

Mid-Term Evaluation Report

of the

***Programme on
Increased Participation and Representation of Women
in Leadership in Ethiopia:
The Road to Equitable Development***

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List of Acronyms

AAU – Addis Ababa University
ACHPR – African Charter for Human and Peoples Rights
ACTIL – Africa Centre for Transformative and Inclusive Leadership
BDU – Bahir Dar University
BoWYCA – Bureau of Women’s, Youth and Children’s Affairs
EWLA – Ethiopian Women Lawyers Association
CEDAW – Committee on the Elimination of Discrimination against Women
CHR-AAU – Centre for Human Rights at Addis Ababa University
CSO – Civil Society Organization
CSU – Civil Service University
EBA – Ethiopian Broadcasting Authority
ECO – Ethiopia Country Office
EPRDF – Ethiopian People’s Revolutionary Democratic Front
FDRE – Federal Democratic Republic of Ethiopia
GERAAS – Global Evaluation Reports Assessment and Analysis System
GEWE – Gender Equality and Women’s Empowerment
GTP – Growth and Transformation Plan
HoPR – House of People’s Representatives
MASHAV – Israel’s Agency for International Development Cooperation
M&E – Monitoring and Evaluation
MoWYC – Ministry of Women, Children and Youth
MoP – Member of Parliament
NEBE – National Electoral Board of Ethiopia
SDG – Sustainable Development Goal
t.b.d. – to be determined
TLGE- Transformative Leadership for Gender Equality
ToC – Theory of Change
ToR – Terms of Reference
UNDAF – United Nations Development Assistance Framework
UNDP – United Nations Development Programme
UN-SWAP – United Nations Sector-wide Approach
UN Women – United Nations Entity for Gender Equality and the Empowerment of Women
WTLG – Women’s Transformative Leadership in Governance

Executive Summary

A - Context, Evaluation Object & Methodology

Introduction: The “Programme on Increased Participation and Representation of Women in Leadership in Ethiopia: The Road to Equitable Development” was designed to promote inclusiveness in governance in view of ensuring that women’s rights are upheld and women equally participate in politics and hold positions of power in government. Specific project outcomes comprise: i. Creating a pool of capable women interested in or already working in decision making positions; ii. Transforming public perception in such a way that women are publicly perceived as equally capable and qualified as men to fill positions of leadership; and iii. Promoting women as leaders in gender sensitive political institutions.

The programme’s life cycle had originally been planned to be January 2017-December 2019; running for three entire years. Following a delayed launch (in September 2017) the programme duration was then revised beyond 36 months, until 2021, due to increased stakeholder demand among the beneficiary community and donors/development partners. The total projected programme budget amounts to 4,381,832 United States Dollars (USD). The programme document, the implementation of which officially started in September 2017, envisions the undertaking of a mid-term evaluation after one and half year implementation of the programme. Given significant changes in the programmatic macro-landscape not least in view of political reforms and transformations in the party-state complex, sustained donor interest resulting in (at least potentially) available additional funding, the Mid-Term Evaluation (MTE) allows to consider adjusting such major features as the programme’s design of the result architecture, its scope and geographical spread.

In regard to the programme landscape in the country, the following can be noted: (1) Ethiopia has made significant improvements in placing women in leadership and decision-making positions; however, other than the recent advances in women’s representation in the legislative and executive branches of government esp. at central level, gender balance in leadership positions is far from being achieved ; and (2) The level of effective representation and capacity of women leaders to influence decision making is an area that requires further investigation and investment. Hard work is required in retaining women already in leadership position and expanding the pool of women leaders in addition to ensuring that they have political clout to influence the shaping of policies and weigh in on high-stake decision making processes.

Purpose & Objective: The purpose of this MTE is to provide an in-depth assessment of the results against the three outcomes of the programme and performance from September 2017 - November 2019 in terms of the relevance, effectiveness, efficiency, sustainability, impact, inclusiveness, participation, gender equality, non-discrimination and social transformation. It further aims to adjust the result framework of the programme through evidence-based concrete recommendations to respond to the changes in the context, availability of funds and to ensure effective result measurement for the rest of the programme implementation period. The mid-term evaluation process is expected to provide feedback to improve programme management and the quality and utility of the results framework.

Evaluation Methodology & Approach: The methodology employed is designed to address the evaluation criteria and answer key evaluation questions based on evidence-based findings. The evaluation methodology is informed by the Global Evaluation Reports Assessment and Analysis System (GERAAS) evaluation quality assessment checklist which considers parameters in eight clusters including the review of the evaluation object and context in line with the logic model (result framework), programme scale and complexity, stakeholders and programme implementation status. A mixed method approach comprising quantitative and qualitative analytical tools and techniques was used. Data was collected from secondary and primary sources, from a variety of stakeholders at the central level and in the regions. An evaluation matrix including principal and secondary questions was used as

a guideline to conduct semi-structured interviews (the criteria, data sources & level of evaluation are included in the body of the report).

Evaluation Design: The evaluation design (method of data collection & analysis) included both secondary and primary data. The units of observation were purposively selected including the contents (themes summarized from) the desk review. Data was collected through field visits, Skype and face-to-face interviews with all stakeholders and project office staff, at federal and regional levels. The evaluation was made in sequence of work phases: (i). The inception phase, (ii). The data collection phase, (iii). The data analysis and write-up phase, and finally (iv). The report presentation and validation phase. Since the programme design is addressing political rights and female candidates or office holders, the evaluation object(s) as such reflect rights-based and gender-sensitive concerns. Also, care was taken to also include male gender champions among key administrative staff in the sample of interviewees, in order to ensure that their assessment of the programme's effectiveness is also captured.

Evaluation Challenges: The challenges during data collection were unavailability of partners for interview (e.g. NEBE), unavailability of training participants for conducting a quick survey, time constraints and the security context of the country. A concise evaluability assessment was conducted and methodological and practical solutions were identified and implemented during the evaluation process (C.f. Annex 6.7.)

B - Key Findings and Conclusions

Response to Needs (filling gaps): In terms of relevance, the programme, through its results achieved (on-going interventions that in several cases have progress(ed) to the point of achieving a number of key results), has already added substantive value and keeps contributing towards the achievements of the broader and specific goals of stakeholder entities and their specific needs. The programme implementation initiated work in crucial areas presenting gaps in female representation that needed to be addressed. Stakeholders mainstreamed programme objectives into their policies and designed specific action plans implementing them through their daily routine work as well as specifically designed activities to promote GEWE in the area of political governance.

Alignment to policies: In terms of alignment to institutional, national and global level policies, the programme objectives, activities and results are in alignment with, and the implementation is contributing towards, the achievement of the outcomes of SDGs (1, 2, 3, 5, 10, 16, 17), the AU GEWE Strategy and Action Plan under its Governance pillar, the CEDAW and its pillars on women rights, women empowerment and political participation including concluding recommendations of the CEDAW Committee on Ethiopia, GTP II's strategy pillar (no. 7), UNDAF (2016 – 2020), pillars (no, 4 & 5), the 1995 FDRE Constitution article 35 the Ethiopian Women Development and Change Strategy and Package, regional human rights frameworks such as African Charter on Human and Peoples Rights (ACHRP) and UN Women Ethiopia Country Strategic Notes (2017-2020) and global UN Women Strategic Plan (2018-2021). In doing so, the programme design and implementation benefited from the comparative experiences of diverse level frameworks and structures. The programme components are logically coherent, realistic and support the intervention results.

Programme Effectiveness: Evidence for tangible programme results is presented and analyzed for all programme Outcomes, using “baseline” vs. planned target “performance” tracking analysis against the result framework's set of indicators to the extent possible. Based on the achievement of activities, tracing the indicators, a three-level rating was conducted: (1) “Green Color” for achievement; (2) “Yellow Color” for performance on track; and, (3) “Red Color” for non-performance of achievements. Ratings are based on progress data available for output level indicators and activities. In comparing the degree of progress amongst the three programme outcomes it can be noted that outcomes 1 and 3 are slightly lagging behind outcome 2 in terms of advancement against fixed results. In general, the activities implemented clearly contributed to the achievement of results (in all the three pillars). However, especially under Outcomes 1 and 3, planned results as expressed in the target data have often been only partially achieved. In detail, outcome 1 has 2 green, 2 yellow and 1 red; outcome 2 has 1 green and 3 yellow; and outcome three has 3 green, 2 yellow and 2 red performance ratings. The progress track in sequence is therefore 1 - 3 – 2(S 2 (see the table on page 12).

Programme Efficiency: The analysis of budgetary data shows that the programme experienced a gradual, progressive increase both in terms of the financial volume that was allocated for implementation purposes and the actual expenditures realized across respective interventions under the three programme outcomes. In both years, 2018 and 2019, the spending of allocated fund was slightly below the allocation volume, for all Outcomes. At the same time, 2019 allocation and spending volumes clearly outmatched those of the first year (2018). In terms of allocation and spending volumes per Outcome, Outcome 2 was lagging behind Outcomes 1 and 3 which received nearly identical allocations, in 2019.

The delivery rate increased for all Outcomes from 2018 to 2019. The total programme portfolio followed the upwards trend of both allocation and spending. The combined total spending for both years amounted to USD 1,389,494.31 which represented 60.8% of the total allocation volume for 2018 and 2019 (USD 2,285,804). Total funds spent in 2018 and 2019 make up a bit less than one third (31.7%) of the total projected budget which, as per the most recent ProDoc that foresees another two years for the project cycle (2021), amounts to USD 4,381,832.

During the first two years of the programme cycle, a number of key gender sensitive results were achieved. This included the gender responsive development of media and advertisement guidelines, the Bahir Dar Transformative Leadership and Gender Equality (TLGE) training program, a related needs assessment and curriculum development etc. In terms of unit cost analysis, training costs vary depending on the location of the training. In some cases, cost sharing (e.g., with Bahir Dar and Gondar Universities) was used, which allowed to realize savings. At the macroscopic level, when confronting expenditure volume with programme effectiveness in terms of results so far achieved and progress against set targets, the emerging trend is rather positive. All things considered, one can predict that it is likely that at the end of the project lifespan, the set targets will likely have been met without overdrawing the budget.

Programme Sustainability: The strategic tools employed for sustainability are capacity building including through mentorship component (which will be implemented in the rest of the programme intervention time) with the qualified women leadership pool, networking among women leaders at different levels including the executive and parliament. Long-term transformative perception change (community level) will, if successfully implemented, inevitably directly and indirectly affect the gender equilibrium in governance by positively influencing behavioural practice and attitudes. The participation and implementation by national implementing parties (universities, government institutions, democratic institutions, etc.) as well as the global comparative technical and financial support from UN Women is likely to enhance the sustainability of the results beyond the programme lifespan. The placement of the transformative leadership programme in Bahir Dar University as a Federal Institute may ensure not only sustainability but also appropriateness in terms of the capacity (existing) and potential for reaching out to other regions; provided the specificity and “uniqueness” concerns of regions are considered and agreed. Beyond this, the efforts have practically and potentially influenced the normative frameworks and generation of knowledge products such as the Gender Responsive Media Guideline and these will have long-term effect beyond the project life time. Also the training curricula and modules developed under the different outputs including researches supported by the program all contribute to sustainability of results since it expands the repertoire of local resources for interested actors to expand intervention on the areas of women’s leadership and political participation.

Programme Impact: It is still too early to identify real impact as the programme only started being fully operational in 2018, since impact is evaluated at least for programme that is implemented for five years. The promising signs of potential impact include institutionalization of transformative leadership trainings, standardization of mentorship interventions on individual and institutions these individuals and groups serve. For instance, women are now empowered and started to challenge male leaders in plenary discussions and meetings, and are becoming more resilient against challenges they are facing in their professional lives. This increase in assertiveness is a direct consequence of their exposure to leadership trainings, mentorship and coaching.

Gender-specific results: At the macro-level of its underlying rationale and justification, the entire programme is obviously tackling existing deeply-rooted gender inequalities. Reporting data in the tracking tool is properly disaggregated by sex. However, it was pointed out by some stakeholders that the setting and timing of training interventions would become even more gender sensitive if appropriate measures were to be taken to accommodate specific needs of women with small children, to enhance attendance and active participation rates. Likewise, it was surmised that implementing such measures would allow participants including women without children to better concentrate which would likely benefit overall learning results and training impact.

Inclusiveness and participation: The programme design and implementation as well as the monitoring process is participatory by design in that activity and output-level measures are covered by the various implementing partners. For all training interventions, a pre-/ and post-assessment approach was foreseen. The fact that there is need to improve on those assessments by designing a standard tool for collecting more meaningful, comparable data does not alter the fact that the process as such is highly participatory. The M&E process could be rendered even more inclusive, participatory and useful by introducing participatory qualitative tools such as a longitudinal study tool that would allow measuring the mid- to long-term effect of specific training interventions (cf. technical details further below in the recommendations chapter).

Social Transformation: From programme design to implementation and evaluation, many essential elements (training on transformational leadership and leadership technical skills; followed by mentoring and creation of an expanding pool of women leaders the effort to influence normative frameworks and policy documents in addition to community level mobilization interventions coupled with generation of knowledge and sensitization of male political leaders and decision makers etc.) are in place for creating an enabling environment for women leaders to hold and stay in leadership positions and ultimately effect social transformation.

C - Recommendations

Recommendation 1 / Sort hierarchical Issues, Institutionalization and Establishment of the WTLGE Training Program: There appears to be a risk that the center of Bahir Dar University, and its programme based on a regional needs assessment and baseline, would not be accepted by all regional stakeholders as a truly national, multi-regional solution. The programme on transformative leadership training at Bahir Dar University, which according to Amhara-based stakeholders is foreseen to eventually evolve into an independent center in its structure and funding, is currently only serving the Amhara region. The program is about to be given revised credentials upgrading its status from an affiliated entity under the Gender and Development Program (soon to be a faculty) to that of a full-fledged training center. UN Women should immediately address any tendencies that might result in competing curricula and training mechanisms. UN Women ECO should maximize coordination between regional and central-level stakeholders to prevent inefficiencies such as potential, nascent or already existing divergent curriculum design initiatives or training approaches being further pursued. ECO also needs to critically reconsider the sustainability of funding separate needs assessments at regional level as part of its scaling up and roll-out intervention strategy.

Recommendation 2 / Adaptation & Roll-out to Regions: The implementation approach of the Transformational Leadership Training programme needs to be reconsidered in favor of implementing standard modules of transformative leadership training. Rather than reinventing the wheel by creating specific stand-alone curriculum and content for each and every region, the focus should shift to state-of-the-art translations and, if need be, culturally sensitive vetting of content by, to the extent possible, adapting any generic standard content to local realities and specific needs (e.g., choosing examples based on local socio-cultural specificities and idiosyncrasies; using or adding specific terminology and concepts in local language or dialect(s) etc.). In view of programme implementation, the cascading, recycling and adaptation processes should also be checked for tracking quality of the training delivered and the way forward in proceeding in alignment with the specificities of the respective region of implementation.

Recommendation 3 / Improve the efficiency and impact of trainings through a series of interrelated measures. These should include, among others, such measures as a. standardizing female leadership in governance training materials; b. focus of central level training on training of master trainers; c. implementing standard modules of transformative leadership training (including model curriculum of foundations), different modules should start with the foundation modules that work for all contexts.

Recommendation 4 / To enhance the sustainability of current efforts to build a pool of female aspirants, the most important issues to be immediately considered are: a. Advocating for legislating and subsequent implementation of female quotas for political parties to ensure a gender balance among electoral candidates; b. Widening the scope of aspirant scouting and of support measures provided to female political talent; esp. training as well as non-training support (such as coaching and mentorship) provided to aspirants among all political parties, in preparation of elections even within parties (determination of party ticket through party-internal voting which means training to not-yet-elected, potential party candidates).

Recommendation 5 / Enhance the Inclusiveness and Gender-friendliness of Training Interventions: To allow mothers of small children and infants to participate in training sessions offered through the programme it is recommended to introduce adequate measures to take care of the children during the training, through off-site or on-site support. On-site support could consist in a sort of “day care service“ at the institutional training centre, or ensuring that there are hired temporary caretakers/nanny staff available at the training site, if trainings are conducted in external facilities (hotels etc.).

Recommendation 6 / Revise Theory of Change: The ToC of the programme should be reviewed, not least in light of the changed overall political landscape. Also, there are some weaknesses in the current formulation, from a syntactical point of view. For instance, the current formulation used for the ToC (and at Outcome statement-level) generically refers to leaders without further specification of the targeted domain(s). This can be interpreted as if the scope goes beyond political governance including the judiciary, the economic realm, the security sector etc. This ambiguity calls either a.) for restricting the scope of the formulation in the ToC and at the level of result statements; or, alternatively, b.) widening the overall scope of the project to also include such areas as economic governance, judiciary, tertiary education, the security sector (army, police etc.).

Recommendation 7 / Revise the M&E Arrangements including Indicators & Means of Verification: A standard, easily understandable multiple-choice tool that can be easily and quickly administered and analyzed should be designed for pre-post training assessments. The tool could be applied for assessing all types of transformative leadership trainings at the central and regional level(s). A long-term training impact assessment tool for assessing the results of all types of transformative leadership trainings should be designed. In this respect, the Bahir Dar training programme developed a standard pre and post assessment tool and this could be used. In terms of enhancing the SMARTNESS of existing indicators, UN Women should team up with relevant stakeholders to discuss limits and possibilities, distribution of tasks and responsibilities, funding and technical issues to expand the set of outcome indicators of the programme. At the technical level, a number of to-be-introduced new indicators, data sources and related tools are to be considered. This includes quick-fix quantitative measures (such as, e.g., a dashboard to quantify the gender ratio of key managerial or technical leadership positions held across key institutions at central and regional level(s) incl. the judiciary, economy etc.; or a “Governance GEWE“ index created by combining related key indicators) and qualitative measures (longitudinal knowledge/skills survey to track the effect of trainings by collecting qualitative data among cohorts of trainees; perception survey tool). Supported by UN Women, some promising steps pointing in that direction involving experts at the Ministry and the central statistics agency, are currently already underway and can be built on.

D - Lessons learned and Challenges

The evaluation team observed the following lessons learned and best practices:

- The involvement of male political leaders and the HeForShe solidarity movement initiatives;

- The lessons observed from ACTIL and National Transformational Leadership Institute (NTLI) in structuring programme implementation;
- Using the power of the Mass Media (mainstream and advertisement) in tackling negative perceptions both through capacity building and influence at policy level;
- Partnership with academic institutions such as Addis Ababa University- Center for Human Rights (AAU – CHR), Bahir Dar University (BDU) and Oromia State Leadership Academy towards generation of knowledge and sustainable capacity building for women leaders and aspirants;
- Intervention at grassroots level such as those observed at Amhara region;
- Built up system in capacity building trainings to develop individual or organizational development Action plan training as part of leadership capacity building s (e.g. Culture & Tourism Bureau of Amhara region trainee).

The most serious challenges the programme have been and still is facing are:

- Insecurity in the country hindering the implementation of specific activities;
- The risk of over-emphasizing regional differences in terms of fundamental challenges related to gender (in)equality, which might potentially result in inefficient use of resources, at this point especially in the area of producing training materials;
- Coordination between federal and regional level (MoWCY & BoWCYAs);
- Measuring outcome level results for indicators across outcomes and outputs;
- Absence of a coherent approach (tool, indicators etc.) to measure high-level Outcome-level progress and the programme's impact. The lack of data on the status of women in leadership in the country which caused the problem in setting the baseline information for the program is also notable.

1. Overview of the evaluation object

The “Programme on Increased Participation and Representation of Women in Leadership in Ethiopia: The Road to Equitable Development” was designed to promote inclusiveness in governance in view of ensuring that women’s rights are upheld and women equally participate in politics and hold positions of power in government. Specific project outcomes comprise: i. creating a pool of capable women interested in or already working in decision making positions; ii. transforming public perception in such a way that women are publicly perceived as equally capable and qualified as men to fill positions of leadership; and iii. promoting women as leaders in gender sensitive political institutions. The programme’s life cycle had originally been planned to be January 2017-December 2019; running for three entire years. Following a delayed launch in September 2017, the programme duration was then revised beyond 36 months, until 2021 with a total budget of 4,381,832 United States Dollars, due to increased stakeholder demand among the beneficiary community and donors/development partners.

In terms of the international normative context, the programme responds to the Convention in the Elimination of all Forms of Discrimination against Women (CEDAW) and concluding observation of the CEDAW Committee to Ethiopia on participation of women in political and public life (27 July 2011 and other recommendations that were formulated after 2011). It is in line with UN Women’s Global Strategic Plan 2018-2021 particularly Outcome 2: Women lead, participate in and benefit equally from governance systems which contributes to SDGs 1, 2, 3, 5, 10, 16 and 17. At regional level, the programme is in alignment with the regional human rights framework such as African Charter for Human and Peoples Rights (ACHPR). At national level, the programme is in alignment with UNDAF 2016-2020 (viz., UNDAF Pillars no. 4 - Good Governance, Participation and Capacity Development; and no. 5 - Equality and empowerment), Ethiopia’s Growth and Transformation Plan II (2016-2020) (namely, its Strategic Pillar 7 on Promotion of Gender and Youth Empowerment and Equity); and the Strategic Notes of UN Women Ethiopia (2017-2020). Specifically, the programme is in alignment with national normative framework such as the Ethiopian 1995 Constitution, the national women’s policy (1997), the revised National Women’s Development and Change Package (2017). The alignment with these frameworks will enhance the sustainability of its results (outcomes).

The programme document, the implementation of which officially started in September 2017, envisions the undertaking of a mid-term evaluation after one and half year implementation of the programme. Given significant changes in the programmatic macro-landscape not least in view of political reforms and transformations in the party-state complex, sustained donor interest resulting in (at least potentially) available additional funding, it appears to be a timely moment to consider bringing important changes to such major features as the programme’s design of the result architecture, its scope and geographical spread. This coincides with UN Women Ethiopia Country Office’s obligation to conduct a mandatory mid-term review after 1.5 years into the implementation cycle.

1.1. Background to the evaluation

In Ethiopia, there have lately been significant improvements in the number of women attaining leadership positions in the legislative and top executive branches of the government. Attaining gender balance in this regard required a conducive normative framework combined with the political will to set aside a voluntary internal quota by the ruling party for candidates vying for mandates during national and local elections. Currently, among the 106 political parties registered, as of 14 February 2020, to compete in the upcoming elections, only 10% of the leadership position is occupied by women; data is not available whether women hold key leadership positions such as chairperson (including deputy). The previous ruling party Ethiopian People’s Revolutionary Democratic Front (EPRDF) introduced such a voluntary quota; and it is not clear the current Prosperity Party clearly sets quota for women in the upcoming elections. Other than the ruling party’s quota, the decisive action taken by the Prime Minister, in 2019, who implemented a 50:50 quota in selecting his cabinet members, have contributed to advancing female political representation.

However, the numerical gains in some areas cannot outweigh important remaining gender imbalances when it comes to other branches of the government where the participation of women still remains low, such as, e.g., in the executive branch at regional level. Clear evidence is still lacking that increases in numerical or quantitative representation are indeed effectively translating into substantive political clout to influence the shaping of policies and weigh in on high-stakes decision making processes, in favour of women's interests.

Further expansion and retention of female representation in positions of decision making there is hampered by a combination of practical, cultural and attitudinal barriers. In general, men dominate in the top echelons of the legislative and executive branches throughout the governance system across the different branches of power. Their dominance stems not only from their numerical superiority but also the degree of active participation, influencing and ownership of related fora, processes and mechanisms. Consequently, political debates and final product(s) still reflect a certain gender-bias in that the degree of assertiveness is usually linked to the gender of political actors, in favor of men.

This socio-culturally acquired bias is compounded by the fact of proportionate under-representation of women among the lawmakers and, at least at the lower, sub-national levels, also throughout relevant political decision-making fora and administrative institutional staff structures. Furthermore, in general, males have higher levels of educational attainment, greater access and control over financial resources and better health outcomes, which places women in a disadvantaged situation. In addition, there remains a widely held belief that men are natural leaders and that traditions dictating they are entitled to make decisions in both family and workplace must be respected. Contrarily, women are associated with home-making and their value is closely correlated with their status and performance as wives and mothers.

These practical, cultural and attitudinal factors obstruct women's equal and effective participation in political life and enjoyment of their political rights. To tackle the underlying root causes and related manifestations of the above-mentioned gender inequities, the three-year programme "Increased Participation and Representation of Women in Leadership" was initiated with the aim of contributing to the overall goal of increasing the participation and effective representation of women in leadership in Ethiopia focusing particularly on the legislative and executive branch of the government.

The expected outcomes are: i. The formation of a pool of interested, diverse and capable women leaders and decision makers is formed; ii. that women are perceived as equally legitimate and effective political leaders as men; and iii. women are promoted as leaders (to leadership positions and/or to increasingly more important leadership positions in gender sensitive political institutions). The programme, which started in September 2017, has so far been implemented only at the federal level and in two regional states, namely Amhara and Oromia.

The programme's initial plan was to target female leaders in two regions (Amhara and the SNNPR Federal States) and at the federal level; to later widen its geographical scope by expanding to additional regions (namely Oromo, Afar, Gambella and Tigray). This was supposed to be carried out in partnership with main programme stakeholders, including the House of Peoples' Representatives, regional councils, Ministry of Women, Children and Youth and its regional counterparts, Ethiopia Broadcasting Authority, media houses, higher education institutions at federal and regional level, Community Based Organizations and CSOs. In practice, the programme is under implementation at federal level and in two regions (Amhara & Oromia). This mid-term evaluation will guide the programme on its expansion to new regions.

The programme's focus is on enhancing the leadership competencies of women leaders through institutionalized capacity building by providing support to the legislative and executive branches both at federal and regional level. This is meant to build capacity to be gender sensitive and responsive both internally and in implementing the respective branches' role(s), i.e. to legislate and ensure oversight, and by enacting laws/decrees etc.. Through facilitating mentorships to the benefit of lower and mid-level level women leaders their leadership abilities are meant to be enhanced which should enable them to climb the leadership ladder.

The strategy of building female role models, champions and mentors was supposed to be intertwined with related capacity building interventions to ensure sustainability of impact and increase the pool of future female leaders. In addition, to bolster an enabling environment for women to increasingly hold leadership positions, the programme also includes capacity building of professionals working in print and broadcast media to strengthen gender sensitive reporting and the positive portrayal of women. Furthermore, the programme facilitates community conversations and gender debates within communities through consultation forums, in view of changing perceptions, attitudes and practices at the grassroots level.

The programme also foresees the implementation of awareness promotion campaigns and community mobilization in collaboration with media regulation entities, media houses and grassroots organizations; to fight negative stereotypes towards women's leadership roles. Via UN Women's HeforShe solidarity movement, promoting male role models together with male champions of gender quality in governance is yet another strategy to promote attitudinal change within society. The generation of relevant data and knowledge products is designed to positively influence the drive towards 50/50 representation of women in all relevant fora (legislative, executive; at the central and decentralized level), across the board.

1.2. Evaluation objectives and intended audience

The purpose of the evaluation is to provide an in-depth assessment of the results against the three outcomes of the programme and performance from September 2017 - September 2019 in terms of the relevance, effectiveness, efficiency, sustainability, impact, inclusiveness, participation, equality, non-discrimination, and social transformation. It further aims to adjust the result framework of the programme through concrete recommendations to respond to the changes in the context, availability of funds and to ensure effective result measurement for the rest of the programme implementation period.

The mid-term evaluation is expected to provide feedback to improve programme management and the quality and utility of the results framework. Based on practical observations and findings, it should improve the programme's outcome and output indicators.

The evaluation should also support the development of a standard impact assessment tool to measure progress towards the main goal of the project. The mid-term evaluation is strategic in terms of realizing the main goal of the project which is enhancing the equal representation and effective participation of women in leadership and decision making in Ethiopia.

The findings of the mid-term evaluation are meant to be used to improve the result framework and strategies of the program in addition to being used for organizational learning and accountability. Therefore, the evaluation identified lessons learned, good practices, and factors that facilitated/hindered achievement. The evaluation thereby contributes to accountability, learning and decision-making including practical recommendations to inform the management and coordination of programme implementation leading towards the final evaluation and other related initiatives on women's participation in leadership and governance.

In addition to this, the mid-term evaluation identified the needs for required adjustments to be done to the Programme Document, in order to respond to the changes in the context and to reflect the increase on budget availability. The mid-term evaluation follows the guiding documents for evaluation at UN Women, including a. the Evaluation Policy, b. Evaluation Chapter of the POM, c. the GERAAS evaluation report quality checklist, d. the United Nations System-wide Action Plan Evaluation Performance Indicator (UN-SWAP EPI) and e. the UN Women Evaluation Handbook. These documents serve as the frame of reference for the Evaluation Manager and the evaluation consultants for ensuring compliance with the various requirements and assuring the quality of the evaluation report.

The specific objectives of the evaluation are to:

- Assess the extent to which the results of the programme are achieved or are on track, including unintended results and examine to what extent the programme is aligned with relevant International agreements and conventions, national needs, government priorities as well as with the UNDAF.
- Revise the programme's theory of change for each of the relevant impact areas.
- Check on availability of data and evidence to allow informed and credible analysis of performance, and the 'evaluability' of the programme with a view to make amends for the implementation of the rest of the programme.
- To take stock of changes in the programming context (including normative developments, new funding available) and programmatic response.
- Review the programme design, implementation strategy, institutional arrangements as well as management and operational systems.
- To analyze and reflect on the progress of the programme and the validity of its identified strategies.
- Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the intervention, with a special focus on innovative and scalable and replicable interventions.
- Assess the relevance of the contribution of the programme to the national measures to enhance the equal participation and effective representation of women in leadership and decision-making positions.
- Assess the sustainability of the intervention in contributing to sustained gender equality and women's empowerment.
- Determine the impact of the intervention with respect to gender equality and women's empowerment.
- Analyze how human rights approach and gender equality principles were integrated in implementation.
- Document good practices, innovations and lessons learnt and provide concrete and actionable recommendations for future programming.
- Provide recommendations and practical suggestions on how to revise the programme results framework particularly focusing on indicators, baseline and targets document where necessary and enhance its ability to gauge change for the rest of the program implementation period (2019-2020/2021).

The mid-term evaluation was undertaken with the following key stakeholders: a. Relevant staff from Implementing Partners (IPs,) including federal and local government institutions; b. Target beneficiary communities and individuals; c. UN Women ECO programme staff; d. UN sister agencies, such as UNDP; e. Development partners.

1.3. Evaluation methodology

The evaluation methodology enables the achievement of the evaluation purpose. It is aligned with the evaluation approach, and designed to address the evaluation criteria. It answers the key questions through credible techniques for data collection and analysis. The evaluation methodology is informed by the GERAAS evaluation quality assessment checklist which considers parameters in eight clusters including the review of the evaluation object and context in line with the logic model (result framework), programme scale and complexity, stakeholders and programme implementation status. In order to generate findings substantiated by concrete evidence, the evaluation team drafted criteria and questions based on the ToR and identified an analytical approach on the basis of the evaluation objectives.

1.3.1. Evaluation criteria and related key questions

The mid-term evaluation covered the criteria of relevance, effectiveness, efficiency, process ownership, sustainability, impact, inclusiveness and participation, gender equality and human rights, and social transformation. An evaluation matrix including principal and secondary questions was used as a guideline to conduct semi-structured interviews. Below follows an overview of the key evaluation questions per evaluation criterion, including the related envisioned data sources such as documents, data from institutional information

systems and financial records; and qualitative data collected among key informants including beneficiaries, staff, donors, experts, government officials and community groups.

Table 1 – Evaluation Criteria, Key Evaluation Questions and Data Sources

Criteria	Key evaluation questions (see annex 6.2 for specific questions)	Data Sources
Design Level: Relevance	●To what extent are the objectives of the intervention consistently designed with the needs of women as identified in the Growth and Transformation Plan of the (GTP) country and the SDGs goal and target on GEWE?	●Desk review; Key Informant Interviews
Process level: Efficiency	●To what extent and which resources/inputs (funds, time, human resources, etc.) are efficiently implemented in the manner that turns activities into results?	●Desk review; Key Informant Interviews;
Process level: Ownership in the process	●How effective are the exercise of leadership employed by local partners in implementing activities towards the achievement of targets?	●Field visit; Significant change case studies/human interest stories
Result Level: Effectiveness	●To what extent and which of the objectives of the intervention are being implemented in the way that is achieving the intervention targets?	
Result Level: Sustainability	●Could the benefits of the intervention continuing in the long term after programme exit?	
Result Level: Impact	●To what extent are gender equality and women’s empowerment advancing by the implementation of the programme?	
Gender equality and human rights	●To what extent does the programme improve gender equality & women empowerment targets as indicated in the results framework; and to what extent have gender and human rights considerations been integrated into the programme design and implementation and equality/non-discrimination principles been followed?	
Inclusiveness / Participation	●To what extent were the programme design, implementation and benefits participatory and inclusive?	
Social transformation	●To what extent is the programme enhancing social transformation (conducive environment) for promoting women participation, representation, in leadership positions at various levels?	

1.3.2. Evaluation design (method of data collection and analysis)

Both primary and secondary data was used for the purpose of the evaluation. Primary data was collected via qualitative and quantitative approaches. The quantitative data on finance and trainees (beneficiaries) was presented from secondary sources. Whenever possible, data was triangulated to assess and ascertain its accuracy. The overall intervention processes and its perspective followed the existing set of relevant guidelines, including the UN Women Evaluation Policy, the GERAAS evaluation report quality checklist, the UN Women Evaluation Handbook, etc. Data was collected from existing documentation/literature but mostly, via interviews with key informants selected from within the UN, and from among counterpart institutions at central and regional level (site visits/field research). Said interviews were held bilaterally and in focus groups.

Key informants included female members of decision-making bodies and/or in leadership positions, especially but not exclusively in legislative and executive branches at the federal and regional level; implementing partner and UN Women ECO staff; target beneficiary communities and individuals; staff of UNDP, and other relevant UN entities; development partner institutions/agencies. The evaluation matrix (Annex 6.2) served as main data

collection framework or guidance, as well as practical tool to classify and categorize data. As such, it played a key role in terms of confronting, cross-checking and validating data provided by different sources on specific issues. This allowed distinguishing data bias from valid specific stakeholder perspectives.

Attempts were made to include key informants that were not available for a direct meeting or who could not be accessed due to time restrictions or safety/security-related limitations, through remote interviews by telephone/skype and/or exchanges in writing (by e-mail or letter). The sequence of work phases to be followed consisted of i. the inception stage, ii. the data collection, iii. the data analysis and write-up phase, and finally iv. the report presentation and validation phase.

The data collection was carried out at the central (i.e., federal) and regional levels, involving interviews with key informants from the legislative and executive branches of government, as well as UN and Ministry staff. A quick survey tool designed to be distributed to training participants was ultimately not distributed because of the lack of email and telephone addresses of these individuals. The presentation of analytical findings, conclusions and recommendations (validation phase) included a maximum of stakeholder entities. This included presenting preliminary findings to the UN Women programme team for review. The preliminary report was submitted in two rounds, garnering a total of 293 comments and suggestions that were duly incorporated into this final version.

1.3.3. Sample design and limitations to the evaluation

Provided the time constraints, security risks and availability of training participants and beneficiaries of the programme, purposive sampling was conducted to select key informants, institutions and staff from UN Women, federal and regional levels. Then data was collected among different stakeholder categories including technical and managerial staff at the UN Women Country Office, decision makers and technical experts at MoWYCA, Amhara and Oromia regional states' BoWYCA, the Ethiopian Broadcasting Authority, higher education centers (CHR-AAU & Transformative Leadership Center – BDU), etc.; as well as UN Women focal persons embedded in counterpart and beneficiary institutions. Other than interviewing key staff of implementing partner agencies/institution, a sample of beneficiaries (of such activities as capacity building interventions etc.) from the legislative and executive branches of government was interviewed; a total of 43 key interviewees, see below.

Table 2 - Profile of the Interview Participants

Institutional Affiliation	Male	Female	Total
UN Women ECO	-	6	6
UN Women Regional Office	1	1	2
AAU-CHR	1	-	1
ACTIL	-	1	1
BDU	1	1	2
Donors (UNDP, Swedish Embassy)	3	1	4
MoWCY	3	1	4
EBA	6	1	7
Amhara BoWCYA	5	1	6
Amhara Legislative (Standing Committees)	2	2	4
Non-state Actors (Independent Consultant)	-	1	1
Oromia BoWCYA	2	1	3
HoPR & Secretariat	-	2	2
Total Key Interview Participants	24	19	43

(Note: For details please refer to appendix 6.4)

Given the current political situation in the country, and especially in the countryside, the major possible limitation identified were possible security risks in the Amhara region (Bahir Dar) which was the only region outside Addis

Ababa foreseen to be visited. At the beginning of any interview session, informants were asked if they wished to retain complete anonymity or their name and function(s) could be fully listed and quoted or other information, if non-sensitive, could be attributed to them. Measures to ensure data quality, reliability and validity include checking for bias through data cross-checking or triangulation in view of ensuring robust findings, conclusions and thus, properly evidence-based recommendations.

Since the programme design is addressing political rights and female candidates or office holders, the evaluation object(s) as such reflect rights-based and gender-sensitive concerns. In fact, care was taken to also include male leaders (e.g., male gender champions among key administrative staff) in the sample of interviewees, in order to ensure that their assessment of the programme's effectiveness is also captured.

1.3.4. Field Visit Rationale & Work Plan

The field visit was designed in such a way that data could be collected from among programme demand-side actors (beneficiaries) and supply side entities (UN Women, etc.). The selection of interviewees among programme beneficiaries and the final scheduling of related field visits were based on the need to collect primary data among implementing partners and beneficiaries. Related institutions included in the sample comprised the House of People Representatives and its Secretariat Office; the Regional Council of Oromia region; the Regional Council of Amhara region; and the Bureaus of Women Youth and Children's Affairs (BoWYCA) of Oromia and Amhara regions.

In addition, primary demand side data was collected among knowledge-producing institutions and stakeholders such as: Addis Ababa University (AAU). Stakeholder entities that identified as being able to provide insights into concrete improvements due to the programme interventions comprised the following: Ethiopian Broadcasting Authority (EBA). Since Oromia region has its institutions inside Addis Ababa, the consultant team could easily travel to the concerned offices within the city limits. Supply side data was collected from UN Women and UNDP. From among these institutions, focal persons and programme managers were selected and interviewed. Besides, all documents ranging from programme need assessments to progress reports were reviewed.

UN Women programme and M&E staff and other interested members of the Evaluation Reference Group were continually updated about the progress of the evaluation, from the phase of the inception period all the way to the production of the final report (for consultation and validation in the process). The main phase of the mission starting with the desk review and ending with the drafting of the preliminary report covered one month (namely, from November 19 to December 17, 2019). Annex 6.4 shows the detailed schedule of interviews held.

2. Findings and conclusions

2.1 Relevance of the programme

- *To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries? And to what extent is the intervention aligned with national priorities and relevant national, regional and international normative frameworks for gender equality and women's empowerment?*

-Finding 1 (F1): Interviewees at the executive and legislative level both in the regions and at federal level confirmed that the programme, through its results achieved (on-going interventions that in several cases have progress(ed) to the point of achieving a number of key results), have already added substantive value and keeps contributing towards the achievements of the broader and specific goals of their respective organizations. It also enabled them to initiate collaboration and benefit from synergies between needs assessments, planning at the strategic and action-oriented levels (policies, programme platforms on the one hand, and work plans etc., on the other), programme implementation and related monitoring and evaluation activities.

-F2: The programme objectives are in alignment with the needs and interests of beneficiaries; for instance, stakeholders mainstreamed the programme objectives into their policies and designed specific action plans implementing them through their daily work portfolio; as in the case of training participants' in the Amhara region who, following trainings sessions in gender mainstreaming and leadership, designed concrete action plans to translate what they had learned into practice. In terms of institutional, national and global level policy alignment, the programme objectives, activities and results are in alignment with, and the implementation is contributing towards, the achievement of the outcomes of institutional, national & global policies.

-F3: Furthermore, the programme's outcomes and outputs are contributing towards:

- i. SDGs 1, 2, 3, 5, 10, 16, 17;
- ii. the AU GEWE Strategy and Action Plan under its Governance pillar;
- iii. CEDAW pillars on women rights, women empowerment and political participation including observation recommendations on Ethiopia;
- iv. GTP II's strategic pillar no. 7;
- v. UNDAF (2016 – 2020), pillars 4 & 5; and
- vii. the 2017 FDRE constitution article 35, The Ethiopian Women Development & Change Strategy Package;
- viii. Regional human rights frameworks such as African Charter on Human and Peoples Rights (ACHRP);
- ix. UN Women's global Strategic Plan (2018-2021) and Ethiopia Country Strategic Notes (2017-2020).

- *What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?*

F4 - The placement of the programme at UN Women is relevant since the programme's scope specifically fits the agency's remit situated at the interface of the normative, coordination-related and operational spheres of work related to the promoting of GEWE principles in all sectors and domains, including governance. In addition, UN Women offers specific comparative technical experience and a solid track record in delivering GEWE results. Thus, when soliciting funding, UN Women usually stands a good chance of garnering the buy-in of donors given their trust in UN Women's abilities.

F5 - Moreover, UN Women ECO's comparative advantage is added to in that the programme has motivated, passionate and dynamic staff which enhances the likelihood of achieving the results; esp. so in the current political environment of fast-evolving political transformation with potentially unforeseen changes that keep adding to the complexity and stressfulness of the programming landscape and programme implementation context where entrenched gender gaps and gender bias are conjugated with instability, centrifugal forces and a host of uncertainties. The institutions selected for implementation are all endowed with mission statements and/or mandates to promote women's empowerment, design curriculum training materials, guidelines, etc. in their respective areas of competency.

F6 - The UN Women Ethiopia Country Office (ECO) leveraged the technical expertise and financial support which helped finance the programme and track its progress towards result targets. The UN Women ECO coordinates the programme within its competencies. This includes progress monitoring, reporting and coordinating inter-stakeholder meetings in line with procedures agreed-upon by participant parties at the initiation of each intervention. It is worthwhile mentioning that, specifically in the area of training curriculum design and planning of training strategies at stakeholder level, the need for (much) higher levels of coordination and room for enhanced stakeholder collaboration was observed.

- *What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other?*

F7 - As seen above, the programme is also in line with the social, economic and political contextual demands of the country. Leadership and technical training components in combination with a. structured sustained mentorship support, b. the design of guidelines and training manuals, and c. institutional/personal action plans for and with training participants and mentees, constitute the driving force of the majority of interventions across the three Outcome pillars.

F8 - There is a logical connection between the pillars, which are all inter-related. The essence of the three Outcome pillars which are structured along a logical blue print discerning between target groups following the logic of UN Women's global programming logic, can be characterized as:

-forming and expanding a pool of female leaders in governance by helping elected or appointed female office holders to climb the professional career ladder by building technical and leadership skills, and confidence levels in their own ability and willingness to defy entrenched gender bias and break through glass ceilings persisting in the realms of law making and administration (Outcome 1: Women leaders effectively participate in and influence decisions in political institutions at Federal and Regional levels);

-transforming societal ascriptions, views and expectations related to gender in Governance, by changing the image and representation of women (as well as men) through filtering media content and shaping it in line with gender equality principles, and through community-level sensitization events, thereby acting in favor of transcending culturally inherited and inter-generationally transmitted gender bias in view of re-shaping gender roles in society (Outcome 2: Women are perceived as equally legitimate and effective political leaders as men); there is also a male engagement component under this outcome area actually there is a stand-alone output i.e. (Output 1.2.3 under this outcome area explicitly highlighting male engagement intervention).;

-enacting gender mainstreaming and substantive change in favor of GEWE at the level of policy making by empowering female members of parliament through targeted training measures, mentorship arrangements and networking support incl. the female caucus, as well as sensitizing male MoPs, by using the lawmaking body's Secretariat as main conduit of delivering and coordinating technical interventions (Outcome 3: Women are promoted as leaders in gender sensitive political institutions).

- *Do the activities and strategies address the problems identified? Are the planned outputs and results relevant and realistic for the situation on the ground? Is the intervention design logically coherent and realistic? What needs to be adjusted?*

F9 - Specific inputs and activities were found to be quite appropriate and effective in addressing existing persistent systemic challenges and structural shortcomings. For example, south-south and other international experience sharing visits were judged by beneficiaries and relevant stakeholders to be relevant and change-inducing.

F10 - Also, beneficiaries of leadership training and mentorship (that is to be implemented in the future by the programme) services suggested that these were delivered by capable trainers while training themes were found to be well aligned with international commitments and obligations, the national strategic planning framework (GTP II) and key State policies. As seen above, the programme is in alignment with national policy priorities and global key policies (for gender equality and women empowerment). Stakeholders interviewed mostly agreed that the contents are relevant and in alignment with the demands on the ground. Thus, from the project supply side, overall the programme activities can be judged as appropriate for building transformative leadership skills among potential female leaders in governance with the focus on those women who already occupy at least lower to mid-level positions to which they were (s)elected and/or appointed.

F11 - However, the political landscape along with related needs and demands has quite dramatically evolved since the design of the original programme. Given the on-going transformation from a one-party state to a multi-party political environment, there is now a historic opportunity to embrace the impetus generated by the opening of the political system which has created, and will likely keep creating, an ever-growing demand for support among new actors and stakeholders, especially newly formed political parties contending for parliamentary representation.

This transformational process in terms of female representation and access to leadership positions will also reach community-level institutions (such as the *“iddir”*). This should have critical implications for society as a whole and governance institutions across the board, since related positive changes regarding access to positions of influence at community level will have repercussions on public perceptions of female leadership, at large; which in turn is likely to shape female representation in positions at leadership, in general.

F12 – In extrapolating from current political, economic, cultural and demographic dynamics, it is quite likely that the demand for transformative leadership skills in governance will not only persist and grow among political parties, but in a wider sense there will (further) emerge a clientele of women in societal positions of power as a result of the opened up political space. These could be those women who have been elected, appointed (both by their political affiliation or otherwise if the government opens up space for civil servants that are not members of political parties departing from old ways); there is donor interest for responding to such increased needs and demand.

F13 - The current programme’s research component encompasses the funding of several baseline studies, need assessments and similar studies. This component also includes trainings on feminist research methodology in support of research on gender issues in academic institutions. This promotes the study and thus, general understanding of women in leadership and governance, in Ethiopia. The idea is to offer graduate students from selected departments such as law, human rights, political science, anthropology etc. the option of applying a feminist lens to their research and develop an interest to study barriers to women’s leaders and decision making ability in various fields. This is in line with the objective of the program to increase the availability of data and analysis on the areas of women’s participation in leadership at all levels.

F14 - Given the one-party nature of the legislature and executive functions and the power monopoly of the ruling party, there was not much latitude for gender stakeholders including ECO to pro-actively advance gender-sensitivity in governance beyond what the ruling State party granted of their own accord. In recent years, the party actually did great strides in embracing the principle of political gender equity especially at the top-most representative levels (including ministerial posts and the presidential function). Whether premeditated or not, considerable international visibility and political mileage was gained from the now achieved 50:50 gender balance among Cabinet members and the fact that the President of the State is now a woman.

F15 - There is no denying that these achievements create a precedence that is set to become a game changer throughout the institutional landscape. Political, administrative and even economic/private sector decision bodies across the country are now effectively put under pressure to try to emulate the example set by the Government. Therefore, the on-going transformational democratization of the overall context now widens the practical demand and needs and thus, the potential scope of the programme; for the political landscape is in the process of becoming a much more complex political party system including a shift from the logic of pre-selection and appointments to a competitive, not specifically gender-sensitive paradigm of picking political leaders.

F16 - While overall, levels of predictability are dropping in terms of seat distribution among parties, what is quite predictable is that any affirmative action such as gender quotas are likely to be discontinued since the political “rules of engagement“ are becoming less regulated and contending parties are free to decide if they will field male or female candidates. In the given societal context that is not particularly gender sensitive, as is the case in most if not all the regions in Ethiopia, this implies a real risk that the overwhelming proportion of party-internal positions and running slots for political candidates running for election will be filled by men.

F17 - Obviously, this would result in a backlash of female representation, at least among elected positions. Such losses would be all the more important in a strategic sense given that the ruling party seems comparatively more advanced than other political parties when it comes to gender parity in leadership positions. This underscores the overwhelming importance of the second pillar (Outcome 2) of the programme that addresses the “foundational“ challenge of gender mainstreaming via transformational perception change, understanding and knowledge to affect behavior and practice, including at nominating political candidates on party tickets and voting behavior in the ballot box during elections.

F18 - The strategic importance of this pillar is paramount, since it is also intrinsically linked to ensuring the sourcing of future leaders among the female population. As seen, Outcomes 1 and 3 largely concentrate on promoting existing members of parliament or administrative bodies. Now more than ever, however, there is a growing need to focus on ensuring that (future) female leaders are grown, emerge, and are actively nurtured when and even before running for a candidate slot in political parties.

F19 - This starts way before they accede to office holder status and can compete for being elected or appointed to superior legislative or executive functions. For, in general, a number of systemic roadblocks and structural challenges to gender equality in governance still persist in society as well as within institutions, including:

(1) a lack of institutionalization of quota systems and affirmative actions (for instance, regarding a quota for political parties' respective candidate slots reserved for females during general elections planned for 2020); (2) negative perceptions of women's capacity in leadership positions remain pervasive and lower level institutions lack the capacity to create the enabling environment by working on the "toxicity"; and (3) weak levels of gender parity at state ministerial or regional executive level of governance (at Cabinet level, 16% in Amhara and 7% in Oromia regional states are female; whereas at Federal state minister level, their share is 13% of the positions) with an apparently declining trend and a risk of further acceleration, especially in view of the two preceding factors.

- *How strategic are partners in terms of mandate, influence, capacities and commitment? To what extent had implementing partners an added value to solve the development challenges stated in the programme document?*

F20 - The programme implementation responsibilities were shared in the framework of institutional competencies and coordination. For instance, the Training Curriculum Design was assigned to Bahir Dar University. Perception shaping interventions were assigned to the Ethiopian Broadcasting Authority (EBA) (including Addis Ababa University, center for Human Rights). Parliament, including the Secretariat, is assigned with developing law making, enforcement and representation. Some coordination issues existed in cascading trainings and maximizing the effect of interventions, for instance by mobilizing built expertise for follow-up assignments (e.g., by systematically identifying and assigning "star performers" among former trainees, as master trainers or facilitators, elsewhere). The monitoring of the programme results required indicators and related baseline values, milestones and targets. However, for most of the outputs, baseline values and related targets had not been established. Likewise, impact level indicators had not been identified.

F21 - Within the inherent limitations of the overall M&E system including, there is absence of means of verification/data sources and related tools and processes, resulting in the non-availability of baseline, target and actual progress data for key performance indicators specifically at the outcome level. Within the limit of the current baseline, target, indicators and results, the programme produced periodic reports covering those indicators that did have data sources in place and for which progress tracking was thus possible.

- *How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are indicators realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?*

F22 - The challenge in terms of relevance is that some indicators are not "SMART" (Specific, Measurable, Achievable, Relevant and Time-bound) enough and the baselines and targets are not defined in terms of ensuring evaluability and assigning results of activities to the outcomes and outputs. The tools of assessment used during the sessions are also somewhat incoherent (the tools used for perception and baseline survey are not uniform, for instance, in the two target regions) and non-standardized across stakeholders supported by the programme.

F23 - Therefore, SMART indicators, standardized tools and approaches are needed. In this respect, indicators need to be readjusted to render them smart enough, standardized tools need to be developed and higher coherence in approaches to implementation is needed to align with realities on the ground and to link the results in a coherent flow from one pillar outputs to another.

2.2 Effectiveness of the programme

- *What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved so far?*

F24 - The consultants tracked results observed in the process of the programme implementation. The evidence is presented and analyzed in the framework of the aggregate achievements under three thematic outcomes: (1) A pool of interested, diverse and capable women leaders and decision makers is formed and systematically widened/enlarged; (2) Women are perceived as equally legitimate and effective political leaders as men; and, (3) Women are promoted as leaders in gender sensitive political institutions.

F25 - For each of the three outcomes, attempt was made to identify a baseline, target and indicators; though baseline and target values are not set for all outcomes and outputs indicators. The progress measurement of the outcome and output indicators below was made after assigning baseline and target values for review of reports and in consultation with stakeholders.

F26 – Since for some indicators, baseline and target values were not available (see the information on indicators lacking baseline and target in appendices 6.7 and 6.8), for these category, the progress tracking was carried out on the basis of implemented activities. By assigning colors reflect the degree of advancement vis-à-vis the final fixed target (for the entire programme cycle, rather than annual milestones);, “Green” for those indicators (at outcome and output levels) already achieved, “Yellow” for those on track of achievement and “Red” for those that are off-track in terms of implementation. After assigning the colors, judgment on the achievements and their contribution to the achievement of programme outcomes and outputs was made.

Below table presents the summary of the achievements of the programme’s outcomes and outputs based on those indicators that could be informed.

Table 3 – Summary of Progress Rating by Output

Outcomes	Achievement Rating		
Outcome 1 - A pool of interested, diverse and capable women leaders and decision makers is formed	2x Green	2 x Yellow	1x Red
Outcome 2 - Women are perceived as equally legitimate and effective political leaders as men	1x Green	3 x Yellow	
Outcome 3 – Women are promoted as leaders in gender sensitive political institutions	3x Green	2 x Yellow	2 x Red
Overall achievement	6 x Green	7 x Yellow	3 x Red

Note: Ratings are based on progress data available for Output-level indicators. The detailed progress data per indicator can be found in appendix 6.8.– Overall, the indicators showing underperformance (in red) were more than cancelled out by those in green (6 green vs. 3 red, in total). This means that the programme’s performance as measurable using existing indicators can be rated as “on track”. In comparing the degree of progress amongst the three programme Outcomes it can be noted that Outcomes 1 and 3 are slightly lagging behind Outcome 2 in terms of advancement against fixed results.

- *What are the reasons for the achievement or non-achievement of target values?*

F27 - As reflected in above table, before revision during mid-term evaluation, in the logical framework, Outcome 1 has one outcome and three output level indicators. Outcome two has one outcome and four output indicators. Outcome three has three outcome and seven output indicators. As indicated in the Table above, based on the rating result, overall, the programme is on progress (on track) towards achieving the results.

F28 - Results of some of the outputs were not achieved due to security situations in Amhara region and government prioritization of reform activities during the planned period in the parliament, the secretariat office and the NEBE (which is at present undergoing a reform process which might explain why activities under its responsibility lagged in implementation). Other reasons include delays in procurement or disbursement of funds.

- *How have stakeholders been involved in the programme implementation?*

F29 - In terms of equal participation and representation women in trainings, workshops, debate forums and experience sharing visits, the programme targeted and benefitted both females and males. For instance in 2019, the programme targeted 153 female and 40 male members of parliament (MPs) under its capacity building interventions (20 percent of male and 80 percent of females), with the secretariat staff of the Parliament, the programme targeted 71 female and 81 male (the Secretariat office has more male staff members). Meanwhile, the AAU – CHR programme targeted 112 students (30 females, 82 males) in debate forums. The interventions thus targeted and promoted females.

F30 - In terms of the training materials and facilitators' guides, leadership training materials as well as work guidelines (for HoPR, EBA, NEBE, etc.) were gender mainstreamed.

F31 - UN Women provided technical and financial support for stakeholders; whereas the latter were also actively involved in assessing gaps, planning of interventions (training, workshops, debate forums, etc., designed training materials, guidelines, etc. in their respective organizations), and implementing interventions.

F32 - Stakeholders were involved from the initial phase of programme design all the way to the implementation phase, and related monitoring and evaluation activities.

F33 - In terms of equal participation and representation in trainings, workshops, debate forums and experience sharing visits, both females and males participated.

- *To what extent did the programme contribute to the achievement of results in terms of enhancing the equal representation and effective participation of women in leadership positions?*

F34 - In general, the activities implemented clearly contributed to the achievement of results (in all the three outcome pillars). However, in most instances, outcome 3 and its outputs have so far not been fully implemented resulting in only partial, insufficient progress towards planned results expected through these interventions.

F35 - In analyzing the key intervention type or domain, the following pattern emerges:

a. Representation: In the Amhara region, female representation in executive leadership positions (from regional to local level) at regional cabinet level is 16.7 percent, while the average at woreda and zonal level is 23.8 percent the average in the legislature including woreda, zonal and regional levels is 24 percent. Meanwhile, the share of women among members of the Amhara Regional Council is 47.3 Percent In Oromia Region, executive cabinet level representation of women stands at 7 percent, and at an average of 18 percent at woreda and zonal level which is very low as compared to Cabinet representation at federal level. The trend shows declining representation from federal to regional and local levels among executive and legislative leadership positions. The programme positively contributed to this result in the sense that female leaders who had previously decided to resign and those who already lodged their resignation, deferred their decision after undergoing programme-specific training

and sensitization interventions. This prevented a number of women to reconsider their decision to officially resign and step down from their office/position, thus reducing attrition or dropping out, which in turn contributed to the current number of females in leadership positions in the region.

b. Participation in capacity building trainings: The training reached to 400 participants in 2019.

c. Training: Training events were organized for Amhara Regional Council Standing Committee Members 18 female and 15 male members and 39 women from four political parties. A pilot module training was conducted for 2 males and 43 females. Also a study visit to Sweden (7 senior women ministers & state ministers) was held in order to facilitate the quality of mentoring services, mentorship training was organized for 29 women leaders.

d. Debate and dialogue Forums: Debate forums were organized for 112 graduate students of Addis Ababa University. Dialogue and gender forums were conducted. Dialogue forum was organized for 46 youth and 40 youth and women associations.

e. Networking: A sensitization workshop and steering committee to institute Ethiopian Chapter of AWLN (African Women Leaders Network) was conducted. Top male leaders from Amhara region were sensitized on gender and women's right to political participation and involvement in HeForShe movement and male GEWE champion-related activities with a focus on mentorship. A Gender forum was also organized with gender advocates and key stakeholders (30 females and 51 males).

F36 - As a case in point, in Bahir Dar, a male deputy bureau head who was trained in a mentorship sensitization workshop on gender and women's rights to political participation, took decisive executive action as a direct outcome of the training he had attended. More specifically, he took the initiative to balance gender equality in director positions in the agency he is leading: Out of eight director positions, previously all occupied by males, three are now occupied by females. The same individual also became a member of the HeForShe solidarity movement for gender equality in leadership positions, in Amhara region.

F37 - Knowledge products (assessment reports, guidelines, etc.): The baseline for this output indicator was 3 research reports, with a year 2019 target of 4 research products to be gender sensitive. Out of the 4, 2 gender sensitive knowledge products were produced in Amhara region, while in Oromia region, and EBA (Gender responsive reporting guideline, media Training manual on gender responsive reporting and gender responsive advertisement guideline) with 3 additional knowledge products are underway.

- *To what extent did the programme have a useful and reliable M&E strategy that contributed to measure development results? Was the programme regularly monitored and reviewed and to what extent was this exercise useful?*

F38 - The M&E framework was designed to allow to track progress against performance indicators. The UN Women corporate system uses quarterly reports to track activity level interventions and annual reports to track the indicators at outcome and output level. In addition to these products, the donor reports submitted to the donors also track intervention changes.

F39 - The programme is monitored based on partnership agreements with the various stakeholders and implementing partners. UN Women ECO periodically dispatched experts on field mission, provided on-site technical monitoring support and regular feedback. Regular reports were produced. The process ensured using the agreed-upon frameworks, institutional mandates and setting action points.

F40 - Ideally, monitoring of a programme is not focusing on the activity level but concentrating on progress against results. Result-monitoring hinges on the comparing actual progress achievement data with baseline and target data, against specific result indicators. However, specifically qualitative WILG programme indicators, outputs, baseline, targets and data sources were never properly set and impact level measures not identified. Nevertheless, within the limitations of the currently existing M&E set-up the programme regularly produced periodic reports.

- *Have any good practices, success stories, lessons learned, or transferable examples been identified and documented?*

F41 - The best practices include sensitizing male political leaders (as specifically observed during the evaluation team's visit to Amhara region) – HeForShe solidarity movement, the south-south cooperation, cultivation of aspirants, grassroots supports and developing action plan at the end of each training session. The challenges include security issue in the country, centrifugal dynamics among regions, male chauvinism, weak coordination, toxic environment leading to women drop-out in leadership positions, lack of baseline/target and smart indicators to measure outcomes/outputs and lack of standardized tools for assessment of training impacts, need assessment and various status surveys.

2.3 Efficiency of the programme

- *Were programme funds and activities delivered in a timely manner? Were any bottlenecks encountered?*

F42 - The analysis of budgetary data shows that there was a slow start to the programme both in terms of the financial volume that was allocated for implementation purposes, and the actual expenditures realized across the three programme outcomes' respective interventions. In both years, 2018 and 2019, the spending of allocated funds was always below the planned allocation volume, for all Outcomes.

F43 - At the same time, 2019 planned allocation and spending volumes clearly outmatched those of the first year (2018). In terms of allocation and spending volumes per Outcome, Outcome 2 (focus on community-level advocacy and sensitization to change gender role perceptions) was lagging behind Outcomes 1 and 3 which received nearly identical allocations, in 2019.

F44 - Below table shows consolidated financial data including allocation and expenditure per Outcome for the first two years of programme implementation, namely 2018 and 2019. The related graph (Figure 1, further below) is based on the detailed data from this table.

Table 4 – Key Finance Data by Outcome

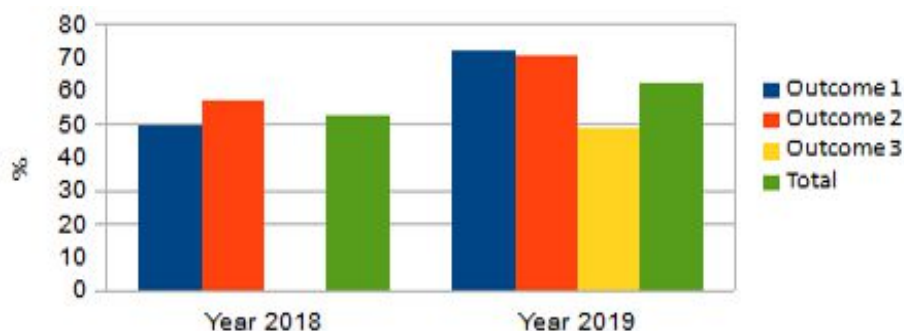
KEY FINANCIAL DATA				
Planned Outcome	Budget Allocated (USD)		Expenditure (USD)	
	2018	2019	2018	2019
Outcome 1 : Women leaders effectively participate in and influence decisions in political institutions at Federal and Regional levels	241,028.00	741,809.00	119,560.70	534,859.95
Outcome 2: Women are perceived as equally legitimate and effective political leaders as men	197,480.00	367,100.00	112,646.80	260,177.95
Outcome 3: (Outcome 1.7 in AWP): Women are promoted as leaders in gender sensitive political institutions	0	738,387.00	0	362,248.91
<i>Total</i>	<i>438,508.00</i>	<i>1,847,296.00</i>	<i>232,207.50</i>	<i>1,157,286.81</i>

Note: As a disclaimer, it must be mentioned here that expenditure data used for preparing the tabulations is from November 28, 2019; hence, it does thus not include the final month of the year, since the data made available for analysis did not yet include December figures. This means that absolute figures and delivery rates for the entire calendar year were at least slightly higher than indicated, here.

Outcome No.	Year 2018	Year 2019
Outcome 1	50	72
Outcome 2	57	71
Outcome 3	n.a.	49

F45 – As shown in the graphic analysis below, delivery rates increased for all Outcomes from 2018 to 2019. Both allocation and spending levels increased as reflected in the primary analysis further above.

Figure 1 – Delivery Rate in Percentage



F46 - The combined total spending for both years amounted to USD 1,389,494.31 which represented 60.8% of the total allocation volume for 2018 and 2019 (USD 2,285,804). Funds spent by end 2019 make up a bit less than one third of the total projected budget (namely, USD 4,381,832) of the most recent ProDoc which foresees another two years for the project cycle (-2021).

- *Have resources been used efficiently? Have activities supporting the strategy been cost-effective?*

F47 - The respective proportional share of yearly allocations and expenditures by Outcome can be seen in the table below. The lion's share of funds made available and spent across all Outcomes, both in 2018 and 2019, went to Outcome 1. Outcome 2's relative share in allocations compared with other Outcomes' respective allocation shares dropped significantly from year 1 to year 2, whereas respective expenditure shares experienced a similar decline. While Outcome 3 was not part of the allocation equation in 2018, in 2019 its relative share represented 40%, with the expenditure share representing significantly less at a mere 31%.

F48 - For Outcome 2, budget allocations almost doubled from 197,480 USD in 2018, to 367,100 USD in 2019, while related spendings increased more than twice (2018: 112,646.80 USD vs. 2019: 260,177.95 USD). Meanwhile, Outcome 3, which has zero allocation and expenditure in 2018, practically equalled the allocation volume of Outcome 1, in 2019 (741,809 USD for Outcome 1 vs. 738,387 USD for Outcome 3) while also surpassing the expenditure of Outcome 2 by more than 100,000 USD, in 2019 (362,248.91 USD for Outcome 3 vs. 260,177.95 USD for Outcome 2).

Table 6 – Annual Relative Share of Budget by Outcome

Outcome No.	Annual Relative Share by Outcome			
	Allocations (%)		Expenditure (%)	
	Year 2018	Year 2019	Year 2018	Year 2019
Outcome 1	55	40	51	46
Outcome 2	45	20	49	22
Outcome 3	0	40	0	31
Total	100	100	100	100

F49 - During the first two years of the programme cycle, a number of key outputs were produced (media and advertisement guidelines, Bahir Dar Training Center baseline and needs assessment, TLGE Training Curriculum etc.). In terms of unit cost analysis, training costs vary depending on the location of the training. In some cases, cost sharing (e.g., with Bahir Dar and Gondar Universities) was used which allowed to realize savings. For instance, a recent five-day transformative leadership training in Bahir Dar was carried out at a cost of not more than USD 386 per participant, including accommodation, DSA, transportation, and professional fees. Trainings in other cities cost even less.

F50 - At the macroscopic level, when confronting expenditure versus programme effectiveness in terms of results so far achieved and progress against set targets, the emerging trend is rather positive. All thing considered, one can predict that it is likely that at the end of the project life span, the set targets will likely have been met without overdrawing the budget.

F51 - As a matter of fact, savings could probably be generated through better coordinating on-going, presently somewhat disparate training- and sensitization-related activities. Synergies and thus, absolute or relative savings could be generated through better coordination of curriculum design, training of trainers (cascade logic) and the "recycling" of training participants as master trainers, mentors or facilitators across the various Outcome pillars.

F52 - Overall, the rationale of building on the existing experience of ACTIL and the Kenyan as well as South Sudanese experiences and existing models of Women in Governance Leadership approaches and materials has already allowed to save money and time by customizing an existing model, rather than inventing a whole new one from scratch.

F53 - However, there are currently on-going worrying signs that these efficiencies might be negatively affected by different actors (BoWYCA, MoWYCA) straying away from a coordinated approach by engaging in a centrifugal

logic that entails the clear risk of idiosyncratic, mutually uncoordinated pathways in terms of developing materials and planning their respective roll-out.

- *To what extent has the programme introduced innovative approaches as lesson and scaling up? Has the programme learnt from past experiences at global, national and local levels?*

F54 - The programme design as such builds on UN Women's global theory of change for strengthening gender equality and women's empowerment through equal participation and representation in governance, and the related programme blue-print previously implemented and fine-tuned in several other countries, including in Africa.

F55 - Likewise, key technical inputs such as the Transformative Leadership package for Women in governance were not invented from scratch but rather build on an existing model, namely ACTIL'S original programme platform that has since been adopted by other countries including South Sudan, which adapted the contents to its specific needs with the help of a team of experts tasked with tailoring a customized solution from the Kenyan model for the specific country context.

F56 - It is to be hoped that Ethiopia will reconsider the South Sudanese experience which stuck to one single set of the curriculum once it had been fully localized at national level. Rather than allowing regional BoWYCA's to engage in a costly and potentially inefficient complete developing-from-scratch approach, leeway should be provided allowing for regional adaptation and adaptive retailoring of the standard, generic curriculum already used in Amhara region, at the center in Bahir Dar University.

F57 - In terms of using available potential, support provided to the Oromia Leadership Academy that already provides leadership training to male and female leaders in the region in mass is an innovative approach and qualifies as a potential best practice.

F58 - The support is designed to influence the modules in the Region's leadership academy to ensure gender is mainstreamed and to ensure transformative leadership training material is tailored to (also) train women leaders. Influencing women leadership in Oromia could retain more women in leadership positions as well as reduce the high drop-out rate of elected or appointed women.

F59 - In this context, the language issue and looking into regionally specific cultural specificities and idiosyncrasies might pose a challenge that it would be worth focusing on. Related lessons could be learnt for similar future exercises of adjusting and developing content in and for other regions.

- *Are there enough resources (financial, time, human resources) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of the programme?*

F60 - The resources (some 15% for coordination and M&E purposes, dedicated programme and M&E staff at ECO and among programme institutional-level beneficiaries and implementing partners) are seen as largely sufficient to ensure adequate integration of human rights and gender equality concerns in the monitoring and evaluation of programme implementation.

F61 - However, the evaluation team found indications that networking-related interventions (Caucus etc.) might be running the risk of neglecting additional mileage to be gained from also mobilizing male GEWE champions among relevant networks, especially at the community level. Maximizing the involvement of male GEWE champions beyond what the current scale could boost sustainable transformative change within communities all the way to the institutional level; including the sourcing, nurturing, mentoring and coaching, and support in solidarity of the female governance pool and caucus of existing candidates and prospective future female political talent.

- *Were there any constraints (e.g. political, practical, and bureaucratic) to addressing the rights of women efficiently during implementation? What level of effort was made to overcome these challenges?*

F62 - Under Outcomes 1 and 3, a political constraint faced during the design stage and, logically, also during the implementation, has been that since the inception of the programme the selection and appointment of female representatives and secretariat staff members, i.e. both groups resulting in the envisioned “pool” and the caucus, was limited to members of the ruling State Party. However, these constraints, political, practical and bureaucratic in nature, are now apparently about to disappear and should be embraced by introducing a multi-party coaching and support approach if and once cleared by the relevant authorities.

F63 - Another important practical constraint stems from the persistent reality that Ethiopia is a multi-ethnic, multi-cultural country with many different languages. Granted, there are large commonalities in terms of Amharic (and English) as *lingua franca* of the educated urban élites and beyond, similarities in terms of gender bias and related challenges across all population groups and regions, the common history and cultural heritage etc.

F64 - However, in particular, the need for proper translation of materials and native-language/mother-tongue training facilitation for specific groups fully conversant in Amharic has already been identified as a key challenge potentially undermining the success of, in particular, the community-level interventions and trainings of pool/caucus members from remote areas.

F65 - The current political climate brings with it the very real risk of dividing factors being blown out of proportion which could result in regions insisting that they need their “own” approach and materials so that their particular characteristics and traits are fully taken into account. While this is an understandable and indeed necessary aspect of the foreseen customization of the training materials, the risk of overdoing and exaggerating this angle could result in massive cost overruns and unproductive, wholly unnecessary inefficiencies such as duplications and/or competing models that find their only justification in politicization and instrumentalization of professed or invented distinctiveness where, in reality, the commonalities are much more prevalent.

F66 - In essence, the mission is of the opinion that currently existing standard materials should be carefully translated and socio-culturally adapted, in the process. However, the need for each and every single region to carry out their own separate needs assessment and baseline study in terms of localized/regional gender perception is seen as not necessary given the already Ethiopianized materials based on the generic sensitization package developed by experts at Bahir Dar University.

- *To what extent does the management structure of the intervention support efficiency for programme implementation? How have stakeholders been involved in the programme implementation?*

F67 - Overall programme coordination is ensured by ECO staff who interact with especially recruited or assigned focal points who are either dispatched by, or nominated from among, existing staff of the counterpart institution. This arrangement ensures that the key implementing partners (BoWYCA, MoWYCA, EBA, Bahir Dar TLGE Program, HoR Secretariat, etc.) are given the opportunity to develop full ownership of the respective interventions under the relevant Outcomes.

F68 - By the time the evaluation mission had concluded its in-country data collection phase, preparations were being made for the first inter-regional experience sharing event bringing together various counterparts from different regions (in this particular case, Amhara/Bahir Dar and Oromia BoWYCA). In general, the idea of inter-outcome exchanges between different stakeholders, in particular but not only between focal points/implementing partners contributing to the same activities/outputs, is commendable and worth being pursued. Such events, if intensified (at greater frequency) and replicated at a greater scale, not only in terms of experience sharing but also for brainstorming and hands-on coordination planning, might quickly pay efficiency dividends.

- *How is the programme monitored and reviewed and to what extent was this useful? Have any good practices, success stories, lessons learned, or transferable examples been identified and documented?*

F69 - Implementing partner institutions provide primary monitoring data about training session participants etc. The primary data is collected by UN Women ECO who produce overview reports. Activity-level reporting plays an important role given that, as seen above, there are significant weaknesses in the M&E architecture given the

absence of baselines, targets or means of verification for some Outcome indicators which currently prevents measuring higher-level results. So far, the donor and UN Women annual reporting formats have come the closest to a higher-level reporting exercise at the portfolio level.

F70 - The existing pre- and post-test monitoring approach is very rudimentary and basically useless for genuinely gauging learning progress and, more importantly, the translation of internalized knowledge into transformative practice(s). This challenge and existing weakness that needs to be rectified has already been touched upon, further above.

F71 - Further, there is no existing mechanism to ascertain higher-level systemic outcome measures including, for instance, the number and proportion of female leaders in governance, at the country-level. This limits the possibility of informing to what extent there might have been advancement against higher-level results.

2.4 Sustainability of the programme

- *Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in the protection of the rights of women after the end of the intervention?*

F72 - The programme document includes a one-page chapter dedicated to a comprehensive sustainability strategy to ensure that laws and their execution are gender sensitive oversight and representative functions are gender responsive. The main strategic tool in this regard is capacity building; including through a mentorship and on-the-job coaching component, with the gender pool, professional networks and the caucus as related professional platforms and fora. While concrete steps in this direction have already been taken, the other important idea of linking up key institutions such as ACTIL, CSU and the AAU Institute of Gender Studies has not come to fruition, not least because of bureaucratic issues or simple lack of interest among some of these stakeholders.

F73 - The entire Outcome 2 (community sensitization and mobilization via advocacy and training, as well as shaping gender role representation in the media) targets long-term transformative perception change which would inevitably directly and indirectly affect the gender equilibrium in governance through practice and behavior. In the context of the one-party state, implementing the global Women in Governance ToC which targets electoral work and supporting the upstream sourcing of female candidates at an early stage before they are officially elected or appointed could only be implemented at a very rudimentary level. This is the domain that requires immediate ramping-up since sustainability is not possible without ensuring a steady and continuous refreshment of the pool of future and/or potential candidates.

F74 - On a different note, lessons and best practices from other countries with similar programmes, such as Kenya, indicate the utility of facilitating private or party-backed fall-back schemes to prevent dire economic consequences in case of ultimately unsuccessful campaigning; be it party-internal to secure a list place or an actual electoral campaign against other parties candidates competing for public office. Since Ethiopia is now on the path towards a multiparty system including inter- and intra-party competition for access to positions of political power and influence, the current programme might want to study existing evidence in view of coming up with a similar programme element in the future. This being said, introducing related programme features would require some time for designing a country-specific package and would anyhow be premature in the Ethiopian context, for the time being

- *What is the likelihood that the benefits from the programme can be maintained for a reasonably long period of time if the programme were to cease?*

F75 - Provided the foreseen strategic building blocks and programme strategies including but not limited to sensitization, continuous “scouting” of new talent among potential or actual aspirants, mentoring and leadership training can be maintained through ensuring stakeholder ownership and institutionalization among implementing

partners, it can be assumed that programme benefits and related positive effects can be maintained, if not deepened. Signs for such institutionalization exist, e.g. with regards to the TLGE Training Center in Bahir Dar becoming part of the University as integral yet independent entity, rather than an affiliate tertiary body.

F76 - But in general, across the board, given the existing centrifugal political forces there is now a high likelihood of regions developing their own tailor-made training materials. National and regional institutional stakeholders (BoWYCA, MoWYCA, potential TLG Center at Bahir Dar University) might end up all having their own disparate curricula and training materials, based on different methodologies and operational training approaches, schedules etc. At best, this would not have any negative effect on the quality of trainings but, to the contrary, enhance buy-in, ownership and sustainability; or at least, any negative effects might be outweighed by the positive ones. At worst, such fragmentation would result in TWLG content and training approaches hampering, if not preventing any meaningful coordination and programmatic coordination and cooperation.

F77 - Importantly, if the programme were to cease abruptly, at the present moment there would likely not yet be a critical mass of TLGE champions beyond the confines of ruling party members, which would impact on the sustainability of the gains so far realized.

- *To what extent have national partners undertaken necessary decisions and a course of action to ensure the sustainability of the effects of the Programme? And how will the benefits of the intervention be secured for rights holders?*

F78 - It is relatively clear which kind of measures and agreements are required to enhance sustainability of the current efforts in the interest of the ultimate rights holders which are the end beneficiaries and the population at large, expected to benefit from more gender sensitive legislation and administrative practice. Among these, the most important would be the institutionalization of female quotas for legislative and appointive positions; as well as ensuring a modicum of standardization of female leadership in governance training materials and the coordination of the roll-out logic and mechanisms of trainings between national and regional actors (incl. coordinating the pool of trainers, certification arrangements, scheduling of training interventions and the design of training cascade architectures etc.).

F79 - Accountability and oversight levels could be enhanced by setting up mechanisms and processes forming part of adequate monitoring systems, articulating regional and central-level systems. For only state-owned and -operated administrative systems and survey instruments and procedures can ensure a truly national system to regularly and cost-effectively produce comparable reliable and accurate data both for quantitative and qualitative outcome and impact-level indicators. Such data could then also be used for international reporting purposes against SDGs, CEDAW, the AU 2063 GEWE Strategy and Action Plan, GTP II and UNDAF.

- *Have the stakeholders taken ownership of the programme? If so, how; and to what extent and in what ways can ownership or the lack thereof, impact on the programme sustainability?*

F80 - The degree of buy-in and appropriation encountered throughout the stakeholder interviews was convincing and quite impressive, indeed. The UN Women focal points within the institutions are sometimes recruited from the outside or selected and appointed from among existing staff. While the latter modality pretty much guarantees high levels of ownership and technicality, the downside of this approach is that the need for inter-institutional coordination might not be seen as important, which increases the risk of negative effects on sustainability.

2.5 Impact of the programme

- *Are there already any notable impacts of the programme on the lives of women and men? To what extent was GEWE in leadership at all levels advanced as a result of the programme implementation and how did the programme contribute to the identified changes?*

F81 - While it is still too early to identify any real impact, there are, however, some promising signs or precursors of potential things to come. For instance, it was repeatedly mentioned during focus group discussions with beneficiaries of transformative leadership trainings, technical coaching and mentorship interventions under Outcomes 1 that their respective individual as well as collective levels of confidence and commitment were boosted by the sessions they participated in. It was stated by most if not all beneficiaries interviewed, that they felt that they had benefitted in terms of leadership skills and technical acumen to do their respective jobs in legislature and administration.

F82 - As a case in point, it was stated that women now dare to challenge male leaders in plenary discussions and meetings, which was not the case prior to the trainings. In Amhara region, e.g., women council members have been openly challenging the regional government to appoint more women during appointments. Previously, women would not speak up and follow the lead of male colleagues, since this was considered the socio-culturally and politically appropriate and always adequate, “sound and safe” “standard operating procedure.


F83 - Hence, by extrapolating, one can assume that there is a high likelihood that overall, assertiveness and leadership technical capacity level was enhanced among target groups thanks to the intervention. Gradually, here and there, strategic weight seems thus to be gathering momentum thanks to the programme’s interventions. Nevertheless, this momentum is still very much fragile and needs further stabilization (see above the related risks and the suggested rationale for securing and widening existing gains, including a. expanding the programme scope, b. deepening inter-stakeholder coordination, c. instituting affirmative action across the board of the political landscape etc.).

Figure 2 – Success Story from Amhara Regional

(cf. below on next page)

Success Story

The transformative leadership training increased my confidence and commitment



My name is Menen Assefa, speaker of Gonder City Council. I received training on transformative leadership and gender mainstreaming skills which was given by ANRS bureau of Women, Children and Youth Affairs in collaboration with UN Women in March 2018. The training increased my confidence and commitment to make decisions and exercise my roles and responsibilities. It also inspired me to transform women's participation and benefit in all aspects. After the training, I developed a project proposal and looked for donors to find fund so as to cascade the transformative leadership training down to middle and lower level of women leaders in Gonder town. And I got around ETB 35,000 support from ANPCAN project and provided the training to 60 women leaders who were from sectorial and sub city administration offices. Hence, the training created linkages among women leaders in the town. Thus, the transformative leadership and gender mainstreaming training need to be expanded and scale up across the region so as to reach and benefit many women.

- *To what extent can the changes that have occurred as a result of the WILG Programme be identified and measured? Were there any unintended effects of the intervention?*

F84 - The current problem in terms of measurability of results is that, whereas activities and outputs can be readily ascertained, there are still no proper means of verification in place for the top-level tier of results and related (outcome and impact-level) indicators. This is especially a problem in view of the overwhelming strategic focus on changing perceptions, attitudes, behaviors and practices that require standardized methodological approaches and tools to gauge effective change, rather than, as currently the case, only doing simple pre-/post-training tests.

F85 - Among the unintended effects, which are largely driven by the overall political dynamics which only recently developed and could not be foreseen during the programme design phase, is the fact that current activity beneficiaries stem from only one political party. If the current leaders were to run again for office, this lop-sided support (only the ruling party and none of the 68 other parties) could be construed as a bias. However, it must be pointed out that since the programme was designed to support Women in Leadership, hence there was no real alternative to such an approach during one-party rule. Within the electoral support project recently designed as a complementary component, UN Women is now targeting women leaders from 102 parties.

F86 - Depending on how potential revised constitutional arrangements will evolve over the near- to mid-term, regions developing their own training materials based on specific regional needs assessments and baselines might have to become the default approach to sustainably anchor the curricula in the respective political regional institutional landscape and ensure effectiveness. For the time being, however, under a federal logic, a largely standardized generic platform (namely, the existing “Bahir Dar curriculum“) driven by the Ministry might be the best bet in terms of ensuring not only sustainability, but for sure also efficiency.

2.6 Gender-specific results

- *To what extent have gender and human rights considerations been integrated into the programme design and implementation?*

F87 - At the macro-level of its underlying rationale and justification, the entire programme is obviously tackling existing deeply-rooted gender inequalities. In a few cases, monitoring indicators that should have been, were not gender disaggregated. Also, it was pointed out by some stakeholders that the setting and timing of training interventions could be more gender sensitive. For instance, if appropriate measures were to be taken to accommodate specific needs of women with small children then attendance and active participation rates would benefit. Likewise, participants including women without children could better concentrate and overall learning results would benefit.

F88 - Female partisan aspirants not belonging to the ruling State Party have so far not been on the radar of the programme. The separate electoral support programme may fulfill the needs of the aforementioned and targeting aspirants outside the election intervention to sustain a pool of women leaders in addition to enhancing the capacity of women leaders may be needed. Logically, they only appeared on the scene once opposition parties were allowed to compete in elections. This is, hence, a new challenge that did not exist during the design and early implementation phase of the programme; for there were no non-State parties and hence no aspirants other than those belonging to the State party.

F89 - Lastly, at MoWYC, stakeholders came to realize that there is a need to translate training leadership materials into national languages and deliver trainings in the respective mother tongue of regional-level training participants. Since the programme (now) foresees the translation of training contents into different and at least all of the major national languages, this issue is being addressed (i.a., a related experience sharing for Oromia BoWCYA was organized with ACTIL and a similar exercise is planned for Amhara BoWCYA to help guide the process; Oromia has committed to preparing a gender sensitive curriculum translated into the local language, Afan Oromo).

F90 - The difficulty in this regard consists in selecting the most important languages from the total of 83 languages (and many more dialects) since, by definition, this also implies the need to deselect those languages deemed less important. The risk of over-indulging in the actual financing of requests for customized translated packages for each and every single socio-cultural or linguistic constituency is under control given the reality of financial constraints. The risk of being seen, or being portrayed as, favouring or neglecting specific communities is much higher. Here, a possible option to be considered might be to only finance the production of material for the handful of official languages (Amharic, Oromiifa, Tigrinya, Somali etc. in their main officially recognized variant(s)).

- *Have the programme interventions been following equality and non-discrimination principles at all time?*

F91 - The evaluation team could not identify any indications that this would not have been the case. It should be noted, however, that the programme does not provide support to political aspirants. The electoral support project which was designed as complementary project to the WILG programme intends to address two crucial issues that are not part of the WILG, namely: i. anchoring gender equality principles in the internal reference frameworks and guidelines of all political parties; and ii. providing support to increase the capacity of women to compete in electoral processes.

F92 - The second point includes three activities, namely: 1) support of south-south experience sharing between women politicians in Africa; 2) facilitating experience sharing and dialogue forums for women politicians to come together and aggregate demand in terms of gender equality and empowerment of women; and 3) organising capacity development trainings for women politicians and aspirants in public speaking, campaign messaging, and outreach using ICT and social media for constituency engagement on transformative leadership including for young and marginalized women.

F93 - However, these crucial activities only have a foreseen four-year budget of USD 200,000. However, this budget is to be shared among three activity areas (with support to aspirants being one sub-activity of one of those areas) over several years. Also, there are about 70 political parties vying for elections, and aspirant support is predicated on gender electoral frameworks the adjustment of which normally requires much more time than was available for the run-up to the 2020 elections.

F94 - It is in this respect that the support provided to any sitting members of parliament in terms of capacity building might have problematic side effects in terms of principles of equality and non-discrimination if sitting members are competing for re-election or supporting aspirants of their own political party. For one cannot rule out that in the lead-up to the elections any members of the leading party might be able to derive a competitive advantage from any training or mentoring support received, while (male and female) non-ruling party contenders did not receive any such trainings, in the past. As seen above, the attempt to even the playing field is on-going through the complementary electoral support project supporting candidates from all parties; and in the past, the reality of the one-party system resulted in support focusing on representatives of that party, by default.

- *Was the designing, implementation and monitoring process of the programme participatory? Have stakeholders been given the chance to give their inputs?*

F95 - The programme design and implementation as well as the monitoring process can be classified as participatory by design in that activity and output-level measures involve(d) the various implementing partners. For all training interventions, a pre-/post-test approach was foreseen. The fact that there is need to improve on those tests by designing a standard tool for collecting more meaningful, comparable data does not alter the fact that the process as such is highly participatory. The M&E process could be rendered even more inclusive, participatory and useful by introducing participatory qualitative tools such as a longitudinal study tool that would allow measuring the mid- to long-term effect of specific training interventions (cf. technical details further below in the recommendations chapter).

F96 - In theory, all the required elements (training, coaching, mentoring in transformational leadership and technical skills; creating a pool of female aspirants, the Caucus, mentorship groups and using them for mobilization

of members, networking and other relevant purposes; community-level sensitization and advocacy etc.) are in place for creating an enabling environment. However, in reality, in many cases women as well as male GEWE champions encountered during the interview phase complained about the degree of general “toxicity“ in the political sphere, be it against GEWE or just in terms of general hostility against any dissenting voices.

F97 - Whereas, as seen further above in the section on programme impact, there have been cases of growing assertiveness among women, there are for sure still many cases in which potential aspirants shirk away from seizing opportunities or quit pursuing the quest for such, including office holders who resigned or accepted largely stagnant, at best only modestly upwardly mobile career paths at the fringes of decision making. The perceived degree of toxicity, linked to gender issues and possibly exacerbated by it, seems to have increased in recent years and months, and might be linked to the overall political stakes at hand in view of the upcoming free and democratic elections planned for May 2020.

- *What were the key strategies used to bring about attitudinal change of society towards promoting women's leadership and political participation?*

F98 - In this respect, the general programme intervention strategy relies on such diverse approaches as advocacy and sensitization in communities; the promotion of gender-specific research; coaching, mentoring and training aspirants and office-holders; and the monitoring and corrective oversight of contents broadcast by mass media (tv, radio) including advertisements. Outcome 2 is dedicated to instilling transformational change at the grassroots level, targeting the collective image(ry) or role models. Outcomes 1 and 3 also affect perceptions of gender roles in that they promote women to access positions of legislative and administrative decision making. Such positions are more or less publicly exposed, and thus influence society's perception of women in the sense of gender equality.

3. Conclusions

-Based on related findings (no. 1-10) about the alignment with international and national strategic frameworks, action plan, obligations and commitments, as well as the beneficiaries' assessment of the value so far added, the programme's level of relevance can be assessed as very high. As pointed out in findings 11-18, the rapidly changing political context will require for the programme to adjust and adapt itself where and when necessary, to the evolving needs and requirements. If it manages to do so, then the impact could be quite spectacular (no. 81-83). However, the risk of failure needs to be constantly monitored and addressed since it is quite substantial.

-The effectiveness of the programme can be rated as good, based on progress against set targets and related findings no. 24-28. However, as findings 19 and 35 show, systemic gender inequities remain quite staggering in many if not most areas, in particular in terms of female representation at the local level (formal governmental institutions at woreda, zonal, regional levels as well as community institutions such as iddirs).

-Findings 42-52 indicate adequate overall levels of programme efficiency. However, findings 53-66 underscore that there is also a considerable risk of inefficiency that would need to be held in check through appropriate measures, as discussed further below. Likewise, in terms of programme sustainability, findings 75-80 show that the building blocks are in place, while substantive risks that would need to be appropriately addressed are currently forming or, in some cases, already exist.

-Regarding the institution of training centers, the model and experience of ACTIL as well as the Juba National Transformative Leadership Institute set noteworthy examples of best practices in terms of national standard setting and centrally defined curriculum. Bahir Dar was selected as pilot phase to serve as platform of the Ethiopian localization of the ACTIL experience since they were the most interested and showed eagerness to engage and

start the planning process, immediately. Addis Ababa as the natural choice for a common federal, national solution was not selected since it unselected itself due to bureaucratic issues (disinterest and/or inertia at CSU and MoWYCA). Under the current political circumstances there seems to be a risk that a regional center with a programme based on a regional needs assessment and baseline, would not be accepted by all regional stakeholders as a truly federal, common solution.

-The programme on transformative leadership training at Bahir Dar University, which according to Amhara Region-based stakeholders is foreseen to eventually evolve into an independent center in its structure and funding, is currently only serving the Amhara region. The center is about to be given revised credentials upgrading its status to a full-fledged academic entity. Bahir Dar TLGE staff spoke about plans to position the Center not only as national training hub but also, to become a continental leader in the long run.

-In light of this information it is noteworthy that the Oromia region's BoWYCA is now about to develop a female leadership in governance and politics curriculum based on its own needs assessment. Here, it must be pointed out that the Oromia region already possesses its own generic (i.e., not specifically developed for or targeting female trainings needs) leadership curriculum which has been used for training both men and women, for many years. In this respect, Oromia's decision to shift from a generic curriculum to introducing women-specific content is highly commendable. However, the evaluation team could not help but note conflicting strategic orientations between the various TL custodians at BoWCYA in Bahir Dar/Amhara region and Oromia region, as well as between the regions and the Ministry.

-However, there is a real risk that Bahir Dar will not be serving all regions in the future. If Oromia region were to end up developing its own stand-alone package then it might be difficult to stem the tide since other regions would likely insist to develop their own models based on their own particular socio-cultural traits, stressing differences rather than the substantial commonalities. The evaluation mission came to the conclusion that there is a risk of centrifugal political tendencies interfering with programme interests of efficient use of resources. These dynamics might result in regional states developing their own idiosyncratic, competing curricula and training mechanisms (incl. the overall architecture of training centers, cadres of master trainers etc.).

-In the worst case, should such efforts fail, a stand-alone Oromia package might end up effectively competing with the Bahir Dar curriculum, incidentally also colliding with Bahir Dar's nation-wide training center aspirations. This might set a precedence for other federal Regional States to try and follow suit and insist they are in need of their own specific curriculum and training materials, and training centers. Under such a scenario, the role of national training center might need to be shifted from Bahir Dar to the central level with the Ministry (MoWYCA) as custodian and coordinator.

-The Ministry has so far carried out its own TL trainings in an ad hoc fashion but, according to their statements, recently developed plans to set up its own TLWE training center in Addis Ababa. If such plans were to become a reality then this might possibly allow CSU to re-enter into the equation, potentially playing a role in coordinating the TLT curriculum design, preparing guidelines and customization of these for federal and regional levels. Under such a scenario, experienced Bahir Dar staff could still serve as national master trainers. Furthermore, the center for TLT at BDU could continue to serve as dedicated training center for the Amhara region; and be used as training center for the neighbouring Beneshangul-Gumuz region, working in a twinning arrangement.

-Moreover, Bahir Dar could still be used as platform for reaching out to neighbouring countries and should be allowed to pursue its ambitions to become the Center of Excellence for the entire sub-region or even the African continent, thus competing with ACTIL and South Sudan's WTLG center in Juba. But in the current unstable context it ought to be considered if it would not be preferable to shift the responsibility for training delegations from other regions to MoWCYA.

-Existing training materials on female leadership in governance are not fully harmonized and there is room for improvement in this regard. Furthermore, while the Bahir Dar model had originally been designed as a national curriculum, Oromia BoWYCA has now set out to develop its own needs assessment study, developing its own regional set of templates, its own sampling strategy etc. There is a real risk that this will, if unchecked, result in setting a “worst-case precedence” of inefficient use of resources culminating in potentially duelling, competing approaches. Using Bahir Dar’s curriculum for training Oromia beneficiaries is clearly not the aim of these actions. This, however, runs counter to the original logic of setting up Bahir Dar as national training center and using its ACTIL-supported curriculum and guidelines as common platform for WTLG trainings, for all regions.

-Again, this implies the risk of every single region insisting that they, too, need a foundational regional needs assessment of their own, designed by their own universities and regional experts. For instance, Amhara BoWCYA in collaboration with Bahir Dar University – Transformational Leadership Training Center (BDU-TLTC) already finalized the design of a curriculum and guidelines; Oromia is apparently not using any of those already existing materials but conducting a new survey and curriculum design from scratch, in collaboration with Oromia State University and Oromia Leadership Academy, quoting “cultural differences and specificities” as justification for the decision to do their own study and, by implication, thereafter develop their own materials. Assuming there are similar basic TWLG needs in all Ethiopian regions regardless of the language spoken by the specific community, a piecemeal approach would be quite inefficient; and the adaptation to local contexts of a generic model, ideally the existing Bahir Dar one, should.

-There are high levels of stakeholder participation in programme implementation as per findings no. 29-33. With regard to M&E issues, numerous findings (20-23, 38-40, 69-71, 79, 84-86, 95) throw light on pending issues and weaknesses that need to be addressed. While some minor enhancements should be dealt with immediately, others, more complex, need to be addressed in view of the next programme cycle. In most cases, though, the suggestions with a mid- to long-term horizon should be tackled as soon as possible. Especially at Outcome level, there is need to revisit the existing indicators to address current gaps and weaknesses. In particular, the qualitative dimension of the indicator framework is underdeveloped. This includes tools and processes allowing measuring results in terms of training success in conveying knowledge and skills, as well as transformative improvements in behaviour, attitudes and practices. Likewise, the ToC could be further sharpened.

-Overall, the inclusiveness and gender-friendliness of training interventions could be further enhanced. For example, right now, mothers of small children might not be able to participate in training sessions offered due to the absence of specific on-site arrangements to look after the children while their mother undergoes training (cf. finding no. 87). The programme can boast of a number of best practices including the production of gender sensitive knowledge products, the involvement of male transformation champions and mentors (findings 36, 37, 41).

-While the general architecture of the programme is solid, it can be still further strengthened. Similarly, there are opportunities and even concrete need for rapid scale-up (72-74), as well as for building on already high levels of gender sensitivity and inclusiveness (72-74, 87-94). While the formulation of the Outcome and Output Statements as well as the inherent Outcome ToC logic can remain as is since not specifically referring to the State party, only, the actual scope of scouting and training activities would of course mushroom considerably if the bar of qualifying for support would not be set so high that only pre-selected aspirants of only a select few parties would even be considered.

-However, the clearly preferable approach would be the one of truly supporting aspirants as of their early, first steps in the political realm. As seen above, the current design of the electoral support project has a (very) minor component of providing support to political aspirants. Regardless of whether this will be maintained or not, the

existing needs demand a much larger investment than currently the case. Scaling up such support could either happen through the electoral support project or the WILG programme.

-By ensuring the organic link between the pre-pool of aspirants which is the (informal and formal) economic domain or sector as well as CSOs and INGOs, which are somewhat overlapping, the numbers of trainees might potentially be rising quickly and multifold. This would require considering that a cascade logic be introduced, and/or considerably increasing the budget and scope of the activity. The tricky question in this regard is where to draw the line in terms of whom to support given the potential multitude of new parties that will continue to appear. There might need to be a sort of catalogue of criteria to vet parties and/or candidates to determine which entities and individuals are deemed worthy of support. The challenge here would be to keep a balance between non-discrimination and do-no-harm principles, effectiveness and efficiency.

4. Recommendations

I. The implementation approach of the Transformational Leadership Training programme needs to be reconsidered. The customization of South-South capacities such as that of ACTIL and the Juba Leadership institute and enabling the institutionalization such as in BDU-TLC is a good example of a best practice in using scarce resources (finance, facility and human) – adding to the existing is not expensive and could allow the creation of one excellent training center; rather than placing one center in every single region. This gives the implementers the necessary space for designing the training approach and targeting trainers and trainees on the basis of looking for utmost results rather than stretching capacities and ending up with less optimum results. Focusing on excellence fits the interventions to benchmark on leadership training fundamentals, mainstream to gender and regional requirements. This would also allow to customize taking into account regional specificities.

II. Immediately address any tendencies that might result in competing curricula in terms of contents and training mechanisms: incl. the overall architecture of training centers, cadres of master trainers etc. (Delivering training sessions and printing materials in different languages is not meant here and is, to the contrary, specifically encouraged.) UN Women ECO should maximize coordination between regional and federal-level stakeholders to prevent inefficiencies such as potential, nascent or already existing divergent curriculum design initiatives or training approaches being further pursued. In this respect, assuming that, generally, there are similar basic needs in all Ethiopian regions regardless of the language spoken by the specific community, a piecemeal approach would be quite inefficient. Therefore, UN Women ECO needs to reconsider its funding of separate needs assessments at regional level. Rather than developing separate methodologies at regional level and implementing disparate methodologies for regional need assessments, the focus should shift to developing high-quality translations of the assessment materials into all the main languages. Customizing training modules and materials for transformative leadership and the related training curricula would thus account for language and cultural specificities. If really there is no way around adapting the central curriculum in a more massive way, this should be coordinated at central level in collaboration with the regions, to safeguard the core messages building on the commonalities of the programme content.

III. The efficiency and impact of trainings can be improved through a series of interrelated measures. These comprise:

-Ensure a modicum of standardization of female leadership in governance training materials; and to ensure the proper coordination of trainings between national and regional actors (incl. the pool of trainers, certification arrangements, scheduling of training interventions and the design of training cascade architectures etc.). ACTIL's approach, which foresees for trainees to be tested to establish if they have obtained the necessary knowledge

and skills levels for certification (which implies that one can also fail and does not automatically receive a “pass” grade), should serve as model to be replicated;

-In view of enhancing efficiencies, the current focus on centralized training of “end beneficiaries” should increasingly shift to a ToT logic. Importantly, UN Women is already organizing ToTs to create a pool of master trainers which can be used at federal level (training of master trainers). This would allow for a more effective and efficient cascade training approach and the recycling of the Master Trainers (MTs) at federal level institutions and regional level bureaus and economic sectors (possibly also including the private sector and CSOs) across the country (targeting different types of MT groups);

-In implementing standard modules of transformative leadership training (including model curriculum of foundations), different modules should start with the foundation modules that work for all contexts;

-Furthermore, the cascading, recycling and adaptation processes (during implementation) should also be checked for tracking quality of the training delivered, comparability of the evidence over changes and ways forward in proceeding (in alignment with the specificities of the regions but taking account that the capacity building training enables trainers at various contexts in the taking up the hill of the leadership ladder (federal level and across federal regions);

-Also, existing capacity for sensitizing and mainstreaming gender into generic leadership training curricula and customizing already existing generic leadership teaching materials that are not TLGE-specific should be tapped into.

-Training sessions for delegations from specific regions and/or linguistic groups could either be delivered on-site, in Addis Ababa or by using the nearest-most center (preferentially using the facilities and/or staff from the training center in Bahir Dar).

-For all trainings conducted under the programme, a filtering mechanism should be put in place across all programme pillars; to help in (pre-)identifying candidates for certification including potential future master trainers or multipliers, as opposed to those in need of additional training. As first step, based on the performance of trainees, preliminary filtering should be carried out. As second step, after all the processes of the training, mentoring/coaching and experience/onsite monitoring are completed, those trainees that fulfilled the criteria should be certified. Those who fail for the certification need to be given additional training and a kind of adaptive training module should be designed for these groups of trainees. This certification and filtering process should be implemented at two levels – the first level filtering needs to be done at regional level and the second level filtering needs to be done at federal level.

IV. To enhance the sustainability of current efforts to build a pool of female aspirants, the most important issues to be immediately considered are: a. Advocating for legislating and subsequent implementation of female quotas for political parties to ensure a gender balance among electoral candidates; b. Widening the scope of aspirant scouting and of support measures provided to female political talent; esp. training as well as non-training support (such as coaching and mentorship) provided to aspirants among all political parties, in preparation of elections even within parties (determination of party ticket through party-internal voting which means training to not-yet-elected, potential party candidates).

V. To allow mothers of small children and infants to participate in training sessions offered through the programme it is recommended to introduce adequate measures to take care of the children during the training, through off-site or on-site support. On-site support could provide a sort of “day care service” at the level of institutional training centres, possibly ensure that there are hired temporary caretakers/nanny staff available at the training site, if trainings are conducted in external facilities (hotels etc.). In addition, care should be taken to ensure suitable food

and beverages for small children and toddlers. Suitable arrangements for changing diapers, cabins or portable walls allowing for breast-feeding etc. could also be provided as additional measures.

VI. The ToC of the programme should be reviewed, not least in light of the changed overall political landscape. Also, there are some weaknesses in the current formulation, from a syntactical point of view. For instance, the current formulation used for the ToC (and at Outcome statement-level) generically refers to leaders without further specification of the targeted domain(s). This can be interpreted as if the scope goes beyond political governance including the judiciary, the economic realm, the security sector etc. This ambiguity calls for restricting the scope of the formulation in the ToC and at the level of result statements.

The alternative would be to widen the overall scope of the project to also include such areas as economic governance, judiciary, tertiary education, the security sector (army, police etc.). If the latter option were to be pursued then this would mean that indicators and related baseline/target values as well as the pertinent data sources would also need to be adjusted (these should then include such items as number or percentage of female judges, full professors, high leadership positions at officer rank in security sector etc.). Annex 6.9 presents a revised version of ToCs, including separate Outcome-level ToCs in line with the HQ-level approach.

If the remaining time for programme implementation is still deemed sufficient for such an effort, it is recommended to consider the revised ToC for reshaping the type and scope of some key activities. Should this not be possible, then the ToC could serve as key input and starting point to launch the discussion about the design of the successor programme to the current programmatic life cycle.

VII. The revised results framework presented in the annex section includes some issues such as reformulated indicators etc. that can be addressed immediately and should be considered for the remainder of the programme implementation and the final evaluation. On the other hand, the design of new, additional means of verification/data sources or data collection tools, esp. if following the design of a new index, are much more complex suggestions that require much more time.

In general, it is recommended to see which of the suggestions can be implemented, immediately, so that an at least slightly enhanced RRF can be used for the remaining months of programme implementation during the current life cycle. For other, more complex recommendations a decision needs to be made whether the related processes could already start right away or should become part of the programmatic content of the next programme, linking them to developing the capacity of the general statistics system. For some activities (e.g., the design of an index and related MoVs) are in and by themselves quite complex activities that should be reflected in the results framework of the next programme cycle as ramp-up activities. Planning components for activities that require a considerable lead time for consultations could start right away.

(A) Introduce Standard Tools for Measuring Learning Success

In achieving WILG programme pillar objectives, trainings serve among key strategic activities. However, as seen in the case of the need for standard survey and assessment tools, measuring the results of trainings conducted also demand a standard assessment tool. Firstly, a standard, easily understandable multiple choice tool that can be easily and quickly administered and analyzed should be designed for pre-post training assessments. The tool could be applied for assessing all types of transformative leadership trainings at the central and regional level(s). Secondly, a long-term training impact assessment tool for assessing the results of all types of transformative leadership trainings should be designed.

(B) SMARTen existing indicators across the board and introduce Goal/Impact level indicators and related means of verification

The finality of equal representation in governance and political office are increased levels of gender sensitivity in political debates, lawmaking and the decision making related to designing policies, strategies and implementing related action plans, administrative acts and decrees. Hence, among the currently existing Outcome-level metrics it is indicator “3.1: Number of legislations adopted specifically addressing gender equality or assessed for gender sensitivity” that de facto can be considered as the top-most measurable indicator of the programme logframe. Therefore, this indicator is a candidate to become elevated to impact-level status, either by moving it upwards or by using it at both the Outcome and Impact levels. The high level of the indicator is underscored by the fact that it is virtually the same as an SDG indicator under target 5.c (“Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels”).

The high calibre of the currently singular measurable programme-related Outcome/impact indicator shows the strategic weight of the programme and the need to add further high-level indicators for the benefit of the programme’s M&E system and beyond. The absence of additional M&E systems as data sources to inform SDG 5 and other high-level international commitments as well as national macro-plans (GTP II etc.) calls for innovative thinking in this regard. It is therefore suggested that UN Women team up with relevant stakeholders to discuss limits and possibilities, distribution of tasks and responsibilities, funding and technical issues to expand the set of outcome indicators of the programme. The concrete immediate Action Point in this regard would be to organize a related workshop with all interested stakeholders (suggested list of invitees: MoWYCA, BoWYCA, National Statistics Agency, Ministry of Finance and Economic Development, AAU Human Rights Centre, Bahir Dar University WTLG Centre, SIDA/Swedish Embassy, DANIDA/Danish Embassy, ACTIL, EU, UNDP, UNFPA, UNICEF, UN Women).

Related indicators being of national reporting-level importance at the level of international contractual obligations and legal commitments, the value of such an expanded system would be situated well above the mere UN single-agency programme level, which would justify such an initiative. Entities to be involved would include the National Statistics Agency for survey design and ensuring data quality thus providing the authoritative stamp of official national statistics, MoWYCA and BoWYCA for MIS and administrative routine reporting purposes, interested donors to test out innovative modalities even as global pilot, and UN partners to muster additional technical expertise from the UN side.

There are three strategic options of how to pursue such an endeavor, namely: a. expand Output 2.4 “Increased availability of data and analysis on the equal representation and effective participation of women in leadership positions in the government”; b. create an additional fourth over-arching Outcome to support building comprehensive M&E systems; or c. pursue related efforts through external, non-programme related efforts outside the existing programme and M&E platform.

Option a. is the weakest proposition and can probably directly be discarded given the mismatch between a mere Output and the strategic weight of the suggested initiative. Option b. can in any case not be organized by UN Women, alone, given the need to collaborate with national specialized authorities. Still, the decision would need to be made whether to expand the weight of systems building to measure actual success of transformative change as part of the programme, with programme staff taking an active part in (co-)leading the new initiative; or delegate such task to work streams and fora outside the programme, with the programme staff only participating as one of many stakeholders. A hybrid arrangement led by UN Women Programme Management and/or a novel UN Women Data Machinery initiative (potentially as a Joint Programme, or by piggy-backing on existing One UN initiatives should they already exist) with the programme experts coming in as technical advisors representing the de facto beneficiary perspective would be another possibility.

At the technical level, a number of to-be-introduced new indicators, data sources and related tools are to be considered. The following list presents the suggested items in increasing order of complexity:

a) Quick-fix quantitative measures:

- i. national dashboard of key managerial and/or technical leadership positions across key institutions at central, regional and community (“iddir” etc.) level incl. judiciary, etc. to gauge their respective gender ratio;
- ii. create a “Governance GEWE“-type index based on a. key dash board values across institutional leadership positions in targeted and non-targeted areas and/or b. perception sub-index and/or c. (sub-index of) key RF outcome and/or output indicators.

b) Qualitative measures:

- iii. design longitudinal knowledge/skills survey to track the effect of trainings by collecting qualitative data among cohorts of trainees on the actual application of theoretical knowledge and the utility in terms of professional career advancement, self-assessed higher quality of services delivered thanks to the skills and competencies acquired in trainings; also including beneficiaries’ reflections on lessons learned, best practices, transformative change etc.;
- iv. design perception survey tool focusing on key resource persons/beneficiaries: administer a set of KAP queries through adding a module on female political participation to the DHS. Alternatively, if sufficient donor and stakeholder interest exists, a stand-alone GEWE KAP-type mini-survey with a WILG module could be designed and administered to a representative sample of individuals. This could become a whole separate activity/output or even outcome area under the WILG portfolio, or beyond it, as part of the general UN Women data activities.

Such a perception survey would be regularly administered in periodic intervals, on a country-wide scale across various key constituencies including regular population/society at large (cf. Rwandan transformative change model).

5. Annexes

Appendix 5.1. List of documents consulted

- Ethiopia 2017 Voluntary National Review on SDGs, Government Commitments, National Ownership and Performance Trends, by National Planning Commission of Ethiopia, June 2017
- Ethiopia: Sustainable Development Goals Baseline Assessment, Baseline Update Report, by YOM & Vivid Economics, August 2019
- Evaluation policy of the UN Women, Executive Board of the UN Entity for GE and WE, UNW, October 2012
- First Annual Report To the Government of Sweden, January – December 2017
- First Informal Progress Update to the Royal Danish Embassy in Ethiopia, January to June 2019
- Frequently Asked Questions: UN-SWAP Evaluation Performance Indicator Reporting, UNEG, November 2016
- Global Evaluation Report Assessment and Analysis System, Evaluation Office, UN Women, New York, January 2014
- Global Evaluation Report Assessment and Analysis System, Independent Evaluation Office, New York, January
- Good practices for Integrating gender equality & human rights in evaluation, UNEG WG on GE&HR, 04/2017
- How to Manage Gender-Responsive Evaluation, Evaluation Handbook, UNW Independent Evaluation Office
- Lessons Learned from 2016 Peer Learning Exchange, UN-SWAP Evaluation Performance Indicator, 03/2017
- Mission Report: Experience Sharing Mission to African Centre for Transformative and Inclusive Leadership, Nairobi, Kenya, July 2018

- Mission Report: Field Mission to Amhara BoWCA for Annual Review Meeting – Bahir Dar, Amhara Regional State, October 2018
- Narrative, Revised and updated version, October 2018
- PBF Project Document, Signed by All Stakeholders, November 2018
- Programme Document (2019 – 2021)
- Progress Report on support for gender responsive parliament and electoral processes (September 2019)
- Progress Report, Final, Government of Poland, January 2017 – December 2017, March 2018
- Report: Gender Analysis of The Draft Electoral and Political Parties' Law July, 2019
- SDSN (2019) Indicators and A Monitoring Framework: Launching a Data Revolution for SDGs, <https://indicators.report/indicators/i-43/>, accessed on 16 Dec 2019.
- Second Annual Report to Government of Sweden, January – December 2018
- Training Report: Training on “Transformative Leadership and Decision-Making Training for Women Leaders drawn from Federal and Regional State Sector Bureaus, by MoWCYA, 10-15 April 2019, Bishoftu Ethiopia
- Training Report: Capacity Building Training on gender sensitive reporting and news coverage to print and broadcasting media practitioners “Engages the Mass Media to Promote Gender Sensitive Coverage and Positive Portrayal of Women ” Nov 2017
- Training Report: Feminist/Gender Sensitive Research Methodology, AAU-CHR, December 2019
- Training Report: Gender and Gender Mainstreaming Training for Secretariat of the HoPR, Adama & Bishoftu, August 26-31, 2019
- Training Report: on Gender Sensitive Advertising for Advertising and Media Monitoring professionals In collaboration with Ethiopian Broadcasting Authority and UN Women, April 12-14, 2018, Adama/Ethiopia
- Training Report: on Increasing the Role of Women leaders on Peace Building Process and Conflict Management Amhara National Regional State Sector Bureaus in collaboration with UN Women, 11- 12 December 2018, Bahir Dar, Ethiopia
- Training Report: Training Completion Report on “Transformational Leadership for Women Political Empowerment”, Prepared for Women Political leaders and Members in Amhara Regional State, October 2019, Bahir Dar, Ethiopia
- Training Report: Training on Gender Equality and Gender Analysis and Transformative Leadership and Decision-Making, Regional Council Standing Committee Members of Amhara female Regional State , 6-9 June 2019 Gondar, Ethiopia
- Training Report: Training on Gender Equality and Gender Sensitive Reporting, Report Writing and News Coverage for Journalists and Programme Owners In collaboration with Ethiopian Broadcasting Authority and UN Women October 31 -November 2, 2017, Adama/Ethiopia
- Training Report: Training on Gender Equality and Gender Sensitive Media for Editors and Programming Leaders In collaboration with Ethiopian Broadcasting Authority and UN Women October 2017, Adama/Ethiopia (Translation)
- Training Report: Training on Transformative Leadership and Decision-making for Women Leaders in Oromia Regional State, 23-27 August 2019, Adama, Ethiopia
- Training Report: Training: “Gender Responsive Parliamentary Oversight Function”, 02—04 June 2019, Adama, Ethiopia
- Training Report: Transformative Leadership and Decision-Making for Women Leaders from Federal Ministries and Regional Sector Bureaus, 6-10 February 2018, Adama, Ethiopia
- Training Report: Transformative Leadership and Decision-Making Training for Women Leaders drawn from Amhara National Regional State Sector Bureaus, 26-30 March 2018, Bahirdar, Ethiopia
- Training Workshop Report on “Transformational Leadership for Women Political Empowerment” National Electoral Board of Ethiopia and UN Women, August 2019, Adama, Ethiopia
- UN Women Global Evaluation Report Assessment and Analysis System (GERAAS), Executive Feedback Template
- UN Women Strategic Note 2017-2020, Updated DRF - MTR 2018

- UN Women Strategic Note 2017-2020, Updated OEEF - MTR 2018
- UNEG Ethical Guidelines for Evaluation, Foundation Document, UNEG, UNEG/FN/ETH(2008), March 2008
- UNEG Quality Checklist for Evaluation Reports, Guidance Document, UNEG/G(2010)/2
- UN-SWAP Evaluation Performance Indicator 2015 Reporting Cycle Results, Working Paper, April 2016
- UN-SWAP Evaluation Performance Indicator 2016 Reporting Cycle Results, Working Paper, March 2017
- UN-SWAP Evaluation Performance Indicator 2018 Reporting Cycle Results, Working Paper, May 2019
- UN-SWAP Evaluation Performance Indicator Reporting, Synthesis Report, UNEG, Final Version, 12/2016
- UN-SWAP Evaluation Performance Indicator Technical Note, Guidance Document, April 2018
- UN-SWAP Evaluation Performance Indicator, 2014 Reporting Cycle Results, Working Paper, July 2015
- UN-SWAP Evaluation Performance Indicator: Guidance for Peer Learning Exchange, UNEG Working Paper, April 2016
- UNW Office, POM Evaluation Chapter, not dated
- Workshop Report: Debate under the title “Women’s representation in politics impacts the process and outcomes of decisions in politics and society”, 19 April 2019, Addis Ababa, Ethiopia
- Workshop Report: Dialogue Forum Brief, Experience Sharing & Role Model women, 14 December 2018
- Workshop Report: Report on Sensitization Workshop Program: “Gender Equality and Women’s Rights to Leadership and Political Participation”, Amhara Regional State BoWCYA and UN Women, September 15-16, 2019, Injibara, Ethiopia
- Workshop Report: Training on Feminist Research/Gender-Sensitive Research Methods Organized by UN Women and Addis Ababa University - Center for Human Rights, 15-17 November 2017, Addis Ababa
- Evaluation policy of the UN Women, Executive Board of the UN Entity for GE and WE, UNW, October 2012
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- Programme Document (2019 – 2021)
- Progress Report on support for gender responsive parliament and electoral processes (September 2019)
- Progress Report, Final, Government of Poland, January 2017 – December 2017, March 2018
- Second Annual Report to Government of Sweden, January – December 2018

Appendix 5.2. List of suggested evaluation questions (Evaluation matrix)

Criteria	Key & specific evaluation questions (as indicated in the ToR)	Data Source
Design Level: Relevance	<p>To what extent are the objectives of the intervention consistently designed with the needs of women, country and the SDG provision on GE & WE?</p> <ol style="list-style-type: none"> To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries? Are they aligned to national priorities? To what extent is the intervention aligned with relevant national, regional and international normative frameworks for gender equality and women's empowerment? What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners? What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other? Do the activities and strategies address the problems identified? Are the planned outputs & results relevant and realistic for the situation on the ground? Is the intervention logic coherent and realistic? What needs to be adjusted? (See PRM) How strategic are partners in terms of mandate, influence, capacities and commitment? To what extent had implementing partners added value to solve the development challenges stated in the programme document? To what extent did the programme have a useful and reliable M&E strategy that contributed to measure development results? How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate? 	<p>Desk review</p> <p>Key Informant Interviews</p>
Process level: Efficiency	<p>To what extent and which resources/inputs (funds, time, human resources, etc.) are efficiently implemented in the manner that turns activities into results?</p> <ol style="list-style-type: none"> To what extent does the management structure of the intervention support efficiency for programme implementation? Have resources been used efficiently? Have activities supporting the strategy been cost-effective? Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? Are there enough resources (financial, time, human resources) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of the programme? Were there any constraints (e.g. political, practical, and bureaucratic) to addressing the rights of women efficiently during implementation? What level of effort was made to overcome these challenges? 	<p>Desk review</p> <p>Key Informant Interviews</p> <p>Field visit</p> <p>Case stories</p>
Process level: Ownership in the process	<p>How effective are the exercise of leadership employed by local partners in implementing activities towards the achievement of targets?</p> <ol style="list-style-type: none"> To what extent did the targeted population, citizens, participants, local and national authorities make the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process? Have the stakeholders taken ownership of the programme? If so, how? To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the WILG Programme? 	<p>Desk review</p> <p>Key Informant Interviews</p> <p>Field visit</p> <p>Case stories</p>

Result Level: Effectiveness	To what extent and which of the objectives of the intervention are being implemented in the way that is achieving the intervention targets? 1. What has been the progress made towards achievement of the expected outcomes & results? 2. What are the results achieved so far? 3. What are the reasons for the achievement or non-achievement? 4. To what extent did the programme contribute to achievement of results in terms of enhancing the equal representation and effective participation of women in leadership positions? 5. How have stakeholders been involved in the programme implementation? 6. How was the programme monitored and reviewed? 7. To what extent was this exercise useful and used? 8. Have any good practices, success stories, lessons learned, or transferable examples been identified and documented?	Document review Key Informant Interviews Field visit Case stories
Result Level: Sustainability	Could the benefits of the intervention continuing in the long term after program exit? 1. Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in the protection of the rights of women after the end of the intervention? 2. What is the likelihood that the benefits from the WILG Programme be maintained for a reasonably long period of time if the programme were to cease? 3. To what extent have WILG national partners undertaken the necessary decision and course of actions to ensure the sustainability of the effects of the Programme? 4. How has the programme enhanced ownership and contributed to the development of national capacity in order to ensure sustainability of efforts and benefits? 5. How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established)?	Document review Key Informant Interviews Field visit Case stories
Result Level: Impact	To what extent are gender equality and women's empowerment advancing by the implementation? 1. To what extent can the changes that have occurred as a result of the WILG Programme be identified and measured? 2. To what extent can the changes that have occurred as a result of the WILG Programme be identified and measured? 3. How did the programme contribute to the identified changes? 4. What were the unintended effects, if any, of the intervention? 5. What are the notable impacts of the program on the lives of women & men? 6. How did the interventions of this programme impact the empowerment of women in leadership at all levels?	Document review Key Informant Interviews Field visit Case stories
Gender Equality and Human Rights	To what extent does the programme improve gender equality & women empowerment targets? 1. To what extent have gender and human rights considerations been integrated into the programme design and implementation? 2. Have the programme interventions been following equality and non-discrimination principles at all time?	Document review Key Informant Interviews Field visit Case stories
Inclusiveness & Participation	To what extent were the programme design, implementation and benefits participatory and inclusive? 1. Were the designing, implementation and monitoring process of the programme participatory? 2. Have stakeholders been given the chance to give their inputs?	Document review Key Informant Interviews

	3. How useful was the process?	Field visit Case stories
Social transformation	<p>To what extent is the programme enhancing social transformation (conducive environment) for promoting women participation, representation, in leadership positions at various levels?</p> <p>1. How has the programme contributed to the intended social transformation in terms of creating an enabling environment for women to hold and stay in leadership & decision-making positions?</p> <p>2. What were the key strategies used to bring about attitudinal change of society towards promoting women's leadership and political participation?</p>	<p>Document review</p> <p>Key Informant Interviews</p> <p>Field visit</p> <p>Case stories</p>

Appendix 5.3. Stakeholder analysis matrix

Who	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (informational, reference group, management group, data collection, etc.)	When (in what stage of evaluation)	Priority (importance of involvement in evaluation process)
HoPR & Secretariat &	Targets	Observe improvements in their functions	Interview with speakers; standing committee members; secretariat staffs	In all stages (as data source; Validation)	Priority
MoWYC Affairs	Implementing Partners	Observe improvements	Interview with leaders; experts	In all stages (as data source; Validation)	Priority
Oromia BoWYC Affairs	Implementing Partners	Observe improvements	Interview with leaders; experts	In all stages (as data source; Validation)	Priority
Amhara BoWYC Affairs	Implementing Partners	Observe improvements	Interview with leaders; experts	In all stages (as data source; Validation)	Priority
UN Women	Facilitator	Observe results & review reports	Interview with programme person	In all stages (as data source; Validation)	Priority
UNDP	Co-facilitator	Review experience	Interview with focal person	Validation & in field visit	Priority
CHR-AAU	Collaborator	Review experience & exchange ideas on how to move forward	Interview with the focal person	During field visit	Not a priority
EBA	Regulator	Regulations & licensing process	Interview with leaders & concerned experts	During field visit	Priority
Media & Advertisement Professionals	Opinion Makers	Benefits, relevance, impact & perceived change in gender representation in media products	Interview journalists	During field visit	Priority
ACTIL	Knowledge	Network	Review documents	During inception	Not a priority
CBOs (Youth 7 women Associations & political parties)	Advocates	Benefit (& IPs)	Interview leaders	During field visit	Priority

Appendix 5.4. List of persons interviewed and sites visited

No.	Name	Position	Institutional Affiliation
1	Mrs. Ana Parini	D. Director	UN Women, Addis Ababa Office
2	Ana Gomez	M & E	UN Women, Addis Ababa Office
3	Desset Abebe	Programme Specialist	UN Women, Addis Ababa Office
4	Tsega Gebremeskel	Programme Coordinator	UN Women, Addis Ababa Office
5	Dr. Wondimagegn Tadesse	Director	Center for Human Rights, AAU
6	Ashenafi Feyissa	Acting Director, Women's Affairs Mainstreaming	MoWCYA
7	Sileshi Tadesse	Director, Women Mobilization	MoWCYA
8	Minyamir Yitay	Team Leader, Women Empowerment	MoWCYA
9	Gebregiorgis Abraha	Director, Communications Affairs	EBA
10	Senait Bekele	Expert, Training	EBA
11	Gezahegn Gebresillassie	Director, Media Monitoring & Capacity Building	EBA
12	Dureti Tadesse	Director, Gender Affairs	EBA
13	Daniel Berhanu	Adverstizement Company Owner	EBA Stakeholder
14	Dagne Berehe	Chairperson, Adverstizers Association Steering Committee	EBA Stakeholder
15	Wondwossen Admassu	Deputy Director of EBA	EBA
16	Selamawit XX	Deputy Bureau Head	Amhara BoWCYA
17	Asmamaw Endalew	Expert, Project M & E	Amhara BoWCYA
18	Anteneh Demelash	Director, Gender Mainstreaming	Amhara BoWCYA
19	Awoke Bayeh	Expert, Gender Mainstreaming	Amhara BoWCYA
20	Bekalu Dagne	Expert, gender Mainstreaming	Amhara BoWCYA
21	Desalew Alehegn	Coordinator, Leadership Programme	Amhara BoWCYA
22	Dr. Yohannes Mersha	Head, Curriculum Design Committe for the TLT Programme	Bahir Dar University
23	Yohannes Afework	Beneficiary, Deputy Bureau Head	Bureau for Trade & Marketing
24	Meselu Berhanu	Beneficiary, Consultant	Independent Consultant
25	Lubaba Ibrahim	Beneficiary, Chair, Social, Women, Children and Youth Affairs Standing Committee	Amhara Regional Legislative Council
26	Wubalem Eskeziya	Beneficiary, Chair	Amhara Women's League
27	Melaku Alamirew	Beneficiary, Deputy Bureau Head	Bureau for Culture and Tourism
28	Hanna George	Beneficiary, Expert, Solid Waste Management	Bahir Dar Municipality
29	Abraham Yitbarek	UN Women Focal Person & Director, Social & WCY Mainstreaming	Oromia BoWCYA
30	Reta Fekadu	Team Leader, Gender Mainstreaming	Oromia BoWCYA
31	Dinkitu Bekele	Gender Expert	Oromia BoWCYA
32	Annika Törnqvist	First Secretary, Program Manager Economic Development, Gender Equality	Swedish Embassy
33	Shalom Haile	DANIDA	Danish Embassy
34	Etagnehu Getachew	PBF Coodinator	UNDP
35	Nebiyu Mehari	Policy Specialist, Gender Mainstreaming, SDGs	UNDP
36	Jerry Kigundu	Programme Officer	ACTIL
37	Yelfigne Abegaz	Chief Programme Officer	UN Women, Data Team
38	Luwam Zenebe	Programme Officer	UN Women, ERAW Team
39	HH Nafekush	Women Caucus Vice Chairwoman	HoPR
40	St. Mebrat	Director	HoPR, Secretariat Office Gender Mainstreaming Directorate
41	Eyasu Yimer	Focal Person	UNDP, HoPR Secretariat Office
42	Odette Kabaya	Gender Bureau Director	UNDP Reg. Ser. Center for Africa
43	Jimmy Tabu	Gender Bureau Advisor	UNDP Reg. Ser. Center for Africa
44	Terry Kigundu	Curriculum Advisor and Programme Manager	ACTIL

Appendix 5.6. Evaluators' Biodata

Dr. Filmon Hadaro Hando is a development and governance researcher and leadership expert. He is Assistant Professor at Addis Ababa University's College of Development Studies. Past related experience includes the evaluation of UNDP's Senior Leadership Programme in Ethiopia, the evaluation of UNDP Ethiopia's Democratic Institutions Capacity Building Programme, JP on Rural Women's Economic Empowerment (RWEE). He carried out the needs assessment for designing the programme on Climate-SMART Agricultural Value Chains for Women's Economic Empowerment on behalf of UN Women and ILRI/CCAFS.

Dr. Craig Naumann is an applied researcher and strategic planner who has served as IC (UNDP, UN Women, UNICEF, WFP, USAID, DFID, EU) in 30 countries. Past assignments include: Evaluation of UNDP Tanzania Human Rights Promotion Project; MTE UN Women Kenya Strategic Note; Evaluation of Women's A2J & GBV PBF JP Nepal; Evaluation of A2J JP Rwanda; M&E Review UNDP-JSSP Timor Leste; Evaluation of UNDP CPD Burundi; Review of ISF Somalia; Team Leader UNDAF Evaluations in Algeria, Madagascar, Cape Verde, Eritrea; Lead Evaluator Governance UNDAP Tanzania. In 2009/2019, he coordinated the inter-agency design of the UN DaO Flagship GEWE JP in Ethiopia.

Appendix 5.7. Revised results framework

Results	Indicators	Means of Verification / Sources of Information	Assumptions/Risks	Resource
Outcome 1- A pool of interested, diverse and capable women leaders and decision makers is formed and systematically widened/enlarged	<p>Indicator 1.1: % of women in regional/local cabinet bureau head positions Target: 2020 Value: Increase for all Baseline (don't we have baseline for this?)</p> <p>Amhara Cabinet Bureau heads at regional level..... 17% Amhara Cabinet Bureau heads combined regional & local average 10%</p> <p>(The meta data is for all the 19 sectoral bureaus in the region)</p>	<p>Source: Amhara regional Bureau of WYCA, 2018</p> <p>Source Monitoring report Pre and post baseline survey in targeted regions Method -Monitoring -Survey</p>	<p>A: Political parties will promote skilled and resourced women members to leadership position. National stakeholders and donors are willing to support women's networks and gender equality advocates. R: Political unrest and instability might result in changing Government priorities and staff turnover disrupting programme implementation Political statements are not translated into action; and there is lack of institutional structure, and capacity.</p>	<p>2019: 812,508 2020: 621,050 2021: 728,550</p> <p>2019- 2021: 2,162,108</p>
Output 1.1. Increased technical capacity of women to compete for both elective and appointive leadership positions within national and regional government	<p>Indicator 1.1.a. % of women leaders at middle and lower level leadership positions who take part in capacity building trainings, who are showing an increase in cognitive and/or practical skills/knowledge testing at end of training</p> <p>Design appropriate multiple choice tests for various training types/content to gauge level of knowledge/skills before and after training of different target groups. Attribute extra points for correct answer of tough questions and consider subtracting points for blatantly incorrect answers to easy questions</p> <p>Target Value: At least 70% of training participants with increased scores to answers (combined total average of individual pre-post progress; can also be disaggregated by sub-category of training participants)</p>	<p>Source Pre- and post-training capacity assessment report</p> <p>Method Pre-and post-training capacity assessment</p>		<p>2019: 747,508 2020: 431,000 2021: 538,000</p> <p>2019-2021: 1,716,508</p>

	<p>2019 value can be determined ex post if pre-test and post- results are available (Baseline: n.a.)</p> <p><i>N.B.: Standard tool for pre-post training assessment that will be used for any type of training, to be designed (same person that develops the tool under 1.1a; 3.1a & 3.3)</i></p>			
	<p>Indicator 1.1.b. Availability of contextualized and, if applicable, all six modules translated with regional specificities and Transformational Leadership Training materials available in all target regions</p> <p>Target 2021 Value: 6 (Amhara, Oromia, Gambella, Afar, SNNPR, Tigray) Target 2019 Value: 2 regions (Amhara, Oromia) (Training curriculum and module finalized) Baseline: 0</p>			
<p>Output 1.2. A new generation of female leaders is encouraged through role modeling of successful female leaders and mentorship by experienced women leaders and male champions of GEWE</p>	<p>Indicator 1.2.a. Number of women leaders engaged in mentoring young women aspirants</p> <p>Target 2021 Value: 800 Target 2020 Value: 600 Target 2019 Value: 400 Target 2018 Value: 200 Baseline: 0</p> <p>Indicator 1.2.b. Network of (female and male) mentors of young women leaders established</p> <p>Target 2021 Value = 1 Baseline 2018 Value: 0</p>	<p>Source</p> <p>-Testimonials from mentors and mentees Monitoring reports</p> <p>Method Interviews Monitoring</p>		<p>2019: 65,000 2020: 95,000 2021: 96,000</p> <p>2019- 2021: 256,500</p>
<p>Output 1.3. Moved to UN Women Coordination Secretariat; no longer part of the RF</p>				

Outcome 2: Women are perceived as equally legitimate and effective political leaders as men	Indicator 2.1: % of target community who perceive women as intrinsically equally qualified and capable leaders as men (cf. previous output indicator 2.1.a)		Source Pre- and post-intervention Perception survey result	A: Media shapes public perceptions. Raising awareness about gender discrimination will lead to transformation in attitudes. Leading by example has positive effect in communities	2019: 321,600 2020: 250,300 2021: 195,020 2019- 2021: 766,920
	Target 2021: Value = increase by at least 5% across all target groups Baseline: 2020 Value				
	Baseline: 32% (100%-68%) (meta data: Amhara region average of module on preference of male leadership .. this is a proxy index calculated from baseline perception survey of Amhara region, 2018)		Method Perception Survey	R: Deep rooted culture and stereotypes are difficult to change	
	Preference for male leaders	%			
	In general, women do not have the capacity to lead their subordinates	74.5	Baseline Perception Survey, Amhara region UN Women Gondar University, 2018. But this does not serve for results evaluation of the EBA interventions.	Male dominated political culture and traditional norms and practices may affect impact	
	It is not acceptable for women to compete for higher leadership positions equal with men	70.0			
	Women do not have the required capacities to monitor their subordinates	69.6	Political upheavals, unrest and crises disrupt programme implementation		
	Female leaders cannot efficiently execute their responsibilities in various areas unless supported by their male colleagues	66.3			
	It is not acceptable that women are represented alongside men in leadership positions	65.8			
	Since leadership is seen as a masculine trait, women are not seen as leaders	63.9			
Average %	68				
Output 2.1: Increased community and civic understanding of gender equality and women's rights to political participation	Indicator 2.1.a. Degree of understanding among target community members towards gender equality and women's rights to political participation		Source Testimonials from participants Method Interview of participants		2019: 100,000 2020: 127,000 2021: 107,000 2019- 2021: 334,000
	Target 2021: Value = Increase of average degree of understanding Baseline = 2020 Value				
Baseline proxy:		Baseline Perception Survey, Amhara region UN Women Gondar University, 2018			
Support for female leaders	M F				

	Women are more effective than men in leadership positions	36%	58 %			
	Women are better placed to hold positions where great responsibility is bestowed	31%	47%			
	Indicator 2.1.b: % of “iddir” (community level governance institution) i. with female leaders ; ii. with female members Target 2021: Value = Increase Baseline : 2019 value (to be determined through 2020 assessment)			Source - Pilot assessments report Method - Pilot survey		- Allocate resource from monitoring and evaluation fund
Output 2.2: The media promotes positive portrayals of women leaders and gender equality as a social goal	Indicator 2.2.a. Number of media articles/features generated by media personnel trained by UN Women, that highlight the work of women leaders Target 2021 Value: 15 Target 2021 Value: 15 Target 2019 Value: 15 Baseline: 0 Indicator 2.2.b. Existence of a gender-sensitive media guideline including print, press and digital media outlets and the advertisement industry Target 2020 Value: 1 Baseline 2018 Value : 0	Source Media outlet monitoring report Method Monitoring report			2019: 104,000 2020: 51,000 2021: 36,000 2019- 2021: 191,000	
Output 2.3: Male political leaders lead by example and promote gender equality and women’s leadership	Indicator 2.3.a. Number of male political leaders at federal and regional level committed to acting through HeForShe Solidarity Movement. Target 2021 Value: 10 Target 2020 Value: 10 Target 2019 Value: 10 Baseline: 4 at national level	Source Event report on HeForShe pinning Method Event report Monitoring report			2019: 13,000 2020: 26,000 2021: 35,000 2019- 2021: 74,000	

Output 2.4: Increased availability of data and analysis on the equal representation and effective participation of women in leadership positions in the government	Indicator 2.4.a: Number of researches including master's theses on aspects of participation and representation of Ethiopian women in politics and decision making Target 2021 Value: 2 Target 2020 Value: 5 Target 2019 Value: 4 Baseline: 3	Source - Researches and student thesis Method - Monitoring Report		2019: 104,000 2020: 46,300 2021: 17,020 2019-2021: 167,920
	Indicator 2.4.b: Availability of complete set of data and related data collection mechanism on female participation in community level institutions (iddir etc.; both regarding membership and leadership positions in intervention areas as opposed to non-intervention areas) Target 2021 Value: 2 (1 in Oromia and 1 in Amhara regions) Baseline: None	Source: Pilot assessment report Method: Pilot survey by standardized index or dashboard	Deep-rooted gender insensitivity in these organizations may constrain data collection; and diversity of such institutions constrain sampling	Allocate resource from monitoring and evaluation fund
Outcome 3: Women are promoted as leaders in gender sensitive political institutions	3.1. Proportion of women in council of ministers/regional executive council Target 2021: At least the same as baseline at Federal level; increase for b – d. national parliament Target 2019 Value = 50% Baseline 2018 Value: Women in Legislature National parliament..... 38% Regional legislative Council 47% Regional and local legislature 24% Woreda level..... 18% (b – d Amhara region) 3.2. Proportion of parliamentary standing committees led by female chairperson or proportion of women members in the parliament Target: At least the same as baseline Baseline 2018 Value: 0	Source Women parliamentary caucus and individual members of parliament Staff of the secretariat of the parliament Amhara BoWCYA, UN Women Focal Person, Report Presentation, 2019 Ethiopia Voluntary National Review on SDGs, Naional Planning Commission Report, 2017	There is political will to ensure the parliament is gender-sensitive and gender-responsive Institutions are historically gendered yet are open to change.	2019: 247,091 2020: 234,000 2021: 365,000 2019- 2020: 846,091

	<p>Indicator 3.3.: Number of legislations adopted specifically addressing gender equality (incl. those assessed for and enhanced regarding gender sensitivity (cf. SDG 5/ indicator 5.c: “Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels“.</p> <p>Target 2019 Value = 50%; Baseline 2015/15 Value = 38.8%) – (Source: Ethiopia Voluntary Review on SDG Review Report 2017)</p> <p>3.4. Institutional gender score card (based on selected indicators from the AAU Gender Score Card; cf. the following categories: Maternity Leave , Employment, Income Gap, Violence against women, Executive, Legislative, Judiciary, Local government)</p> <p>Target: Increase from baseline Baseline: 0 (None)</p>			
	<p>Indicator 3.5.: Number of parliamentary debates led, and motions proposed related to gender equality initiated by female parliamentarians.</p> <p>Target: Increase from the baseline Baseline: 0</p>	<p>Method Monitoring report Testimonials Independent assessment report</p>	<p>R: Strong gatekeeping role of male MPs Political upheavals, unrest and crises disrupt programme implementation</p>	
	<p>Indicator 3.6: (Availability of training modules, guidelines and checklists on gender equality, gender-sensitive parliamentary process and leadership) The pitch of this indicator corresponds more to the output or even activity/work plan level. Consider (re)moving</p> <p>Target: Yes, available Baseline: NA, 0</p>			

Output 3.1 Improved capacity of elected representatives to discharge their legislative, representative and oversight functions in a gender-responsive manner	Indicator 3.1.a. Degree of skill/knowledge of parliamentarians on gender equality and mainstreaming gender in parliamentary processes (define metadata to render indicator SMART) Target 2021 Value: Increase in % of correct answers for the standard tool among the training cohort (combined total average of individual pre-post progress) Baseline = 2020 Value	Source Participants of the training Method Pre- and post-training capacity assessment report Testimonials		2019: 122,000 2020: 116,000 2021: 126,000 2019- 2021: 364,000
Output 3.2 Enhanced capacity of the parliamentary secretariat to provide support for gender- responsive legislative function	Indicator 3.2.a. Knowledge and capacity of the secretariat staff on gender equality and gender mainstreaming in parliamentary processes Target 2021 Value: 4 (training each quarter) Target 2020 Value: 2 (training bi-annual) Target 2019 Value: 1 (training as pilot) Baseline: 0 (None)	Source Secretariat staff members Method Testimonials Pre and post training assessments		2019: 50,000 2020: 20,000 2021: 42,000 2019-2020: 112,000
	Indicator 3.2.b. Availability of knowledge products (checklists; guidelines) in the office of the secretariat to guide the gender mainstreaming effort of the parliament Target: 2020 Value 1 (toolkit developed) Baseline: NA, 0			
	Indicator 3.2.c. Availability of assessment report by the secretariat on the gender sensitivity of the internal processes and structures of the parliament Target 2020 Value: 1 Baseline: NA, 0			
Output 3.3: Women members of parliament have enhanced capacity	Indicator 3.3. % increase in leadership skills of participants in leadership trainings		Source Women members of parliament Method	2019: 35,000 2020: 50,000 2021: 100,000

to lead and effectively participate in parliamentary functions	Target 2021 Value: Increase in % of correct answers for the standard tool among the training cohort (combined total average of individual pre-post progress) Baseline = 2020 Value		Pre and post training assessment Testimonials	2019-2020: 185,000
Output 3.4. Strengthened capacity of women parliamentarian caucus to articulate practical and strategic needs of their constituencies and become an agent of change	Indicator 3.4.a. Number of consensus building fora organized by the women parliamentary caucus to articulate strategic demands of Ethiopian women Target 2021 Value: Increase from the 2020 achievements Target 2020 Value: Increase from 2019 achievement Baseline: 0 Indicator 3.4.b. Mentorship structure set up Target 2020: Structure set up and fully operational Target 2019 Value: Structure developed Baseline: 0 (no structure)		Source - Workshop report Method Monitoring mission	2019: 40,091 2020: 48,000 2021: 97,000 2019- 2020: 185,091

Appendix 5.8. Programme Results (Report Achievements Rating)

Results	Indicators	Plan (Baseline & Target)	Remarks on Achievements
Outcome 1- A pool of interested, diverse & capable women leaders & decision makers is formed	Indicator 1.1: % increase in proportion of women in higher level management in public sector governance at federal, Amhara and Oromia regions.	<p>Target: 2020 Value: Increase for all</p> <p>Baseline:</p> <p><u>Women in executive leadership positions</u> Amhara Cabinet Bureau heads at regional level..... 17%</p> <p>Amhara Cabinet Bureau heads combined regional & local average 10%</p> <p>(The meta data is for all the 19 sectoral bureaus in the region)</p>	Women in executive leadership position (from regional to local level) in Amhara region is 27% (average) and 24% in the legislature. The trend shows declining portfolio from regional to local levels - both in the executive and legislative leadership positions. Therefore one would use 25.5% as a baseline for regions and 50% as baseline for federal executive and legislative leadership positions. [To be appointed focal persons provide data (also MoWCYA study underway on status on women in all leadership position in all regions); for instance, Amhara (Dessalew Alehegn) and Oromia region (Abraham Yitbarek)]
Output 1.1. Increased technical capacity of women to compete for leadership positions with in the executive and legislative branch of the government in Amhara Regional State and at Federal Level	Indicator 1.1.a. % increase in the skill/knowledge of women leaders at middle & lower level leadership positions who take part in capacity building trainings the capacity building training subject in %	<p>Target 2021 Value: 70% of correct answers for the standard tool among the training cohort (combined total average of individual pre-post progress)</p> <p>Target 2020 Value: 70% of correct answers for the standard tool among the training cohort (combined total average of individual pre-post progress)</p> <p>Target 2019 Value :70% of correct answers for the standard tool among the training cohort (combined total average of individual pre-post progress)</p> <p>Baseline: 0</p>	This output is achieved. In both at federal and regional, the baseline identified was zero. Now that training was organized for Amhara Regional Council Standing Committee Members 18 female and 15 male members. A capacity building training was also organized for regional and federal level executive and legislative leaders (160 not disaggregated by gender). Also 39 women from political parties were given training on transformative leadership training. A pilot module training was conducted for 2 males and 43 females. Together, training was offered for 236 leaders. In terms of building capacity of trainees, it was observed that trainees (73.4%) believed their capacity is enhanced which was 53.7% to before the training. Therefore, the result is achieved. Also a study visit to Sweden (7 senior women ministers & state ministers). [Note for action point: Standard tool for pre-post training assessment that will be used for any type of training, to be designed (same person that develops the tool under 1.1a; 3.1a & 3.3)]
	Indicator 1.1.b. Availability of contextualized & translated Transformational Leadership Training materials in target regions	<p>Target 2021 Value: 6 (Amhara, Oromia, Gambella, Afar, SNNPR, Tigray)</p> <p>Target 2020 Value: 1 region (Oromia finalized)</p> <p>Target 2019 Value: 1 region (Amhara Training curriculum and module finalized)</p> <p>Baseline: 0</p>	<p>This output is achieved. Prior to the programme interventions, there was no contextualized transformational leadership training curriculum, materials and manuals. Now the curriculum & the teaching guideline, facilitators and learners manuals are finalized and institutionalized by BDU Senate.</p> <p>This work is under way in Oromia region.</p>
Activity 1.1.1. Support the finalization and piloting of the transformative leadership training curriculum-based materials including training modules and training standard operational manuals in Amhara Region			This activity is finalized for Amhara region; under work in Oromia region..
Activity 1.1.2. Organise TOT for selected professionals on the Transformative Leadership for Gender Equality (TLGE) Training curriculum			This activity is not implemented.
Activity 1.1.3. Organize customized capacity building trainings using the TLGE Curriculum.			This activity is not implemented. ; reinventing is underway in Oromia region; and maybe in other

			regions in the future. Customization & translation not done.
Activity 1.1.4. Contextualize and translate the TL GE Training materials in to a local language in one developing region (i.e. Afar or Gambella)			This activity is not implemented; reinventing is underway in Oromia region; and maybe in other regions in the future. Customization & translation not done.
Activity 1.1.5. Support the institutionalization of Transformative Leadership and Gender Equality Institute in Oromia Region and provide extensive capacity building training on Transformative Leadership			This is partly implemented and the center is institutionalized in BDU and the work is underway in Oromia
Activity 1.1.6. Contextualize and avail a training module on the political empowerment of women in collaboration with (African Center for Transformative Leadership) ACTIL			This activity is partially implemented. Curriculum availed at the BDU center (prepared and approved by BDU Senate). The contextualization to fit the specific demand of Oromia region is underway.
Activity 1.1.7. Organise successive trainings to aspiring and women who are already in leadership position training on Political Empowerment of Women at federal level and in targeted regions (Amhara, Oromia, Tigray, SNNPR, Afar and Gambella)			Successive trainings and workshops were conducted.
Activity 1.1.8. Provide executive leadership trainings to high level women leaders including ministers, deputy ministers and heads of offices at Federal level			This activity is partially implemented. An experience sharing visit to high level leaders is conducted. Training was conducted for high level leaders in the Parliament.
Output 1.2. A new generation of leaders is encouraged through role modeling & mentorship of experienced women leaders	Indicator 1.2.a. Number of women leaders engaged in mentoring young women aspirants	Target 2021 Value: 800 Target 2020 Value: 600 Target 2019 Value: 400 Target 2018 Value: 200 Baseline: 0	The output for this indicator is on track. A mentorship guideline is developed and validated to guide the entire mentorship structure establishment. Sensitization workshop conducted in Amhara region for 43 women leaders from regional and local level and 39 participants from the regional legislature. Sensitization workshop conducted and steering committee established to establish AWLAN
	Indicator 1.2.b. Network of (female and male) mentors of young women leaders established	Target 2021 Value = 1 Baseline 2018 Value: 0	The output for this indicator is on track. Sensitization workshop conducted and steering committee established to establish AWLAN.
Activity 1.2.1. Develop a database of women leaders and male GEWE champions (cf. Activity 3.4.8. Promote male parliamentarians that are associate member of the women parliamentary caucus under the theme of HeForShe and include them under the mentorship component of the program) that are able and willing to mentor women aspirants/women in lower level leadership position that are interested to be mentored in targeted pilot regions			This activity is not done. An expert is hired and preparations are underway.
Activity 1.2.2. Organise mentorship training for identified women leaders			This activity is implemented. Mentorship training was conducted for top leaders in Amhara region. A mentorship guide was also developed.
Activity 1.2.3. Organize interface forum between women leaders at lower level and those at medium and higher-level leadership position and link mentors and mentees			This activity is implemented. Sensitization workshop on transformation leadership was conducted for appointed and elected leaders as well as CBos in Amhara region.
Output 1.3. Moved to UN Women Coordination Secretariat; no longer part of the RF			
Outcome 2: Women are perceived as equally legitimate and effective political leaders as men	Indicator 2.1: % of target community who perceive women as equally qualified and capable leaders as men in society	Target 2021: Value = decrease by at least 10% from 2018 Target 2020: Value = decrease by at least 5% Baseline 2019: 68% (meta data: Amhara region average of module on preference of male leadership .. this is a proxy index calculated from baseline perception survey of Amhara region, 2018)	This outcome is not evaluatable. It does not have targets. The baseline assessment for Amhara Region was conducted by Gonder University. Note: Actual current 2019 – 2020 data to be collected by using the exact same questions asked by the Amhara Community Perception Survey, 2018. It is suggested to use the ongoing leadership study as conduit towards standardization at central level.

		<table border="1"> <tr> <td>Preference for male leaders</td> <td colspan="2">%</td> </tr> <tr> <td>In general, women do not have the capacity to lead their subordinates</td> <td colspan="2">74.5</td> </tr> <tr> <td>It is not acceptable for women to compete for higher leadership positions equal with men</td> <td colspan="2">70.0</td> </tr> <tr> <td>Women do not have the required capacities to monitor their subordinates</td> <td colspan="2">69.6</td> </tr> <tr> <td>Female leaders cannot efficiently execute their responsibilities in various areas unless supported by their male colleagues</td> <td colspan="2">66.3</td> </tr> <tr> <td>It is not acceptable that women are represented alongside men in leadership positions</td> <td colspan="2">65.8</td> </tr> <tr> <td>Since leadership is seen as a masculine trait, women are not seen as leaders</td> <td colspan="2">63.9</td> </tr> <tr> <td>Average %</td> <td colspan="2">68</td> </tr> </table>	Preference for male leaders	%		In general, women do not have the capacity to lead their subordinates	74.5		It is not acceptable for women to compete for higher leadership positions equal with men	70.0		Women do not have the required capacities to monitor their subordinates	69.6		Female leaders cannot efficiently execute their responsibilities in various areas unless supported by their male colleagues	66.3		It is not acceptable that women are represented alongside men in leadership positions	65.8		Since leadership is seen as a masculine trait, women are not seen as leaders	63.9		Average %	68		
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Output 2.1: Increased community & civic understanding of gender equality and women's right to political participation	Indicator 2.1.a. Degree of understanding among target community/CBO members towards gender equality and women's rights to political participation	<p>Target 2021: Value = increase by at least 10% from 2018 Target 2020: Value = increase by at least 5% Baseline:</p> <table border="1"> <tr> <td>Women's political participation</td> <td colspan="2"></td> </tr> <tr> <td>Women have adequate participation in</td> <td colspan="2"></td> </tr> </table> <p>Target 2021: Value = increase by at least 10% from 2018 Target 2020: Value = increase by at least 5% Baseline:</p> <table border="1"> <tr> <td>Support for female leaders</td> <td>M</td> <td>F</td> </tr> <tr> <td>Women are more effective than men in leadership positions</td> <td>36%</td> <td>58%</td> </tr> </table> <p>Target 2021: Value = increase by at least 10% from 2018 Target 2020: Value = increase by at least 5% Baseline:</p> <table border="1"> <tr> <td>Support for female leaders</td> <td>M</td> </tr> <tr> <td>Women are better placed to hold positions where great responsibility is bestowed</td> <td>31%</td> </tr> </table>	Women's political participation			Women have adequate participation in			Support for female leaders	M	F	Women are more effective than men in leadership positions	36%	58%	Support for female leaders	M	Women are better placed to hold positions where great responsibility is bestowed	31%	The activities under this output indicator are on track. For instance, dialogue and gender forums were conducted. Dialogue forum was organized for 46 youth and 40 youth and women associations. A Gender forum was also organized with gender advocates and key stakeholders (51 M & 30 F). However, since there is no baseline and targets, it is not evaluatable.								
Women's political participation																											
Women have adequate participation in																											
Support for female leaders	M	F																									
Women are more effective than men in leadership positions	36%	58%																									
Support for female leaders	M																										
Women are better placed to hold positions where great responsibility is bestowed	31%																										
Activity 2.1.1. Train facilitators of community conversation on the role of women as leaders and decision makers			These activities are implemented as planned.																								
Activity 2.1.2. Organise sensitization workshop and dialogue forum for members of Women Associations in Federal level and regions (Afar, Amhara, Oromia, SNNPR and Gambela) and at federal level on gender equality and women's right to participate in leadership and decision making			These activities are implemented as planned.																								

Activity 2.1.3. Support the undertaking of Community Dialogue on women's representation and participation in leadership and decision-making among women development groups and community members in targeted regions		This activity is in progress. The activity on the creation of AWLN is transferred to WILG team and is in progress.	
Activity 2.1.4. Organize a gender forum and bring together gender advocates and key stakeholders to articulate demands towards accelerating the effort to promote gender equality and empowerment of women in all aspects and disseminate outcome document of the forum		This activity is on track. Sensitization workshop conducted and steering committee established.	
Activity 2.1.5. Organize debate among university students followed by a two day conference on 'women's political participation and their status of leadership in Ethiopia'		This activity is on track. The AAU CHR organized the debate on the issue.	
Output 2.2: The media promotes positive portrayals of women leaders and gender equality as a social goal	Indicator 2.2.a. Number of media articles/features generated by media personnel trained by UN Women, that highlight the work of women leaders	Target 2021 Value: 15 Target 2020 Value: 15 Target 2019 Value: 15 Baseline: 0	This output is on track Sensitization training conducted (2 separate trainings) - 22 programme leaders and 18 editors and 23 journalists Promotion cartoons (3) were designed on barriers & success of women in leadership positions Training on TLGE with gender sensitive advertisement and media was conducted for 14 female and 27 male journalists and leaders from public Radio, TV, Commercial and Community Media outlets; Gender sensitization promoted by introducing more women focused programmes with Amhara, Oromia, National, Haromay Community Radio (above 15 separate programmes).
	Indicator 2.2.b. Existence of a gender-sensitive media guideline including print, press and digital media outlets and the advertisement industry	Target 2020 Value: 1 Baseline 2018 Value : 0	This output indicator is achieved. A Gender Responsive Media Guideline is developed by EBA and distributed to media houses, advertisement companies, associations and stakeholders.
Activity 2.2.1. Organise media awareness raising workshop for both print and broad cast media personnel on gender equality and gender sensitive reporting, report writing and news coverage basing the Gender and Media Guideline		This workshop is conducted.	
Activity 2.2.2. Organise media awareness training on gender equality and gender sensitive reporting, report writing and news coverage for Community radio journalists at federal and regional level basing the Gender and Media Guideline		This workshop is conducted.	
Activity 2.2.3. Develop a guideline on gender sensitive advertisement and popularise the same and train advertisement professionals using the guideline		The guideline is prepared to serve as training material and this activity is done.	
Activity 2.2.4. Support dialogue and discussion towards the development and incorporation of Gender and Media module in Addis Ababa University Journalism department		This activity is not done.	
Activity 2.2.5. Collaborate with media on targeted campaigns (both print and broadcast) focusing on women's participation in leadership and decision making		Female specific programmes are designed and implemented.	
Output 2.3: Male political leaders lead by example and promote gender equality and women's leadership	Indicator 2.3.a. Number of male MPs/regional council members and political leaders publicly committed to acting through HeForShe Solidarity Movement	Target 2021 Value: 10 Target 2020 Value: 10 Target 2019 Value: 10 Baseline: 4 at national level	This output is also on track. For this indicator, the baseline was 4 at national level and the target for 2019 was 10. In 2019, sensitization workshop conducted targeting male political leaders in Amhara Region (113 males). Though the evaluation team could not get in numbers, In the field, in Bahir Dar, efforts are observed. For instance, an individual male trained in mentorship sensitization work-shop, who holds in position of deputy bureau head took action. He took initiative to balance gender equality in director positions in the organization he is leading and working publicly as a member of HeForShe solidarity movement for gender equality in leadership positions in the region. Also sensitization workshop conducted with 19 male higher officials in Amhara region; in the field consultants observed that after training, trainees prepared action plan and implementing such as filling director positions ensuring gender equality; e.g. Amhara region Mass Media Agency; Amhara region Culture & Tourism Bureau.

			However, the result is not achieved; and is on progress.
Activity 2.3.1. Organise sensitization workshop for male political leaders i.e. ministers, commissioners and political party leaders on gender equality issues under the theme of HeForShe and promote male champions/role models			The sensitization workshop with senior male leaders was conducted.
Activity 2.3.2. Track, document and disseminate narration of measures taken by male champions particularly member of parliaments and ministers on their actions to promote GEWE taken after they were nominated as a HeForShe.			This activity is not conducted.
Output 2.4: Increased availability of data & analysis on the equal representation & effective participation of women in leadership positions in the government	Indicator 2.4.a: Number of researches including master's thesis on participation & representation of Ethiopian women in politics & decision making	Target 2021 Value: 2 Target 2020 Value: 5 Target 2019 Value: 4 Baseline: 3	This output is on track. The baseline for this output indicators was 3 research reports. The target for 2019 was 4 research produced to be produced with gender sensitivity. About four assessment reports were produced (1EBA, 1 HoPR, and 2 in Amhara region). Also two research works are underway in Oromia region. Therefore the result is achieved.
Activity 2.4.1. Support the undertaking of various studies related to the participation of women in leadership and decision making including a study on the participation of marginalized women such as women with disabilities, women from marginalized groups etc. in leadership and decision making in Ethiopia			Assessment finalized (2 by Amhara BoWCYA; 1 in EBA; 1 HoPR)
Activity 2.4.2. Organise seminar/short course on feminist/gender sensitive research methodology in collaboration with Universities and Colleges.			This activity was implemented with AAU-CHR; MoWCYA; Amhara BoWCYA
Activity 2.4.3. Provide financial support to post graduate students that chose a thesis title on various aspects of the participation and representation of Ethiopian women in politics and decision making			This activity was not implemented; planned with AAU-CHR.
Activity 2.4.4. Organise seminar/dialogue forum in collaboration with Universities on challenges and opportunities to Ethiopian Women's Participation in politics, leadership and decision making			The dialogue forums and workshops conducted.
Activity 2.4.5. Publish policy brief on the findings of UN Women sponsored thesis papers			This activity is not implemented
Activity 2.4.6. support research on participation of marginalized women in leadership & decision in Ethiopia			This activity is not implemented.
Activity 2.4.7 Organize Moot Court Competition among law and governance school students on women's right to political participation			This activity was implemented; graduate students at AAU-CRH as well as training participants practice this during training sessions.
Outcome 3: Women are promoted as leaders in gender sensitive political institutions	Indicator 3.a: Number of legislations adopted specifically addressing gender equality or assessing gender sensitivity		In order to evaluate the status of this outcomes, baseline and target was not set. A comprehensive baseline study is underway by MoWCYA.
	Indicator 3.b Number of parliamentary debates led, and motions proposed related to gender equality initiated by female parliamentarians		In order to evaluate the status of this outcomes, baseline and target was not set. A comprehensive baseline study is underway by MoWCYA.
	Indicator 3.c: Availability of training modules		This output is achieved. A curriculum and module on transformative leadership for gender equality and women empowerment was produced. The target was set to make the material available,
Output 3.1 Improved capacity of elected representatives to discharge their legislative, representative and oversight functions in a gender-responsive manner	Indicator 3.1.a.. Availability of training modules, guidelines and checklists on gender equality, gender-sensitive parliamentary process and leadership	Target 2021 Value: 70% Target 2020 Value: 70% Target 2019 Value: 70% Baseline: 0	Not able to evaluate. Action point: Standard tool for pre-post training assessment that will be used for any type of training, to be designed (same person that develops the tool under 1.1a; 3.1a & 3.3). Thus it is off track.
Activity 3.1.1. Conduct rapid needs assessment on knowledge and capacity related to gender equality and women's empowerment and gender mainstreaming skills for woman and men members of parliament			This activity is conducted; gaps identified and capacity building training is designed based on the assessment report of the secretariat.
Activity 3.1.2. Develop training modules for specialized interactive trainings based on the findings of the needs assessment			This activity is not implemented. But training using generic material conducted,

Activity 3.1.3. Organise trainings for parliamentarians (female & selected male parliamentarians) on issues of gender equality & women empowerment, gender mainstreaming & gender analysis of legislations, gender-responsive oversight & representative functions.		This activity is implemented.	
Activity 3.1.4. Organise trainings for members of regional councils (female and selected male parliamentarians) on issues of gender equality and women empowerment, gender analysis and gender mainstreaming		This activity is implemented.	
Activity 3.1.5. Organize parallel tailored awareness raising training workshops for the different standing committees on the relevant gender issue for the specific standing committee i.e. economy, peace & security, labour & social affairs etc.		This activity was not conducted	
Activity 3.1.6. Organize parallel tailored awareness raising training workshops for the different standing committees on the relevant gender issue for the specific standing committee i.e. economy, peace and security, labour and social affairs etc. in the targeted regions		This activity was not conducted	
Output 3.2 Enhanced capacity of the parliamentary secretariat to provide support for gender-responsive legislative function	Indicator 3.2.a. Knowledge and capacity of the secretariat staff on gender equality and gender mainstreaming in parliamentary processes	Target 2021 Value: above 70% Target 2021 Value: 70% Target 2019 Value: 50% Baseline: 0 (None)	On track (average Yellow). Training was conducted in two rounds and the understanding of the secretariat staff improved on gender sensitivity and mainstreaming. This verified by pre-and-post-test (assessment) results. Therefore the output is achieved since all secretariat staffs were covered by the successive trainings supported by UN Women.
	Indicator 3.2.b. Availability of knowledge products (checklists; guidelines as toolkit) in the office of the secretariat to guide the gender mainstreaming effort of the parliament	Target 2021 Value: 1 toolkit Baseline: None	This activity is not done. Guideline and toolkit development planned; this it is off track - Red
	Indicator 3.2.c. Availability of assessment report by the secretariat on the gender sensitivity of the internal processes and structures of the parliament	Target 2020 Value: 1 Baseline: 0 (none)	Assessment conducted (1 knowledge product for the caucus). The assessment for the secretariat is not yet done. In terms of achievement, the output is achieved partially and thus it is on track. This it is on track (average Yellow)
Activity 3.2.1. Undertake a comprehensive assessment of current law-making mechanisms and practices; assess the capacity of research staff and availability of resource centers to law-makers to identify gaps in gender mainstreaming.		This activity is implemented.	
Activity 3.2.2. Based on the findings of the assessment organize tailor made capacity building trainings for parliamentary and regional councils staff to enhance their technical skill.		This activity is partially implemented.	
Activity 3.2.3. Develop tools for secretariat staff aimed at enabling them to provide solid backstop to parliamentarians and regional council members in terms of framing agendas, mobilize support, and understand gender analysis of policy issues, gender-responsive budgeting and the essentials of sex disaggregated data.		This activity is not implemented.	
Activity 3.2.4. Conduct assessment on the gender sensitivity of the parliamentary structure and propose improvements i.e. adoption of gender equality policy, inclusion of sexual harassment code of conduct, maternity related benefits and facilities, etc.		This activity is implemented.	
Output 3.3: Women members of parliament have enhanced capacity to lead and effectively participate in parliamentary functions	Indicator 3.3.a Increase in leadership skills of participants from leadership trainings	Target 2021 Value: 50% Target 2020 Value: 50% Target 2019 Value: 50% Baseline: TBD	Not able to evaluate. Action point: Standard tool for pre-post training assessment that will be used for any type of training, to be designed (same person that develops the tool under 1.1a; 3.1a & 3.3) Thus it is off track (average Yellow)
Activity 3.3.1. Develop standard transformative leadership training modules covering areas including gender and governance, communication skill, mentoring and role modeling, negotiation and conflict resolution skills.		This activity is not implemented	
Activity 3.3.2. Organise TOT for selected parliamentarians on leadership skills training		This activity is not implemented	
Activity 3.3.3. Organize leadership skill building trainings for women parliamentarians and secretariat staff at federal level and targeted regions		This activity is partially implemented.	
Activity 3.3.4 Facilitate south-south and north-south experience sharing for women parliamentarians and regional council members and sponsoring them to take part in events, study tours and other learning and skills development opportunities.		This activity is conducted.	
Activity 3.3.1. Develop standard transformative leadership training modules		This activity is not implemented	

Output 3.4. Strengthened capacity of women parliamentarians caucus to articulate practical and strategic needs of their constituencies & become an agent of change	Indicator 3.4.a. Number of consensus building forums organized by the women parliamentary caucus to articulate strategic demands	Target 2021 Value: TBD Target 2020 Value: TBD Target 2019 Value: TBD Baseline: TBD	It is on track (average Yellow) Mentoring guideline is under development in Amhara region as a pilot and can be customized for the HoPR women caucus.
	Indicator 3.4.b. Mentorship structure set up	Target 2019 Value: TBD Baseline: None	It is under implementation and it is this on track (average Yellow)
Activity 3.4.1. Provide technical support to the caucus in identifying issues of concern, carry out research and study on issues that are related to the promotion of gender equality and facilitate forums to lobby for actions;			This activity is implemented.
Activity 3.4.2 Women Speakers' Forum established and strengthened including both the federal and regional state councils (up to Woreda level)			This activity is not implemented
Activity 3.4.3. Strengthen the institutionalization of Women Caucus to have a dedicated unit within the house			This activity is implemented.
Activity 3.4.4. Avail expert policy and advisory support facilitate contact with professional associations, grass root organizations and CSOs on identified thematic areas;			This activity is implemented.
Activity 3.4.5. Facilitate partnership and outreach forums for the caucus members to meet up with other caucuses at the regional level, women associations, research centers and think-tanks on gender equality issues;			This activity is not implemented
Activity 3.4.6. Provision of communications support to publicize the work of the caucus and increase its visibility through various engagement with the media, civil society and the public;			This activity is not implemented
Activity 3.4.7. Support the caucus to organize mentorship trainings and set up a mentorship structure including a database of mentors whereby senior or former members of parliament could be linked to newly elected parliamentarians;			This activity is partially implemented.
Activity 3.4.8. Promote male parliamentarians that are associate member of the women parliamentary caucus under the theme of HeForShe and include them under the mentorship component of the program			This activity is not implemented

Appendix 5.9. Revised ToC Model

Programme on Increased Participation and Representation of Women in Leadership in Governance and Politics in Ethiopia: The Road to Equitable Development					
Goal	Women Lead in Political Decision-Making Key indicators: % women in local governments; % women in national parliament, % of women leaders in political parties but also in Chamber of commerce, local level community associations etc.				
Goal ToC	If (1) electoral frameworks and arrangements promote gender balance in elections; (2) a cadre of interested, diverse and capable women political leaders is formed by supporting aspirants as well as women who have already been elected or appointed to office in providing self-esteem, career networks and technical and leadership skills; (3) women are perceived as equally legitimate political leaders as men in society; and if (4) women are promoted as leaders in gender sensitive political institutions through the provision of transformative leadership and technical skills, then women will be politically empowered and realize their rights, because women will have political agency and lead in decision-making.				
Outcome	1. Electoral frameworks and arrangements promote gender balance in elections and decision-making bodies. Key indicator: # of legislative frameworks that promote gender balance in elections and decision making-bodies.	2. A cadre of interested, diverse and capable women political leaders is formed. Key indicator: Share of women among leaders of political parties.	3. Women are perceived as equally legitimate and effective political leaders as men. Key indicator: % of women ministers appointed to cabinet; % of women ministers appointed to bureau heads; deputy bureau heads; directors; deputy directions. This also works for zonal and woreda office heads; deputy heads; and team leaders.	4. Women are promoted as leaders in gender sensitive political institutions. Key indicator: % of women speakers of parliament. (Can we also use chairwoman heads of standing committees”	5. Cross-cutting M&E Outcome (see below)
	5. GEWE-specific high-level metrics are introduced along with adequately funded national data systems, procedures and staffing to regularly collect and produce high-quality quantitative and qualitative statistics informing impact and outcome-level indicators. Key indicator: Existence of data sources and related data management capacity to inform newly introduced high-level indicators measuring transformative change in terms of WILG GEWE				
Outcome ToC	If (1) women’s participation is enabled through policy and legal frameworks, electoral arrangements and selection processes, and if VAW is mitigated, then (2) women will run for election because (3) there is a more level playing field.	If (1) women from diverse groups have enhanced capacity to seek leadership and have skills to mobilize resources, then (2) more women will be nominated as political contestants because (3) there are sufficient numbers of	If (1) communities, civil society, the media and political leaders support women’s role in public life then (2) the number of women will increase because (3) discriminatory attitudes will be reduced and	If (1) elected women are empowered by institutional reforms and women’s leadership is promoted then (2) women will encourage more women into leadership because (3) they are role models.	If (1) key stakeholders including MoWYCA, BoWYCA, the National Statistics Agency, academia, the UN family and donors unite to fund, design, set up and operate a high-quality data machinery at federal and regional level then (2) higher-level WILG/GEWE indicators will be produced on a frequent basis because

<p>Outputs</p>	<p>1.1. Legislative frameworks are strengthened to promote gender balance (reforms to constitutions, electoral frameworks- voters, candidates, party members; promotion of GE/parity; political finance & campaign expenditure caps; quotas with sanctions legislated and enforced; violence criminalized). 1.2. Enhanced capacities and awareness of political parties to promote gender balance (campaigns target gate-keepers to select women; voluntary reforms to party statutes; women nominated in winnable positions; codes of conduct, accountability of women leaders). 1.3. Strengthened capacities of key stakeholders to design and implement initiatives to mitigate Violence Against Women in Politics (VAWP) (capacity building of security forces; data collection; CSO monitoring mechanisms; gender observatories in place). 1.4. Strengthened capacities of electoral stakeholders to promote gender balance (Electoral Monitoring Boards guarantee women can register and vote; women have access to ID documents; measures put in place to encourage participation in elections; voter outreach; women lead in electoral management).</p>	<p>skilled women for gatekeepers to select from.</p> <p>2.1. Increased technical capacity of women to engage in leadership contests (capacity development of women aspirants; public speaking; constituency engagement; transformative leadership training, including of young and marginalized women). 2.2. Enhanced capacity of women to mobilize resources to run competitive, well-resourced and innovative campaigns (capacity development of women candidates on campaign messaging, outreach, using ICT and social media campaigns; access to women’s fundraising networks). 2.3. Diverse networks of support for women leaders created and sustained (e.g. working with professional networks, CSO networks, social media networks, political parties, youth groups).</p>	<p>women will be accepted as legitimate political leaders.</p> <p>3.1. Increased community and civic understanding of gender equality and women’s right to political participation is promoted through advocacy and social mobilization (provision of outreach; community dialogues; women & gender advocates articulate demands). 3.2 Enhanced capacity of the media to report positive portrayals of women leaders and gender equality as a social goal (media awareness raising, targeted campaigns, media code of conduct, social media). 3.3. More political leaders publicly promote gender equality and women’s leadership (stakeholders like traditional leaders, political party leaders publicly support women; public statements; male political leaders support HeForShe campaign).</p>	<p>(3) necessary and sufficient financial and staffing resources will be mobilized to generate much-needed, currently sorely missing data allowing to measure the advancement against set goals.</p> <p>4.1. Elected women apply leadership skills (mentoring; capacity building of newly elected leaders, forums for women leaders, women’s caucuses; legislative drafting expertise; leadership training; peer-to-peer learning). 4.2. Institutions are receptive to women leaders (family friendly policies; child care; hours of operation; unwritten rules of debate/decorum; accountability for gender equality commitments). 4.3. Political institutions promote and monitor a violence-free culture (political parties adopt codes of conduct; parliaments reform standing orders (i.e. to combat harassment). 4.4. Women serve as role models to inspire a new generation of leaders (role-model effect, showcase positive examples, retention of women leaders; outreach to young women and women from marginalized groups).</p>	<p>5.1. Administrative data systems for routine reporting are designed and set up to produce bottom-up consolidated live data on the gender ratio of key leadership positions (dashboard panel). 5.2. The National Statistics Agency regularly collects data on WILG-GEWE issues through a newly introduced household survey module specifically designed for this purpose by all relevant stakeholders through a collective participatory process. 5.3 A longitudinal study design is designed to measure mid- to long-term transformational change and advancement of training participant cohorts, over time. 5.4. A standardized pre-post-test multiple choice tool is designed to gauge the immediate effect of training interventions allowing for comparison and cumulation 5.5 A gender index on WILG-GEWE matching international scientific standards is designed and related data regularly collected through programme M&E and related processes under the auspices of MoWYCA/BoWYCA.</p>
<p>Key Assump-tions</p>	<p>– There is political will to adopt reforms;</p>	<p>– A select group of women are willing to enter politics and</p>	<p>– Media shapes public perceptions;</p>	<p>– Institutions are historically gendered but open to change;</p>	<p>– Collective stakeholder interest as well as technical and financial support provides a strong impetus for national</p>

	<ul style="list-style-type: none"> – Some technical knowledge already exists among key national stakeholders; – Providing technical support will result in reformed legal frameworks; – Political party nomination procedures discriminate against women. 	<ul style="list-style-type: none"> lead; – Most women are outside moneyed networks; – Political parties will nominate skilled and resourced women candidates; – National stakeholders and donors willing to support women’s networks and GE advocates; – The capacities of women to run innovative and well-resourced campaigns can be strengthened. 	<ul style="list-style-type: none"> – Lack of understanding of gender equality leads to discriminatory behavior; – Raising awareness about gender discrimination will lead to transformation in attitudes; – Leading my example has positive effect in communities. 	<ul style="list-style-type: none"> – Newly elected leaders require capacity building/skills development; – Creating forums for women aids in creating a supportive environment; – Women are interested in supporting other women. 	<ul style="list-style-type: none"> statistical systems to improve their production of gender statistics in line with the technical suggestions for quantitative and qualitative indicators, indices and related processes and systems (MIS for dashboard live data, survey module to monitor transformational change at societal level, longitudinal perception study to track training participants etc.).
Risks & Barriers	<ul style="list-style-type: none"> – Political upheavals stall parliamentary and legislative processes; – Gender equality not considered a priority in electoral administration; – Legislation not enforced; – National partners have limited capacities to apply knowledge. 	<ul style="list-style-type: none"> – Parties may nominate women but voters don’t elect them; – Male incumbents are able to raise more money than women. 	<ul style="list-style-type: none"> – Deeply ingrained mentalities impossible to change in short time; – Men benefit from, and perpetuate, status quo; – Combating discriminatory attitudes is insufficient if no additional structural changes. 	<ul style="list-style-type: none"> – Limited capacity of partners to put in place systems for gender responsive planning and policy making; – Institutions are slow to reform. 	<ul style="list-style-type: none"> – Weak interest at statistics agency could prevent systems design or implementation of activities; lack of sustainable funding and technical skills resulting from frequent rotation of personnel or insufficient human resources for statistical offices reduce ability to produce/publish timely periodic data

Appendix 5.10. Terms of Reference

Version posted online: https://jobs.undp.org/cj_view_job.cfm?cur_job_id=87920

International Consultant-Midterm Evaluation of Programme on Increased Participation and Representation of Women in Leadership in Ethiopia: The Road to Equitable Development



Advertised on behalf of :

Location :

Addis Ababa, ETHIOPIA

Application Deadline :

17-Oct-19 (Midnight New York, USA)

Additional Category :

Gender Equality

Type of Contract :

Individual Contract

Post Level :

International Consultant

Languages Required :

English

Starting Date : (date when the selected candidate is expected to start)

28-Oct-2019

Duration of Initial Contract :

30 working days

Expected Duration of Assignment :

30 working days

Background

Democracy, responsible governance and human rights which embeds women's rights is crucial to peace and development. Significant part of promoting inclusiveness in governance is ensuring women's rights are upheld and they equally participate in politics and hold positions of power in government. In Ethiopia, there is a significant improvement in the number of women attaining leadership positions notably in the legislative branch of the government. Conducive normative framework combined with the political will to set aside a voluntary internal quota during national and local elections have contributed to this gain. The increase in number, however, is challenged by a discrepancy when it comes to other branches of the government where the participation women remains low, such as in the executive branch both at national and regional level. Apart from numerical increase in representation, the level of effective representation and capacity of women leaders to influence decision making is an area where clear evidence are lacking. The challenge women face in holding decision making positions and - once they hold these positions - influence decision making is a combination of practical, cultural and attitudinal barriers. In general men have higher levels of educational attainment, greater access and control over financial resources and better health outcomes, which places women in a disadvantage situation. There is also a widely held belief that men are natural leaders and traditions dictate they are entitled to make decisions in both family and workplace. On the other hand, women are associated with home-making and their value is closely correlated with their status and performance as wives and mothers. These practical, cultural and attitudinal factors obstruct women's equal and effective participation in political life and enjoyment of their political right.

Against this background, an initially three-year programme was initiated with the aim of contributing to the overall goal of increasing the participation and effective representation of women in leadership in Ethiopia focusing particularly on the legislative and executive branch of the government. The expected outcomes are: a pool of interested, diverse and capable women leaders and decision makers is formed; women are perceived as equally legitimate and effective political leaders as men; and women are promoted as leaders in gender sensitive political institutions.

The programme has been implemented since September 2017 at the federal level and in regional states including Amhara and Oromia. The programme is expected to expand to Afar, Gambella, SNNPR and Tigray, in partnership with the House of Peoples Representatives, regional councils, Ministry of Women and Children Affairs and its regional counterparts, Ethiopia Broadcasting Authority, media houses, higher education institutions at federal and regional level, Community Based Organizations and CSOs among the main stakeholders. The focus is on enhancing the leadership competencies of women

leaders through institutionalized capacity building intervention in addition to providing support to the legislature both at federal and regional level to build its capacity to be gender sensitive and responsive both internally and while playing its legislative and oversight role. Facilitating mentorship opportunity to lower level women leaders cultivate their leadership ability and enable them to climb the leadership ladder is also a strategy that will be intertwined with the capacity building intervention to ensure sustainability of impact and increase the pool of able upcoming women leaders.

With a view to create an enabling environment for women to increasingly hold leadership positions, building the capacity of media professionals both in print and broadcast media in gender sensitive reporting and positive portrayal of women, awareness promotion campaigns and community mobilization to fight negative stereotypes towards women's leadership role are some of the interventions that will be implemented in collaboration with media regulation entities, media houses and grassroots organizations. Under the purview of UN Women's HeforShe solidarity movement, promotion of male champions together with female role models is another strategy that will be employed to bring attitudinal change in the society. The program will continuously generate data and knowledge products as one of its strategies is to influence intervention, facilitate discussion and debate on the need to provide space for 50/50 representation of planned to be launched at January 2017 and run until December 2019 for three years. However, it was launched in September 2017 and later the programme duration was revised to run up to 2021 following the increased demand in intervention in the area and support from development partners.

The programme responds to the concluding observations of the Committee on the Elimination of Discrimination against Women (CEDAW) on participation of women in political and public life (27 July 2011) and is in line with UN Women's Global Strategic Plan 2018-2021 particularly Outcome 2: Women lead, participate in and benefit equally from governance systems which contributes to SDGs Goal no, 1,2,3,5,10,16 and 17. At national level, it is in alignment with UNDAF 2016-2020 i.e. Pillar 4 Good Governance, Participation and Capacity Development and Pillar 5 equality and empowerment, Ethiopia's Growth and Transformation Plan II (2016-2020) i.e. Strategic Pillar 7 on promotion of gender and youth empowerment and equity; and the country strategy of UN Women Ethiopia.

The programme document, which was launched in September 2017 envisions the undertaking of a midterm evaluation after one and half year implementation of the programme. The midterm evaluation exercise beyond what it was planned to do i.e. providing feedback to improve programme management and results framework, is expected to improve based on practical observations and findings the result framework of the program specially output and outcome indicators. It is also expected to support the development of a standard Impact assessment tool to measure progress towards the main goal of the project. This midterm evaluation is strategic in terms of realizing the main goal of the project which is enhancing the equal representation and effective participation of women in leadership and decision making in Ethiopia. The findings of the midterm evaluation will be used to improve the result framework and strategies of the program in addition to being used for organizational learning and accountability. In addition to this, the midterm evaluation will be used to identify any required adjustment to be done to the Programme Document to respond to the changes in the context and to reflect the increase on budget availability.

Therefore, the UN Women Ethiopia Country Office is thus seeking a team of consultants to conduct the midterm evaluation of the programme. The evaluation should follow the guiding documents for evaluation at UN Women, including the Evaluation Policy, Evaluation Chapter of the POM, the GERAAS evaluation report quality checklist, the United Nations System-wide Action Plan Evaluation Performance Indicator (UN-SWAP EPI) and the UN Women Evaluation Handbook. These documents serve as the frame of reference for the Evaluation Manager and the evaluation consultant(s) for ensuring compliance with the various requirements and assuring the quality of the evaluation report.

Purpose (and use of the midterm evaluation)

As per the Programme Document where it is stated the need of conducting a Midterm review after a year and a half of implementation, UN Women ECO is initiating a mandatory midterm evaluation of the entire WILG programme document. The purpose of the evaluation is to provide an in-depth assessment of the results against the three outcomes of the programme and performance in term of the relevance, effectiveness, efficiency, sustainability, impact, incisiveness, participation, equality, non-discrimination, and social transformation. It further aims to adjust the result framework of the programme through concrete recommendations to respond to the changes in the context, availability of funds and to ensure effective result measurement for the rest of the programme implementation period.

It should identify lessons learned, good practices, and factors that facilitated/hindered achievement. Through this, it aims to contribute to accountability, learning and decision-making including practical recommendations to inform the management and coordination of programme implementation leading towards the final evaluation and other related initiatives on women's participation in leadership and governance.

The midterm evaluation will be undertaken with the following key stakeholders in mind:

Relevant staff from IPs, including federal and local government institutions

Target beneficiary communities and individuals

UN Women ECO programme staff

UN sister agencies, such as UNDP

Development partners

Objectives

The specific objectives of the evaluation are to:

Assess the extent to which the results of the programme are achieved or are on track, including unintended results and examine to what extent the programme is aligned with relevant International agreements and conventions, national needs, government priorities as well as with the UNDAF.

Revision of the programme's theory of change for each of the relevant impact areas.

Check on availability of data and evidence to allow informed and credible analysis of performance, and the 'evaluability' of the programme with a view to make amends for the implementation of the rest of the programme.

To take stock of changes in the programming context (including normative developments, new funding available) and programmatic response.

Review the programme design, implementation strategy, institutional arrangements as well as management and operational systems.

To analyze and reflect on the progress of the programme and the validity of its identified strategies.

Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the intervention, with a special focus on innovative and scalable and replicable interventions.

Assess the relevance of the contribution of the programme to the national measures to enhance the equal participation and effective representation of women in leadership and decision-making positions.

Assess the sustainability of the intervention in achieving sustained gender equality and women's empowerment.

Determine the impact of the intervention with respect to gender equality and women's empowerment.

Analyse how human rights approach and gender equality principles were integrated in implementation.

Document good practices, innovations and lessons learnt and provide concrete and actionable recommendations for future programming.

To provide recommendations and practical suggestions on how to revise the programme results framework particularly focusing on indicators, baseline and targets document where necessary and enhance its ability to gauge change for the rest of the program implementation period (2019-2020/2021).

Below is a list of preliminary evaluation questions, the specific midterm evaluation questions and relevant evaluation instruments will be determined during the inception stage. The evaluation questions should be defined in consensus with the evaluation management group and the evaluation reference group. The evaluation should be based on the following criteria

Design Level:

Relevance

To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries? Are they aligned to national priorities?

To what extent is the intervention aligned with relevant national, regional and international normative frameworks for gender equality and women's empowerment?

What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?

What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other?

Do the activities and strategies address the problems identified?

Are the planned outputs and results relevant and realistic for the situation on the ground?

Is the intervention logic coherent and realistic? What needs to be adjusted? (refer to the programme Results Matrix)

How strategic are partners in terms of mandate, influence, capacities and commitment? To what extent had implementing partners an added value to solve the development challenges stated in the programme document?

To what extent did the programme have a useful and reliable M&E strategy that contributed to measure development results?

How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?

Process level:

Efficiency

To what extent does the management structure of the intervention support efficiency for programme implementation?

Have resources been used efficiently? Have activities supporting the strategy been cost-effective?

Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered?

Are there enough resources (financial, time, human resources) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of the programme?

Were there any constraints (e.g. political, practical, and bureaucratic) to addressing the rights of women efficiently during implementation? What level of effort was made to overcome these challenges?

Ownership in the process: Effective exercise of leadership by the country's national/local partners in development interventions.

To what extent did the targeted population, citizens, participants, local and national authorities make the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process?

Have the stakeholders taken ownership of the programme? If so, how?

To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the WILG Programme?

Results level:

Effectiveness: Extent to which the objectives of the development intervention have been achieved.

What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved so far?

What are the reasons for the achievement or non-achievement?

To what extent did the programme contribute to achievement of results in terms of enhancing the equal representation and effective participation of women in leadership positions?

How have stakeholders been involved in the programme implementation?

How was the programme monitored and reviewed? To what extent was this exercise useful and used? Have any good practices, success stories, lessons learned, or transferable examples been identified and documented?

Impact

To what extent was gender equality and women's empowerment advanced as a result of the programme implementation?

To what extent can the changes that have occurred as a result of the WILG Programme be identified and measured?

How did the programme contribute to the identified changes?

What were the unintended effects, if any, of the intervention?

What are the notable impacts of the programme on the lives of women and men?

How did the interventions of this programme impact the empowerment of women in leadership at all levels?

Sustainability: Probability of the benefits of the intervention continuing in the long term.

Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in the protection of the rights of women after the end of the intervention?

What is the likelihood that the benefits from the WILG Programme be maintained for a reasonably long period of time if the programme were to cease?

To what extent have WILG national partners undertaken the necessary decision and course of actions to ensure the sustainability of the effects of the Programme?

How has the programme enhanced ownership and contributed to the development of national capacity in order to ensure sustainability of efforts and benefits?

How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established)?

Gender Equality and Human Rights

To what extent have gender and human rights considerations been integrated into the programme design and implementation?

Have the programme interventions been following equality and non-discrimination principles at all time?

Inclusiveness and Participation

Was the designing, implementation and monitoring process of the programme participatory?

Have stakeholders been given the chance to give their inputs? How useful was the process?

Social transformation

How has the programme contributed to the intended social transformation in terms of creating an enabling environment for women to hold and stay in leadership and decision-making positions?

What were the key strategies used to bring about attitudinal change of society towards promoting women's leadership and political participation?

Duties and Responsibilities

Desk review

Rapid evaluability assessment of the programme

Evaluation design and inception report drafting, including data collection tools and instruments

Presentation of inception report and data collection tools and instruments

Submission of final inception report

Data collection and field visits

Presentation of preliminary findings

Preparation of draft evaluation report

Presentation and validation of evaluation findings to stakeholders and collect feedback

Preparation of final evaluation report

Competencies

Strong knowledge of issues concerning women's rights, gender equality, women's empowerment and women's participation and representation in leadership and politics.

Specific technical knowledge of WILG, strategies to enhance the equal participation and effective representation of women in leadership and politics, creation of enabling environment for women to come to leadership position and climb the leadership ladder, and relevant normative frameworks to protect the rights of women to participate in the governance of their county and hold leadership positions.

Experience in working with UN agencies and UN programmes and evaluations

Excellent facilitation and communication skills

Experience with focus group discussions and key informant interviews

Ability to deal with multi-stakeholder groups; as well as displaying cultural sensitivity

Ability to write focused evaluation reports; as well as excellent writing skills (in English)

Broad experience in quantitative and qualitative data collection methods.

Willingness and ability to travel to the different project's sites in the country

Ability to work in a team.

Core values / guiding principles

The evaluators will adhere to the following core values and guiding principles:

Integrity: Demonstrating consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.

Cultural Sensitivity/Valuing diversity: Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.

Required Skills and Experience

Education:-

Advanced Degree in Social Sciences, Development Studies, Law, Human rights, Politics, Gender, Women studies or other relevant field and with formal research skills.

Experience

At least five years of experience in conducting evaluations

Language

Fluent in English

NOTE

Applications should include:

Proposal

Brief summary (not more than 3 pages) of the proposed methodology for the evaluation, including the involvement of stakeholders during each step.

Proposed process for disseminating the results of the evaluation.

Team structure, roles and responsibilities and time allocation if applicable.

Detailed work plan.

Attachments

The following items should be included as attachments (not included in the page limit):

Indicate whether you apply for the International or National consultancy.

Cover letter stating why you want to do this work, summary of consultant experience and background and available start date.

Detailed CV (UN Women P11) - of all the participating consultants. This can be downloaded from the UNDP website.

List of the most relevant previous consulting projects completed, including a description of the projects and contact details for references.

At least three sample reports from previous consulting projects (all samples will be kept confidential) or links to website where reports can be retrieved (highly recommended).

Applications with the above details should be sent to Desset Abebe (desset.abebe@unwomen.org) with subject ' Mid-Term Evaluation' until latest 17 October 2019.