our analysis of what leads to greater effectiveness.

The evaluator must decide upon the level of consistency required. The raw consistency level, as shown on one of the right hand columns of the truth table (below), indicates which cases are most relevant. Ragin (2008b:78) suggests a consistency cut-off above 0.9 (i.e., anything that is below this in terms of consistency is excluded from the analysis). In the success column, a 1 is placed beside cases that meet the consistency threshold and a 0 by those that do not. In this evaluation, after running several analyses, the consistency threshold of 0.88 was chosen.

Three solutions

The truth table is now ready for the standard analysis, when a “minimization process” occurs. The minimization process uses the techniques of prime implicants and De Morgan's Law to generate three possible solutions. The software produces a complex, a parsimonious and an intermediate solution. The three solutions generated represent configurations that are deemed to be sufficient for the outcome to occur and each is based on different assumptions.

The different assumptions followed by the three solutions are:

- **The parsimonious solution** allows all counterfactuals (see below), both “easy” and “difficult” ones, and so may deliver an explanation that is unrealistically restricted.
- **The intermediate solution** incorporates only “easy” counterfactuals, and is the simplest to interpret. Counterfactuals are useful when there is limited diversity, as is the case in economic empowerment programming. The distinction between “easy” and “difficult” counterfactuals concerns whether or not a counterfactual that is assumed to be redundant is included or excluded from the solution.
- **The complex solution** excludes all counterfactuals.

When there is a configuration that is known to produce a successful outcome, and a redundant counterfactual is included in the combination on the conjecture that this will still lead to the outcome, this is considered an “easy” counterfactual. A “difficult” counterfactual is the inverse—an assumed redundant condition is removed from a configuration known to lead to the outcome, under the notion that outcome will still occur. Thus Ragin suggests that the best approach to interpreting the results is to view them on a continuum, where the complex solution is at one end, the parsimonious at the other end, and the intermediate solution somewhere in between the two. Here the intermediate solutions constitute subsets of the parsimonious solution and supersets of the complex solution.

Set-theoretics are used to interpret the solutions. Where instances of an outcome constitute a subset of instances of the cause, this condition is considered a necessary condition. After analysis and investigation of the variables, no necessary conditions were observed. To form a subset, the membership on the outcome, successful response, must be consistently less than the membership on the cause or configuration. A sufficient cause or combination of causes results when the membership score on the outcome is consistently higher than the membership score of the causal combination. The consistency score of a configuration is based on the minimum fuzzy score in each of the conditions (Kent 2008:4).

Ragin (2008a:44) defines set theoretic consistency as “the degree to which cases sharing a given combination of conditions agree in displaying the outcome in question”. It provides evidence of a sufficient cause or configuration by gauging how closely a perfect subset relation exists. Set theoretic coverage informs the researcher “the degree to which a cause or causal combination ‘accounts for’ instances of an outcome” (ibid). When studies have few cases, the coverage may be low, even when consistency is high, since there are often many paths to outcome with social phenomena. Coverage relates to empirical evidence rather than theory, and is similar to statistical variance. Consistency, on the other hand, is compared to statistical significance and Ragin (2008a, ch.3) emphasises that just as a statistical result with a significant-but-weak-correlation can exist, so too can highly consistent set theoretic relation with low coverage exist.

Configurations for success

For this evaluation, the intermediate solution is the simplest to interpret and the output table from the software for the intermediate solution is shown below. The table shows three configurations leading to economic empowerment programming.

In the table, ~ indicates negation and * indicates logical AND. The numbers relate to the Index Number (see Table F.1 above). Based on this, the intermediate solutions can be read as follows:

- Economic empowerment programming will be more effective where there are UN Women resources AND enabling conditions for entrepreneurship AND a *lack of* conditions for decent work
- Economic empowerment programming will be more effective where there are UN Women resources AND structural conditions of gender equality AND enabling conditions for entrepreneurship
- Economic empowerment programming will be more effective where there is government capacity AND women have greater agency AND strong coordination AND structural conditions of gender equality AND conditions for decent work

Table F.2 Intermediate solutions

Intermediate solutions	Raw coverage	Unique Coverage	Consistency
11weeres*4entrep*~3decwork	0.723763	0.089264	0.845070
11weeres*5struct*4entrep	0.638118	0.003619	0.786033
12govcap*9agency*7coord*5struct*3decwork	0.515078	0.147165	0.842209
	solution coverage: 0.874548		solution consistency: 0.759162

Table F.3 Complex solutions

Complex solutions	Raw coverage	Unique coverage	Consistency
~2align*~3decwork*4entrep*~5struct*~6poverty*~7coord*~8privsec*~9agency*~10econcoop*11weeres*~12govcap	0.641737	0.113390	0.923611
~2align*3decwork*4entrep*5struct*~6poverty*~7coord*~8privsec*~9agency*~10econcoop*11weeres*~12govcap	0.531966	0.003619	0.880239
~2align*3decwork*~4entrep*5struct*~6poverty*7coord*~8privsec*9agency*~10econcoop*~11weeres*12govcap	0.411339	0.129071	0.888021
	solution coverage: 0.774427		solution consistency: 0.850331

Table F.4 Parsimonious solutions

Parsimonious solutions	Raw coverage	Unique coverage	Consistency
------------------------	--------------	-----------------	-------------

~3decwork	0.901086	0.104946	0.665775
5struct	0.851628	0.055489	0.622575
solution coverage: 0.956574		solution consistency: 0.564815	

Analysis of effectiveness

An analysis was done to look for necessary causes, which is done separately to the truth table analysis. Index 4 entrepreneurship looks likely to be a necessary cause for effectiveness, and its absence, a sufficient cause for ineffectiveness. Two results did not quite fit this pattern, one being a considerable outlier, the other less so. If an index is found to be a necessary cause, it can be removed from the truth table analysis. The analysis was run both with and without Index 4 entrepreneurship and while the results were similar, the analysis incorporating Index 4 was found to have results with higher consistency and coverage and so is deemed better to explain effectiveness and these are the results that the team has used for their recommendations. The analysis was run with different consistency cut offs applied at the truth table stage of 0.9 and 0.88. The results were similar and the analysis with cut off 0.88 is discussed since this allowed for a slightly wider interpretation.

fsQCA generates three solutions: a complex solution, a parsimonious solution and an intermediate one. The complex solution disallows any counterfactuals in the analysis and so may produce unnecessarily complex solutions. The parsimonious solution allows all counterfactuals and so may deliver a result that is unrealistically parsimonious. The intermediate solution incorporates only “easy” counterfactuals⁸, and is the simplest to interpret. The best approach for interpreting the results is to view them on a continuum, where the complex solution is at one end, the parsimonious at the other end, and the intermediate solution somewhere in between the two. Here the intermediate solutions constitute subsets of the parsimonious solution and supersets of the complex solution.

Coverage relates to empirical evidence rather than theory and can be understood as similar to statistical variance. Consistency is compared to statistical significance. Charles Ragin emphasizes that just as a statistical result with a significant but weak correlation can exist, so too can highly consistent set theoretic relation with low coverage exist.⁹

The consistency of the parsimonious solution is too low for it to be significant and can be ignored. Consistency should be above 0.75.

To read the solutions, ~ indicates negation and * indicates logical AND. For example, the first intermediate solution is:

11weeres*4entrep*~3decwork

This suggests that the presence of WEE resources and entrepreneurship indices combined with the absence of decent work Index, are sufficient for effectiveness of WEE to occur. The procedure is sensitive to the data that is entered and this solution can thus be interpreted as their being several cases where adequate levels of WEE resources and high levels of entrepreneurship that record low levels of decent work have nonetheless been successful in economically empowering women. It is important to maintain the application of substantive and theoretical knowledge when interpreting the results.

⁸Counterfactuals are useful when there is limited diversity, as is often the case in social phenomena. The distinction between “easy” and “difficult” counterfactuals concerns whether or not a counterfactual that is assumed to be redundant is included or excluded from the solution. When there is a configuration that is known to produce a successful outcome, and a redundant counterfactual is included in the combination on the conjecture that this will still lead to the outcome, this is considered an “easy” counterfactual. A “difficult” counterfactual is the inverse: an assumed redundant condition is removed from a configuration known to lead to the outcome, under the notion that outcome will still occur. For more information see Ragin CC, *Redesigning Social Inquiry: Fuzzy Sets and Beyond*, Chapter 8, Chicago and London: University of Chicago Press, 2008.

⁹ Ragin CC, *Redesigning Social Inquiry: Fuzzy Sets and Beyond*, Chapter 3, Chicago and London: University of Chicago Press, 2008.

Looking at the complex solution, the reader becomes aware of the possible trivial outcomes that the analysis can produce. These are better interpreted as their being many cases that demonstrated an absence of the conditions but were nonetheless successful in the effectiveness of WEE.

Returning to the intermediate solution, Ragin advocates the removal of inconsistent conditions to produce the optimal intermediate solutions.¹⁰ If ~decentwork is removed, based on theoretical grounds, this leaves the following configurations as sufficient for effectiveness.

11weeresources*4entrepreneurship

11weeresources*5structure*4entrepreneurship

12governmentcapacity*9agency*7coordination*5structure*3decentwork

Each of these solutions receive a significantly high enough consistency, with the first and the third solution both receiving consistency of over 0.84, and the intermediate solution overall demonstrating consistency is 0.759. The overall coverage of these four combination is 0.87, indicating that these combined solutions explain 87 per cent of cases of effectiveness.

Looking at the truth table, it is possible to see that in all cases where the outcome effectiveness occurred, the indices of alignment, poverty¹¹, private sector and economic opportunity were absent. From this it could be interpreted that these indices are perhaps not as important for effectiveness to occur. Most likely this is due to the fact that these indicators are absent from many of the countries we have investigated. However, since the truth table only presents a few empirical instances of the outcome, it is best to interpret with caution.

Analysis of ineffectiveness

An analysis was also undertaken for ineffectiveness.¹² The analysis was run with different consistency cut offs, all above 0.9 but the analysis with consistency cut off 1.0 incorporates more succinctly the same results as the other analyses and so is used for the explanation.

The complex solution is too complex to be useful. The parsimonious solution should be interpreted with caution. It suggests that presence of agency, or of government capacity or of structure and coordination will result in ineffectiveness. This is a reflection of the data where some cases scored highly on these indices but were ineffective. Absence of WEE resources as well as absence of entrepreneurship is sufficient for Ineffectiveness. Since presence of entrepreneurship appeared to be a necessary cause (barring two outliers), its absence can be considered sufficient for ineffectiveness.

The intermediate solution generated includes absence of the following as to be sufficient for Ineffectiveness: WEE resources, entrepreneurship, economic cooperation, private sector, poverty (remember absence of poverty indicates high rates of poverty), and alignment. The last four of these can also be seen clearly as absent for all empirical examples of ineffectiveness in the truth table. The finding is that the combined absence of these indices is sufficient for Ineffectiveness.

¹⁰ Ibid, p. 172.

¹¹ The Poverty Index was inverted meaning that presence of poverty in the analysis indicates a score on the Poverty Index. Countries with higher scores (closer to 1) demonstrate less poverty; countries with lower scores (closer to 0) demonstrate higher poverty.

¹² Where Ineffectiveness = 1 – Effectiveness.



Table F.5: Calibrated fuzzy sets scores for all indices and cases

Case	Effectiveness	Alignment	Decent Work	Entrepreneurship	Structural Equality	Poverty	Coordination	Private Sector	Agency	Opportunity	Resources	Govt Capacity
1	0.55	0.08	0.03	0.92	0.30	0.33	0.05	0.05	0.04	0.07	0.58	0.05
2	0.13	0.45	0.50	0.61	0.48	0.83	0.05	0.05	0.74	0.48	0.31	0.95
3	0.53	0.26	0.47	0.68	0.23	0.33	0.50	0.06	0.56	0.38	0.51	0.05
4	0.44	0.36	0.77	0.42	0.52	0.16	0.73	0.05	0.57	0.47	0.06	0.95
5	0.05	0.21	0.70	0.62	0.30	0.81	0.73	0.05	0.67	0.63	0.07	0.50
6	0.30	0.49	0.78	0.51	0.47	0.59	0.28	0.79	0.95	0.48	0.12	0.50
7	0.32	0.23	0.69	0.73	0.32	0.25	0.28	0.05	0.07	0.46	0.52	0.05
8	0.24	0.31	0.55	0.41	0.46	0.59	0.50	0.05	0.77	0.46	0.12	0.05
9	0.27	0.37	0.51	0.72	0.43	0.49	0.28	0.51	0.71	0.24	0.56	0.50
10	0.36	0.42	0.70	0.65	0.45	0.40	0.73	0.05	0.08	0.26	0.21	0.50
11	0.17	0.24	0.60	0.72	0.21	0.15	0.28	0.05	0.68	0.40	0.34	0.50
12	0.29	0.24	0.55	0.65	0.36	0.71	0.50	0.50	0.70	0.34	0.44	0.50
13	0.78	0.30	0.56	0.55	0.38	0.17	0.28	0.50	0.16	0.49	0.56	0.50
14	0.28	0.20	0.72	0.74	0.43	0.28	0.73	0.05	0.04	0.27	1.00	0.05



Case	Effectiveness	Alignment	Decent Work	Entrepreneurship	Structural Equality	Poverty	Coordination	Private Sector	Agency	Opportunity	Resources	Govt Capacity
15	0.49	0.53	0.49	0.86	0.46	0.58	0.50	0.06	0.76	0.48	0.09	0.50
16	0.35	0.28	0.64	0.79	0.60	0.77	0.73	0.05	0.80	0.49	0.87	0.50
17	0.16	0.27	0.78	0.76	0.61	0.17	0.28	0.50	0.05	0.45	0.14	0.50
18	0.44	0.41	0.58	0.67	0.34	0.51	0.73	0.50	0.38	0.35	0.21	0.95
19	0.30	0.15	0.51	0.48	0.55	0.16	0.50	0.50	0.23	0.30	0.27	0.05
20	0.46	0.35	0.38	0.57	0.31	0.51	0.28	0.50	0.36	0.14	0.49	0.05
21	0.17	0.17	0.31	0.67	0.28	0.08	0.28	0.50	0.44	0.42	0.16	0.05
22	0.06	0.42	0.75	0.98	0.59	0.17	0.28	0.05	0.40	0.39	0.84	0.05
23	0.39	0.40	0.71	0.62	0.51	0.38	0.50	0.05	0.26	0.26	0.31	0.50
24	0.19	0.34	0.65	0.44	0.39	0.23	0.73	0.05	0.26	0.42	0.14	0.50
25	0.19	0.44	0.73	0.50	0.60	0.67	0.28	0.52	0.74	0.48	0.06	0.95
26	0.17	0.24	0.33	0.27	0.21	0.58	0.50	0.50	0.66	0.26	1.00	0.95
27	0.21	0.27	0.79	0.48	0.55	0.06	0.73	0.05	0.57	0.50	0.09	0.05

All raw and calibrated fuzzy set data is available to download from: <https://www.dropbox.com/s/x2fjtxwii5fz5kx/fsQCA%20Final.zip?dl=0>

Annex G: Contribution analysis

The following table presents each of the changes that are reported in Section 3.2 of the main report (effectiveness). It then synthesises the main other contributing factors to these changes, the role of UN Women, and the plausible contribution of UN Women actions to the observed result (as high, medium or low). The data for this table was drawn from the all of the evidence that was gathered for the evaluation, including the HQ case study, the country case studies, the literature review, the portfolio analysis, the surveys and the different systems analyses (critical systems, fuzzy sets and social networks).

Plausible contribution is rated as high, medium and low based on two factors: (1) a comparison between the links to UN Women (including drawing on the TOC) and potential other contributing factors; and (2) the strength of evidence (using triangulation) supporting attribution to UN Women interventions.

Table G.1: Contribution of UN Women to major results reported under effectiveness

Changes reported under Section 3.2	Likely other contributors	Links to UN Women	Evidence	Plausible contribution	Gender equality/human rights implications
General Assembly resolutions, including on women in development, rural women and violence against migrant workers	Gender experts in UN agencies, UN DESA and member states' missions; external researchers and civil society advocacy	Intergovernmental advice, CSW facilitation and research, Secretary-General report preparation	Resolutions 66/216 and 68/227 include a strong focus on decent work, unpaid care work and social protection; 66/129, 68/139 are on rural women; and 66/128, 68/137) on migrant women	Medium	Specifically targets marginalized groups based on gender and human rights analysis
Advances in the integration of WEE in the still evolving post-2015 development agenda	Open Working Group members, including gender advocates from other UN entities	Rio +20 outcome document, <i>The Future We Want</i> , participation in open working group, preparation of position papers	Open Working Group Proposal for 17 goals and 174 targets, which was adopted on 19 July 2014; includes significant advancements in addressing WEE	Medium	Specifically mainstreams gender in many goals and indicators, plus a standalone goal; some indicators require further engendering in relation to WEE

Changes reported under Section 3.2	Likely other contributors	Links to UN Women	Evidence	Plausible contribution	Gender equality/human rights implications
Informing debates and discussions, and facilitating the achievement of consensual positions among Member States	Member States' missions and appointed advisers	Secretariat for CSW, work with OHCHR on CEDAW reporting	Commission on the Status of Women, CEDAW reporting	High	Directly relates to gender equality and human rights
Putting the issue of rural women on the global intergovernmental agenda	Member States' delegations, UN entities (DESA, FAO, WFP, IFAD), accredited NGOs, Secretary-General, GFAR	Intergovernmental advice, CSW 56, Secretary-General report preparation, joint programme development	Secretary General's Report, CSW56, Rural Women's Economic Empowerment Programme, Nepal country case study	Medium	Responds to a large poor group, but some global narratives of feminization of agriculture among stakeholders risk missing intersections with culture, technology and urbanization
UN Conference on Sustainable Development held in Rio de Janeiro, Brazil, in 2012 (Rio+20).	Conference attendees, UN DESA	UN Women Brazil helped organize the women's caucus and events; UN Women advocated for the adoption of a stand-alone gender outcome; UN Women facilitated gender aspects of <i>The Future We Want</i>	<i>The Future We Want</i> , conference proceedings	Medium	Created platform for mainstreaming and standalone gender goals in post-2015
UN System-wide Action Plan (SWAP)	Chief Executives' Board, UNDG, UN entity gender experts, Secretary-General	UN Women facilitated the negotiation of the action plan	UN SWAP document; interviews with stakeholders.	High	Introduces accountability mechanisms for the UN System Policy on Gender Equality
13 joint programmes	UN entities,	UN Women has initiated	Interviews with	High	Programmes are designed

Changes reported under Section 3.2	Likely other contributors	Links to UN Women	Evidence	Plausible contribution	Gender equality/human rights implications
at the global level that have either been implemented or designed during the evaluation period	pressure from donors	many of its joint programming relationships.	stakeholders		based on gender analysis and with reference to human rights principles; many could more explicitly reference CEDAW concluding observations, establish disaggregated baselines, and monitor disaggregated outcomes
Status of UN Women within the UN Country Teams (UNCTs) has been elevated through the country representative position	Resident coordinators, UN agency heads, global memoranda of understanding between UN Women and other UN entities	Regional architecture roll out including upgrading the status and scale of many country offices and representatives	Country case studies interviews	High	Gives gender a stronger voice in UNDAF and UNCT processes; the changes in UN system gender responsiveness could, in future, be captured through SWAP
Participation of women in macro level policy dialogue	UNDP, UNFPA, UNICEF, Resident Coordinators System, ILO, women's coalitions, ministries of gender, NGOs, activists	Convening activities around particular national and international events	Convened platforms and mobilized rights holders' groups to participate in political processes that have macroeconomic implications	Medium	Relies on the representativeness of the women's movement in each case, limited monitoring data is available regarding the socio-economic background of participants
Overall 2.0 point increase in EIU Women's Economic Opportunity Index	Global financial recovery, national monetary and fiscal policies,	All WEE programme activities	World Bank and IMF economic analyses suggest that many factors will have contributed to	Low	Measures average effects and does not disaggregate to whom these accrue, or the level of protection afforded to gains



Changes reported under Section 3.2	Likely other contributors	Links to UN Women	Evidence	Plausible contribution	Gender equality/human rights implications
between 2010-2012 (EIU 2012)	international trade, domestic legislation, feminist movement, religious conservatism		these changes, implying that UN Women's contribution is part of an overall positive trend		
Lifting households above the economic poverty line and increasing women's sense of confidence	Macro economic conditions, other projects and programmes, globalisation, private sector investment, individual agency	(Primarily) micro-level programme activities	UN Women reports and evaluations; many factors will have contributed to these changes, with access to finance or skills the last step to income generation	Medium	Programmes target marginalized groups by geography and using civil society organizations; scope for more explicit links to CEDAW concluding observations, human rights analysis, disaggregated baselines, longitudinal monitoring, and disaggregated outcome tracking; scope for strengthening links to household-level gender based violence and more work with positive masculinities
Increased evidence on WEE and development of rights based approaches to WEE	Universities, think tanks, NGOs, UN entities, Bretton Woods institutions, heterodox economists.	UN Women Research and Data has directly produced major global publications, Policy Division has funded the Evidence and Data for Gender Equality (EDGE) statistics work with UNDS, and some country offices are	Progress of the World's Women Report; World Survey on the Status of Women in Development; EDGE; country-level time-use surveys and engendering modules of demographic and labour	High	Major contributions to disaggregated data availability that is relevant to policy makers



Changes reported under Section 3.2	Likely other contributors	Links to UN Women	Evidence	Plausible contribution	Gender equality/human rights implications
		funding time-use surveys, census modules, or technically supporting other surveys	force surveys; support to engendering census surveys to reveal the invisible work of women		
24,000 women reported increased income as a result of programmes implemented by the FGE	Macro economic conditions, other projects and programmes, globalization, private sector investment, individual agency	Between 2011-2014, at least 44 countries supported to implement WEE related work under the FGE; \$9.2 million USD distributed to 27 economic empowerment projects	Internal monitoring documents, cluster evaluation, Zimbabwe country case study	Medium	Programmes target marginalized groups by geography and using civil society organizations; scope for more explicit links to CEDAW concluding observations, human rights analysis, disaggregated baselines, longitudinal monitoring and disaggregated outcome tracking; scope for strengthening links to household-level gender based violence and more work with positive masculinities
Communicating normative developments to the field and sharing relevant information	Individual staff members' personal interests, social networks	Informal sharing, email circulars, management relationships, town hall meetings, intranet, Knowledge Gateway	Country case study interviews, internal survey	Medium	Grounded in human rights and gender equality; there will be a future need to consider the "last mile" of the Knowledge Gateway—engaging the unconnected
Harvesting experience from its operational experience and using	Consultants	Ad hoc information gathering exercises, knowledge fair	3 Secretary-General reports to feed into the discussions of the 56th CSW	Medium	Scope for bringing together knowledge efforts and for developing human-rights based global monitoring indicators



Changes reported under Section 3.2	Likely other contributors	Links to UN Women	Evidence	Plausible contribution	Gender equality/human rights implications
it to influence its normative work					
Increased number of partnerships and collaborations	Corporate social responsibility trends, UN reform, donor pressure	Executive Director's Office leadership, partnership teams and countries	Partnership agreements, country case studies (Jordan, Moldova, Bolivia), Coca-Cola Company, CSAGs, PSLAC	High	Partnerships are designed based on gender analysis and with more-or-less reference to human rights principles, depending on the partner; scope to more explicitly reference CEDAW concluding observations, establish disaggregated baselines, and monitor disaggregated outcomes
Women's Empowerment Principles (WEPs) uptake, including major corporations representing thousands of employees	UN Global Compact	UN Women developed the WEPs, established the partnership with the UN Global Compact, and promotes the WEPs directly (website, WEF, etc.)	By October 2014, 814 company CEOs have signed the WEP statement; reports of promotional actions by UN Women teams	High	Recognized scope exists for strong monitoring, reporting and accountability mechanisms



Detailed breakdown of UN Women's reported results under Strategic Plan Goal 2

This section presents a full breakdown of UN Women's tracked results (source: resulttracking.unwomen.org) for Strategic Plan Goal 2 (WEE) for all countries in the portfolio analysis, 2011-2014. It draws off both logframe data and the narratives provided by country offices. A total of 880 pages of data were synthesised. Where relevant, selected WEE-related results reported under Goal 5 were also included.

Aggregate programme contributions

In addition to the major contributions highlighted above, an assessment has been undertaken of results reported by portfolio countries as part of the UN Women results tracking system. Based on the evaluation country cases, these are likely to represent a slight underestimate of effectiveness. The raw data for these calculations is also presented, mapped to the reconstructed TOC.

The plausible global contribution was calculated based on the 50 per cent sample used for the portfolio analysis—doubling the results identified from the sample countries.

Table G.2: Assessment of aggregate contributions of UN Women to the WEE TOC

Result	Plausible global contribution	Plausible contribution by UN Women	Gender equality/human rights Implications
56,000+ people provided with capacity development training (est. minimum 95% women)	More than 112,000 people (106,000 women) provided with capacity development training	High —represents a direct output of projects	Targeting of trainees is based on country strategies, that take account of gender analysis and human rights principles; some training data disaggregated by sex, but not consistently; no disaggregation by other gender groups; human rights groups can be derived from descriptions of training, but not explicitly tracked; insufficient data available on the outcomes of training



<p>40,000 people provided with enhanced access to information and services (est. 80% women)</p>	<p>At least 80,000 people (64,000 women) provided with enhanced access to information and services</p>	<p>Medium/high—represents mostly direct outputs of projects, with some based on influencing partnerships</p>	<p>Targeting of services is based on country strategies, which take account of gender analysis and human rights principles; very little data disaggregated by sex, mostly because services are part of national infrastructure; no disaggregation by other gender or human rights groups; insufficient data available on livelihood outcomes</p>
<p>1,500 women with improved access to markets</p>	<p>3,000 women with improved access to markets</p>	<p>High—represents direct output of projects</p>	<p>Targeting of market projects is based on country strategies, which take account of gender analysis and human rights principles; all beneficiaries are direct, and recorded as women; insufficient data available on livelihood outcomes</p>
<p>At least 37 national policies (15), strategies (14) and laws influenced and engendered affecting 15 countries</p>	<p>A minimum of 70 national policies, strategies and laws engendered affecting the lives of women in at least 30 countries</p>	<p>Medium—largely the outcome of technical assistance</p>	<p>Targeting of laws, policies and strategies is based on country strategies, which take account of gender analysis and human rights principles; no data provided on coverage, or disaggregation by gender or human rights groups; no data available on WEE outcomes</p>

Attributable immediate results from UN Women activities

The following results have been reported in the UN Women Results Tracking System by country and programme offices included within the Level 2 portfolio analysis. They have been mapped to the reconstructed implicit TOC for WEE at the global level. According to this TOC, the following results can be reasonably considered to be fully or largely attributed to UN Women.

Support spaces for dialogue and coordination	
A joint UN Platform on WEE with recommended interventions finalized and disseminated	Albania
Supported the establishment of women's committees in 2 Upper Egypt Governorates	Egypt
Farmers association (Fas) in Egypt would agree to establish a women's committee, 14 women candidates won the elections	Egypt
Supported the registration of 838 women in the Syndicate of Administrative and Social Services	Egypt
Development of gender-responsive business incubator clusters and value chains upgrading	Ethiopia
Activities focused around linking grassroots women to national programmes started	Uganda
Evidence based advocacy and policy dialogue	
Developed training manual on women's inheritance and Mahr rights and organized training in 3 regions (North, East and Central) to create awareness among women and men local leaders, CSOs, parliamentarians and women advocates	Afghanistan
Proposal for amendments on maternity benefits specified in the Law on Protection of Families with Children	Bosnia and Herzegovina
A spot on domestic workers' rights was launched on Brazil's largest TV channel	Brazil
Produced 5 short films developed on women working in non-traditional jobs, screened on the TV	Egypt
UN Women and Coca Cola Global partnership, two TV advertisements reached at least 10 million across Egypt	Egypt
7 documentaries developed and disseminated reaching out to different target audiences	Egypt
Development of three episodes of "Gowa el Beyout" (Inside Homes), first e-magazine published in Egypt addressing the issue of domestic workers	Egypt
Partnerships with the media in 15 districts led to the establishment of information dissemination mechanisms on safe migration	Nepal
Joint recommendations with UNDP for legislative changes, the improvement of women's access to justice, and the enforcement of women's equality into the national dialogue on land reform	Viet Nam
Knowledge generation and circulation	

Study on Women Entrepreneurs conducted and validated by the Ministry of Economy and Trade	Albania
Gender analysis of active labour market measures conducted in three pilot regions	Albania
Gender Wage Gap Study	Albania
Pilot application for the Time-use Survey in a group of indigenous families in four communities	Bolivia
Time-use Survey and on indicators for monitoring policies for women; data disaggregated by sex and race disseminated through the Portrait of Inequalities	Brazil
Developed 5 info-graphic videos on the Gender Equity Seal used in more than 10 focus groups	Egypt
A regional study was conducted on migrant domestic workers where Ethiopia was one of the case studies	Ethiopia
Study "Impact of conditional cash transfer on the distribution of time of household" by Rafael Landivar University	Guatemala
Study "Empowerment of women—Economic support of Guatemalan Women" was finalized	Guatemala
"Statistical compendium on girls and adolescents in Guatemala" was completed and presented with disaggregated life cycle data	Guatemala
Study "Guatemala: Gender indicators" was finalized	Guatemala
Report "Nepali women in the Middle East" documented the situation of Nepali women migrant workers in four Middle Eastern countries	Nepal
Situation analysis of Women in Cross-Border Trades (WICBT) in Nigeria was conducted	Nigeria
Survey conducted on socio-cultural and economic causes of HIV transmission among women	Nigeria
A broad-based review of provincial labour laws with a gender lens for the purpose of further review and amendment according to international and national commitments on gender equality and WEE	Pakistan
Production of the Papua New Guinea Country Gender Assessment	Papua New Guinea
Prepared a briefing on gender issues and conditional cash transfer for World Bank to feed into the formulation of the World Bank—Government Programme on Conditional Cash Transfer (US\$ 100 million)	Viet Nam
Gender audit of the mining, tourism and indigenization policies	Zimbabwe
Technical and financial support to capacity development	
Capacity building of the gender focal points appointed by the Ministry of Rural Rehabilitation and Development at central and provincial level	Afghanistan
Youth employment services of two regions of Albania are gender mainstreamed	Albania

Two action plans dedicated to young women inclusion in the labour market were undertaken and finalized in cooperation with youth employment service	Albania
Developed and implemented guidelines for safer migration	Bangladesh
Developed a training manual for Labour Attachés delineating their roles, responsibilities and services to be provided	Bangladesh
Contributed to the development of the Climate Change Gender Action Plan, led by International Union for Conservation of Nature and Natural Resources	Bangladesh
Developed institutional capacity on mainstreaming of gender and women's rights in six municipalities and two departmental governments	Bolivia
5 rural groups with emphasis on women agricultural producers have been formed' productive projects have been developed and knowledge and capacities built to exercise their citizen and gender rights	Bolivia
Instruments to mainstream gender with an intersectional approach developed and adopted in the Ministry of Economic and Social Inclusion, Ministry of the Environment and Confederation of Nationalities of Ecuador	Ecuador
Conceptualized a mechanism in partnership with civil society and the Social Fund for development for productive asset transfer to the poorest of the poor women and families	Egypt
Capacity development of 20 domestic workers who are establishing a new NGO with more than 2,500 members	Egypt
Gender Gap Assessment Tool developed and finalized in partnership with ILO	Egypt
100 villages project and women's small business enterprises	Egypt
Provision of business development skills for women entrepreneurs (small and micro enterprises)	Ethiopia
Capacity development of institutions providing business development skills to undertake gender analysis	Ethiopia
Built capacity of regional Land Administration Bureaus in 2 regions to implement joint land certification for the benefit of women	Ethiopia
200 women provided with time and labour saving technology	Ethiopia
Technical assistance to Center for the investigation on national Economy (CIEN) to develop the study on women's access to economic assets and services	Guatemala
Supported 251 small holder farmers (241 women, 10 men) from 10 self-help groups with delivery and installation of 10 farmer kits	Kenya
Creation of "one window" approach for provision of information and services under the auspices of local administration, providing space for around nine service providers	Moldova
New information system for the JISB has been developed and tested with the view to improve service provision through monitoring	Moldova

the cases	
Support to legal registration of women's organizations, training and provided technical assistance in order to enhance their entrepreneurship skills reaching out to 7342 women	Mozambique
UN Women has placed GRB technical adviser in the Ministry of Finance	Nepal
Building of 3 women's Potters Hut at the Ushafa Pottery and Economic Empowerment Centre	Nigeria
Assisted the National Capital District Commission (NCDC) to revise the organizational structure of the Markets Division	Papua New Guinea
Supported the Ministry of Trade on gender mainstreaming and a review of trade and enterprise development policies	Tanzania
A learner-centred and rights-based standard pre-departure orientation curriculum for women migrant workers	Viet Nam
Draft model gender-responsive Mining Policy and two policy briefs on Indigenization and Tourism sectors were developed	Zimbabwe

Attributable outputs

The following results have been reported by UN Women country and programme offices included within the Level 2 portfolio analysis. They have been mapped to the reconstructed implicit TOC for WEE at the global level. According to this TOC, the following results can be reasonably considered to be fully or largely attributed to UN Women.

Enhanced capacities and skills

80% of girls graduated from English and computer training courses in Parwan Province in 2012, through the Directorate of Women's Affairs, with new employment oriented skills	Afghanistan
350 rural teenaged girls and women received English language and computer skills training through four ICT centres supported by UN Women in 2013	Afghanistan
300 workers were trained as care-givers (as an upgrade from domestic work) in 2 training centres supported by UN Women	Bangladesh
3,476 women received specialized training and of those 2,000 also received small grants to support them to establish new, more sustainable livelihoods.	Bangladesh
4,000 women were trained in management, technical and productive skills	Bolivia
Tools to include the care economy as an essential concept to make decisions regarding the eradication of poverty and extreme poverty	Ecuador
Gender responsive strategy developed by the Social Fund for Development with focus on internal statistics disaggregated by	Egypt

gender	
Built capacities of 50 women living with HIV and jobs have been secured through the establishment of a weaving centre	Egypt
360 women capacities built in agri-business value chain in the post harvest centres and the farmer associations	Egypt
600 women capacities built in different vocational skills as well as entrepreneurial skills, 50% placed in jobs	Egypt
23 women are certified trainers on the Training Package on Gender and Entrepreneurship “Get Ahead for Women in Enterprise”	Egypt
70 women capacities built and received income generating productive assets	Egypt
Capacities of 132 women have been raised to enable them to work in/run income generating projects in Qena	Egypt
600 men and women’s capacities built on the concept of equal opportunities through the Gender Equality Seal (GES) training	Egypt
921 women received training on business development skills, including in improved agricultural practices	Ethiopia
275 experts were trained as trainers on business development skills	Ethiopia
Training of 120 public servants on gender issues	Guatemala
297 Municipal Office of Women have guided function manual and tools to complete its mandate according to municipal code	Guatemala
Training for 13 women cooperatives (CONFECOOP) to teach public policy with gender equality	Guatemala
30 women graduated in hairdressing and tailoring and being supported with in kind contribution	Jordan
153 women were sensitized on doing business with government as a market opportunity	Kenya
100 women entrepreneurs benefit from a technical skills training on strengthening productivity and market linkages specifically for women poultry farmers	Kenya
Capacity of 145 poultry farmers built on innovative and technology based farming skills	Kenya
1,800 women in the informal sector gained access to business development and financial literacy skills	Liberia
20,000 women participated in the joint programme on gender equality which provides women with the tools to build their own futures	Liberia
2,204 women have completed the literacy and numeracy training	Liberia
1,250 women in cross border trade were reached with the training	Liberia
Training and assistance to 325 community members, 226 women, who started to produce energy saving stoves	Mozambique
30 central and provincial level staff in decision making positions were for the first time trained on gender and disasters	Mozambique

Capacity building of micro and small entrepreneurs (women and youngsters) targeted 1500 people	Mozambique
502 women members of the Community Risk Management Committees across the country benefited from capacity building	Mozambique
35 women and 20 men were targeted with information on conservation agriculture techniques	Mozambique
Community Alert Groups (CAGs), have been established in 31 Village Development Committees (VDCs) and equipped with an enhanced understanding on safe migration issues	Nepal
854 representatives from the local government bodies/judiciary were equipped with an improved understanding on safe migration issue	Nepal
462 local development officials were oriented on safe migration issues	Nepal
593 POURAKHI network members were equipped with an improved understanding of safe migration issues.	Nepal
21 members of the network were provided paralegal training	Nepal
44 leading district networks of women migrant workers were equipped with an improved understanding of organizational development, planning and resource mobilization	Nepal
1,200 young women from all over Nigeria won grants ranging from 1m—10 million naira and mentoring for their businesses	Nigeria
544 women gained skills for the management of their business as well as a new trust and confidence in their capacity	Palestine
Young Entrepreneurs of Palestine placed 60 rural women with well-established professional women in order to train them in areas of marketing, management and new designs	Palestine
194 women benefitted from the basic English training courses	Palestine
167 women received computer literacy courses	Palestine
360 women received capacity development training to ensure viable and functional Board of Directors for the Women's Centres	Palestine
Civil servants' increased knowledge on gender concepts and expertise in the use of practical tools for mainstreaming and monitoring gender	Rwanda
1,238 women in cross border trading trained and coached in business development/skills and cooperative management	Rwanda
102 women and men benefited from training on entrepreneurship development for women farmers	Rwanda
Disadvantaged women in three remote communities have been empowered to lead solar electrification of villages	Tanzania
49 officers from the Ministry of Trade and the Ministry of Community Development, Gender and Children trained in gender mainstreaming use standardized methods	Tanzania

Tanzania Women Chambers of Commerce Communication strategy finalized	Tanzania
605 women traders benefiting from training and information on cross border trade rules, procedures, regulations and on their rights to protection and social services	Tanzania
22 trainers or advocators from the border regions were trained as trainers	Tanzania
525 women in remote communities that benefited from training on economic engagement/entrepreneurship skills and sustainable livelihoods	Tanzania
73 government staff improved their knowledge on international migration laws, women human rights and international instrument	Viet Nam
260 district and private sector staff improved their knowledge on international migration laws, women human rights and international instrument	Viet Nam
200 women have been trained in exhibitions for national market fairs	Zimbabwe
67 women have been trained in business practice	Zimbabwe
18 women have been trained in export marketing and trade agreements	Zimbabwe
1,474 women were supported through skills training in manufacturing and food processing, and equipped with legal knowledge on trade, investment and mining laws, regulations and policies	Zimbabwe
3,161 rural based women gained skills in business management and enterprise skills	Zimbabwe
Capacity strengthening on gender budgeting among 60 government gender focal persons and technocrats	Zimbabwe
Reliable data, research and knowledge	
GRB courses were approved and become part of official curricula of Master Studies in Gender Studies Programme at University Sarajevo	Bosnia and Herzegovina
Geo-referenced inventory on women's economic entrepreneurs in rural areas incorporated into the National Planning and Programming Secretariat's National Information System	Guatemala
7 studies on local women's economy analysed with national decision makers	Guatemala
16 Municipal Office of Women have baseline on technical, political and administrative situation	Guatemala
Took the lead in coordinating the drafting of a UN briefing note for the UN Special Rapporteur on the human rights of migrants for his visit to Qatar	Nepal
Development of a set of 47 indicators for monitoring the gender-responsiveness of social protection targets of the Government Action Plan of Social Protection 2012-2020	Viet Nam

Supported developing and maintaining the electronic sex disaggregated data on migrant workers, including interpreting the data for better understanding the situation of women migrant workers in Viet Nam	Viet Nam
Strengthened dialogue, coordination and policy making	
Drafting of the Women's Economic Security and Rights strategy together with an implementation plan	Afghanistan
Inter-ministerial Working Group of Women Entrepreneurs is established and launched	Albania
Mayors of municipalities Ljubinje, Teslic, Vogosca, and Bugojno issued official commitments to include findings from 2 GRB analyses supported by UN women into 2 local social sector budgets	Bosnia and Herzegovina
The Ministry of the Environment, thanks to the methodology for mainstreaming gender in environmental management, is implementing programmes that link aspects of environmental management, climate change and food sovereignty	Ecuador
Linking of cooperatives, female entrepreneurs, associations and income-generating groups	Ethiopia
Ministry of Women Children and Youth Affairs initiated dialogues at the regional levels on the issue of informal and domestic work	Ethiopia
First National Congress on Racism and Discrimination	Guatemala
Cooperation agreement with the National Confederation of Cooperatives (CONFECOOP) to provide the technical assistance	Guatemala
3 regional forums on promoting equal access for women owned businesses in public procurement	Kenya
Establishment of the Central American Observatory on Gender and Enterprises	Mexico
Started the implementation of the National Action Plan on Gender, Environment and Climate Change	Mozambique
First-ever National Conference on Migration	Nepal
141 vendors at Gerehu and 263 vendors at Gordons have registered to vendor associations	Papua New Guinea
Emergence of a strategic and effective partnership between Rwanda and the main regional economic communities in the Great Lakes Region	Rwanda
4 Women's Cross-Border Traders (CBT) networks strengthened	Tanzania

Plausible contribution to outcomes

The following results have been reported by UN Women country and programme offices included within the Level 2 portfolio analysis. They have been mapped to the reconstructed implicit TOC for WEE at the global level. According to this TOC, the following outcomes can be reasonably considered as having partly resulted from UN Women's contributions.

Gender equality advocates influence policies and strategies	
Supported the activities of the Women's Economic Security and Rights Network	Afghanistan
Institutional and political strengthening of the National Federation of Domestic Workers	Brazil
First of its kind women's committee elections in 6 governorates in Upper Egypt	Egypt
Revised guidelines provide for 33% representation of women in the local level planning and budgeting processes	Nepal
National planning and policy formulation for the transformation agenda in Nigeria incorporated demands of gender equality advocates	Nigeria
50 gender equality advocates are empowered to influence policy	Nigeria
130 women leaders and gender advocates engaged in policy discussions with sector agencies and local governments to advocate for the improvement of women's economic empowerment	Tanzania
Gender responsive services	
11 municipalities signed agreements and provided resources to support women producers	Bolivia
Launch of Brasil Carinhoso, a programme that complements the Bolsa Família programme, increase the amount of cash transfer for women and expands women's access to day care services	Brazil
7 Service Centers for Women Entrepreneurs are operational in Guatemala, providing technical and financial services to more than 10,000 women	Guatemala
Percentage of enrolled female beneficiaries in the Graduates Internship Program rose from 21% to 42%	Jordan
UN Women worked closely with UNDP and UNCDF to design programming to increase rural women's access to financial services	Liberia
Micro-finance institutions received support to directly lend to 2,200 rural women who previously did not have access to financial services	Liberia
10 functioning women's empowerment centres offering peace building activities, financial services, family planning commodities and literacy	Liberia
2 gender friendly warehouses established	Liberia

4 Pilot Joint Information and Services Bureaus resulted in reaching out to more than 2,000 beneficiaries, out of which more than 65 percent are women and 80% are from rural areas	Moldova
Joint information and services bureau approach was replicated in 12 new districts of Moldova, including in Security Zone, bringing the total number of covered districts to 20	Moldova
Construction of the National Centre of Women's Empowerment	Mozambique
Implemented the pilot reintegration programme for women migrant workers in support of International Fund for Agriculture Development (IFAD)	Nepal
Foreign Employment Promotion Board allocated NRs 3 million (approx. \$35,300) to benefit 232 returnee women migrant workers in enterprise development	Nepal
1,272 issues were reported in the media campaign in fifteen (15) districts on the safe migration issues	Nepal
Increase in number of women expressing willingness to assert their property and inheritance rights and the existence of community based structures for the promotion and protection of this right	Nigeria
5 sustainable cassava processing centres	Nigeria
Piloting gender-responsive infrastructure with a focus on transport and services that reduced women's time burden and enhanced their productivity	Pakistan
Established a network of 49 women's centres that ensure holistic service provision creating the basis for an enabling socio-economic environment	Palestine
Holistic service provision to an estimated 28,000 women	Palestine
An electronic bill pay system means 3 market authorities are now able to collect fees securely and thus avoid corrupt practices and women can pay fees more securely	Papua New Guinea
Piloting electronic vendor registration system	Papua New Guinea
Market authority revenue collection has increased by 673%	Papua New Guinea
Protection incident rapid reporting and guidelines for reporting of incidents of violence at the markets	Papua New Guinea
3 adapted safety audits carried out and results incorporated into market plans for infrastructure	Papua New Guinea
Ministry of Trade has developed guidelines and set up gender desks at the borders within the East African Community	Tanzania
Strengthened enabling institutional framework	
Reform of the Law on Economic Aid and Social Services, expanded the categories of women beneficiaries of cash transfers,	Albania

including trafficked women, women survivors of domestic violence and women in the process of divorce	
National Justice Strategy was developed and adopted with strong references to Albania's gender equality commitments relevant for the justice sector as per CEDAW and its concluding observations	Albania
Active labour market measures gender mainstreamed in 4 regions of Albania	Albania
Draft inter-sectorial Employment Strategy 2013-2020 was engendered	Albania
A specific programme for the support and promotion of women entrepreneurs as integral part of the Action Plan of the Business Development Sector Strategy 2013-2020	Albania
Gender perspective was mainstreamed in the Vocational Education and Training Strategy	Albania
Draft emigration nill in that addresses women migrant workers' needs	Bangladesh
Overseas Employment & Migrants' Welfare Act 2013 acknowledges women workers as independent worker who can migrate for work, and stipulates the policy of equality.	Bangladesh
Overseas Employment Policy 2013 (draft) has a separate section dedicated to women migrant workers of Bangladesh addressing specific needs	Bangladesh
Approval of the Convention 189 on Decent Work for Domestic Workers, followed by Recommendation 201, at the 100th International Labour Organization Conference	Brazil
Number of WEPs signatory companies increased to 55	Brazil
Constitutional Amendment 72/2013 extends basic labour rights—such as the limit of working hours per week, mandatory rest, overtime payment—to domestic workers	Brazil
81 signatory companies to the Pro-Equity Programme	Brazil
Modified Gender Equity Seal (GES) specifically for the pro-poor model in order to promote the inclusion of women along the value chain	Egypt
National task force formulated the first standard contract and policy to protect children and women working in domestic work from human trafficking	Egypt
Ministry of Finance and Economic Development has developed a programmatic framework for the institutionalization of gender responsive budgeting	Ethiopia
Ministry of Women, Children and Youth Affairs has put in place a multi-year sectoral plan	Ethiopia
Consolidated the foundations for an economic development strategy focused on rural and indigenous women and on expanding women's access to financial assets, land, services, technology and innovation	Guatemala

Engender new National Small Businesses Policy	Guatemala
Gender policy of Ministry of Agriculture completed	Guatemala
7 municipalities have revised Municipal Development Plan to include the women rights perspective	Guatemala
GES enhanced the capacities of the 10 participating companies from the tourism, ICT and private sector in mainstreaming gender	Jordan
GES criteria is now one of the assessment criteria managing the awarding system for any organization seeking to apply for the King Abdullah II awards for excellence	Jordan
Recognition and establishment of a national entity with full mandate on gender equality with financial budget	Kenya
Sensitized 140 supplies practitioners to implement the Preference and Reservations Scheme in doing Procurement	Kenya
The Cabinet Secretary of Finance issued a Legal Notice that increases the value of governments contracts reserved for local firms to a maximum of Shs 1 billion from Shs 500 million	Kenya
The Central Bank of Liberia has resolved to included the financing of VSLAs in its own credit facilities	Liberia
Supporting gender-sensitive entrepreneurial services for women became a priority of the Central American Integration Bank (BCIE)	Mexico
Passed regulation to generate information to measure and recognize the value of women's unpaid work	Mexico
Mexican National Development Plan 2014-2018 integrates gender equality as one its three mainstream perspectives	Mexico
Government of the Republic of Moldova has drafted a Government order to institutionalize and replicate the UN Women initiated Joint information and services bureau model throughout the country	Moldova
Formulation of the Gender Strategy and Action Plan of the National Institute of Disasters Management	Mozambique
7 sectors have made clear references on having targeted women on economic related activities in their reports	Mozambique
National Development Plan incorporating gender equality provisions	Nepal
Ministry of Finance has developed gender responsive criteria to categorize development programmes directly gender responsive, indirectly gender responsive and neutral	Nepal
Ministry of Finance's budget management information system for gender-responsive budgeting has been strengthened	Nepal
Foreign Employment Policy was adopted by the government in 2012	Nepal
Integrated safe migration issues into the national Local Governance and Community Development Programme implemented in all 75 districts	Nepal
Ministry of Agriculture's 20-year Agriculture Development Strategy integrates gender equality and social inclusion	Nepal

10 district development committees integrated safe migration issues into their work plans	Nepal
Legal frameworks and processes that effectively promote and protect women's property and inheritance rights in the context of HIV/AIDS adopted by magistrates, lawyers and paralegals	Nigeria
Developed National Strategic Framework and Plan on Women's Informal Cross Border Trading	Nigeria
Five ministries to commit resources in their 2013 budget for delivering results for poor girls and women	Nigeria
Anti -Stigma State Law	Nigeria
Inheritance State Law (protecting the rights of widows)	Nigeria
Approval of a Home Based Worker Policy by the Home Based Workers Provincial Council in the Province of Punjab	Pakistan
In Punjab, 5% increase in the quota for women employed in the public sector and a 33% representation of women in all selection and recruitment committees for regular and contractual employment	Pakistan
Engendering of the Overseas Pakistani Policy	Pakistan
Strategy for better access of rural women to markets, agricultural extension services and training opportunities has been launched	Rwanda
Engendering the Ministry of Agriculture's planning and budgeting frameworks	Rwanda
Trade regulations have been reviewed to incorporate the needs of women cross border traders	Rwanda
One special measure in place to guarantee funds for women in informal cross border trade	Rwanda
Reviewed National Trade Policy, the Intellectual Property Policy, and the National Textile and the Garment Development Strategy	Tanzania
Gender mainstreaming guideline and policy has been developed by the Ministry of Public Service and passed by Cabinet	Uganda

Plausible contribution to higher outcomes

The following results have been reported by UN Women country and programme offices included within the Level 2 portfolio analysis. They have been mapped to the reconstructed implicit TOC for WEE at the global level. According to this TOC, the following outcomes can be reasonably considered as having partly resulted from UN Women's contributions.

Strengthened women's agency	
12,342 women and their families received identification cards	Bolivia
After putting in place income generating activities, women started collaborating, helping each other	Côte d'Ivoire
Trained and supported 330 rural women to establish and activate Village Savings and Loan Associations	Liberia
94% of women migrant workers involved in the programme have claimed that such alternate livelihood opportunities in Nepal have saved them from forced migration	Nepal
Members were able to address 500 cases of foreign employment-related deception	Nepal
Strengthened women's capabilities	
320 women entrepreneurs in the Bas Sassandra region trained in marketing techniques in formal trade and marketing	Côte d'Ivoire
2,000 women were trained in business skills, afterwards they are provided with financial support by ILO	Ethiopia
1,000 women have graduated annually with international certified ICT degrees	Jordan
In cooperation with Cisco, 400 female students were trained in order to get the Cisco Certified Network Associate certificate	Jordan
POURAKHI, a network of women migrant workers, strengthened and expanded its membership in 15 districts	Nepal
Supported 41 women's community based organizations, with 23 women community based organizations achieving financial autonomy	Palestine
546 women have been trained in village savings and lending and they have formed groups that are currently operating	Zimbabwe
122 women were supported to revive domestic tourism (crafts)	Zimbabwe
10 women were supported to legalise their mining operations and 90 received training on how to develop their mining operations	Zimbabwe
Increased women's economic opportunities	
70 women entrepreneurs involved in creative economy participated in the National Artisan Fair of Gjirokastra	Albania
Support to 150 women entrepreneurs from Elbasan, Korca, Durres and Vlora through 4 organized regional fairs	Albania
Pilot project to increase opportunities for potential women migrant workers through access to better jobs with better working conditions	Bangladesh

and pay	
5,000 women obtained more than \$4 million USD as seed capital and 50% increased in their revenues was evidenced	Bolivia
373 women of remote rural areas of the former Moyen Cavalé and Montagnes regions benefited from financial resources for their income generating activities	Côte d'Ivoire
Provided financial resources to 129 women in four villages to finance their income generating activities	Côte d'Ivoire
3 women led social enterprises have been established in Upper Egypt	Egypt
15% women of the trained women in the Salheya area have applied for loans and received them received loans from Social fund for development	Egypt
200 women entrepreneurs now access markets, support and business skills training through a display centre	Ethiopia
150 women were provided with seed money within the FGE Programme	Ethiopia
"Cash for work" programme, which provides for 30 Syrian women refugees, professional hairdressing and tailoring, to work six hours a day in the workshops established for economic empowerment	Jordan
230 women entrepreneurs from the micro and small enterprise sector were linked to access information about public procurement to improve their business expansion initiatives	Kenya
2,530 rural Liberian women gained direct access to financial services to improve their livelihoods	Liberia
Over 4,400 women, especially from rural areas have benefited for the Joint information and services bureauservices	Moldova
Organization of women's economic fairs in all provinces	Mozambique
150 returnee migrant women workers from three districts started small businesses	Nepal
900 returnee women migrant workers and spouses reported increased access to information on alternative livelihood skills development and credit facilities	Nepal
Women's cooperative associations in 5 communities attained enhanced levels of value addition in their communities	Nigeria
Leading sports industries recruited 1,000 women workers and introduced a number of policy and structural reforms in their systems to facilitate women workers	Pakistan
Women run school canteen programme benefiting 209 schools and 81,994 school children in 13 governorates	Palestine
12 cooperatives of Women's Informal Cross Border Trading are benefiting from mentorship and coaching and have accessed \$90,000 loans from the banks	Rwanda
15 Women's Informal Cross Border Trading participated in the International Trade Fair	Rwanda

6 new cooperatives were formed and registered with the Rwanda cooperative agency and are functional	Rwanda
200 women groups were able to expand their access to new local markets through the promotion of national market fairs	Zimbabwe
768 women accessed micro-finance through four women's rural banks	Zimbabwe
680 rural based women accessed local markets, 34 accessed regional markets, and 6 accessed international markets	Zimbabwe
400 women entrepreneurs and 6000 potential buyers attended four market fairs	Zimbabwe
Transition from unpaid to decent work	
Increase of female ICT engineers' participation in the labour market	Jordan
209 female graduates got employment in the private sector	Jordan
329 distressed migrant workers were rescued and re-integrated into their families and communities on their request	Nepal
Women's influence on institutions	
Increase in number of women members in the farmer association from 217 to 367	Egypt
123 migrant workers and their families received compensation, 13 of which were for deceased migrant workers	Nepal
2 vendor associations participating in meetings of the Safe Cities Programme and contributing to programme decision-making	Papua New Guinea
9% increase of women's membership in farmer cooperative decision making committees	Rwanda
Accumulation and control of assets	
400 women have increased their income by engaging in business	Ethiopia
4 communities are now accessing solar power	Liberia
608 women established or upgraded their business and they reported increased income and better living conditions	Nepal
493 women provided with a part-time employment with average income of \$250 USD per month	Palestine
6 women were trained as Solar Engineers; they have now installed solar power, bringing light to 200 remote rural households.	Tanzania