

FINAL REPORT

FINAL EVALUATION OF THE PROJECT
“A JOINT ACTION FOR WOMEN’S
ECONOMIC EMPOWERMENT IN GEORGIA”



FINAL EVALUATION OF THE PROJECT “A JOINT ACTION FOR WOMEN’S ECONOMIC EMPOWERMENT IN GEORGIA”



UN WOMEN

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UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.

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

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ACRONYMS

AND ABBREVIATIONS

CDC	Creative Development Center
CiDA	Civil Development Agency
FAO	Food and Agriculture Organization of the United Nations
GAC	Gender Advisory Council
GEWE	Gender Equality and Women's Empowerment
GFA	Georgian Farmers' Association
GCCI	Georgian Chamber of Commerce and Industry
GITA	Georgian Innovation and Technology Agency
IEF	Innovative Education Foundation
IT	Information Technology
JAWE	A Joint Action for Women's Economic Empowerment in Georgia
LELP	Legal Entity of Public Law
MTA	Maritime Transport Agency
NGO	Non-Governmental Organization
PGA	Participatory Gender Audit
PDO	Public Defender's Office
SDG	Sustainable Development Goals
SHG	Self-Help Group
TASO	TASO Foundation
TVET	Technical and Vocational Education and Training
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UN GTG	United Nations Gender Theme Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	UN System-wide Action Plan on Gender Equality and the Empowerment of Women
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VNR	Voluntary National Review
WEE	Women's Economic Empowerment
WEPs	Women's Empowerment Principles: Equality Means Business
W4T	Business Leaders' Federation "Women for Tomorrow"
WISTA	Women's International Shipping and Trading Association

EXECUTIVE SUMMARY

Introduction

The UN Women project “**A Joint Action for Women’s Economic Empowerment in Georgia**” (JAWE) implemented in 2018 -2020 with the support of the Norwegian Ministry of Foreign Affairs aimed to promote economic empowerment of women, particularly the poorest and the most excluded ones, so that they are able to benefit from development in Georgia. Implemented in most disadvantaged regions of Georgia - Guria, Imereti, Racha-Lechkhumi, Adjara, Shida Kartli and Samegrelo-Zemo Svaneti, the project focused on the grassroots social mobilization work and support to women’s employment and entrepreneurship through integration of Women’s Empowerment Principles (WEPS) at the private sector in order to increase the responsibility of private enterprises for achievement of gender equality and women’ economic empowerment in the country.

The project’s design integrated interventions at the policy, institutional and grassroots levels to facilitate achievement of the Project Outcome: *Women fully realize their economic rights with the support of a gender-responsive private sector and an enabling State legislative and economic environment*, which should further contribute to achievement of national strategies and plans that promote inclusive economic growth and help the Government meet undertaken international obligations and commitments including to the Agenda 2030. The project addressed important for the context of Georgia barriers and challenges to women’s economic empowerment such as low protection of labour rights, lack of accountability of the corporate sector and mechanisms to hold employers accountable for violation of human rights; and social norms and patriarchal views that prevent women from undertaking education and employment in non-traditional areas and active participation in entrepreneurial activities.

To address these and other challenges, UN Women established strategic partnerships with a vast number of government and non-government (civil society) affiliated institutions and agencies. The main partners included Georgian Farmers’ Association (GFA), TASO Foundation, the Business Leaders’ Federation “Women for Tomorrow” (W4T), the Georgian Chamber of Commerce and Industry (GCCCI); the Public Defender’s Office (PDO) and Ministry of Finance Training Academy (MoFA).

Evaluation background

The evaluation activities were implemented in September - November 2020 by an evaluation team comprised of one international evaluation consultant and one national expert. The main purpose was to assess the achievement of the project results and performance and identify lessons learned, best practices and challenges to inform future work of UN Women Georgia and their stakeholders in the area of women’s economic empowerment (WEE). The evaluation design followed the quality and ethical standards accepted in the UN System and the UN Women guidance documents on gender-sensitive evaluations and quality reporting at UN Women as the UN-SWAP reporting agency. The methods employed in the evaluation promoted active participation of the project partners, stakeholders and beneficiaries including women from most vulnerable groups in identification and discussion of the project results and formulation of lessons learned and recommendations. In total, 163 people were interviewed (0,02% -men) in the scope of this evaluation, among them 109 representatives of women in the Self- Help Groups (SHGs). The project evaluation team provided relevant capacity developed to the project participants to ensure that opinions and insights of most vulnerable women -beneficiaries of the project are integrated into the conclusions and recommendations included into the final evaluation report.

Findings and conclusions

Relevance. The project design responds to the aspirations of the country to achieve inclusive economic growth and nationalized SDG (mainly targets under SDG 5, 8, 4) by creating of a more enabling for women's economic participation environment. Using integration of Women's Empowerment Principles (WEPs) as a leverage, the JAWE project promoted positive transformations in relation to several key drivers for women's economic empowerment which contributed to achievement of the country's international obligations and the UN Women global and country level strategic plans. The project implementation emphasized the pivotal role that the private sector may play in promoting GEWE issues and addressing the needs of most vulnerable women. UN Women proactively used existing in the system opportunities and promoted development of innovative public and private partnerships with government and non-government affiliated agencies highlighting in that way the crosscutting role of SDG 17 in acceleration of achievement of targets under the SDG 5 Gender Equality and other SDG goals. The project was relevant to the needs of most vulnerable in the context of Georgia women i.e., rural women, women -IDPs, ethnic minority women, however, it would be critical to focus more on root causes of gender inequalities such as adverse social norms and stereotypes that manifest themselves also in the lack of gender -sensitive policies and institutions (SDG 16) which prevents women from full realization of their economic and other rights.

Coherence. Under the JAWE project, UN Women used effectively its comparative advantages as a co-founder of WEPs and built on its unique experience in the country and available at the regional and global level expertise. Acting according to its threefold mandate, UN Women ensured that the JAWE project was implemented in a coherent manner and in synergies with other UN agencies' projects and joint programmes that are relevant to WEE, which enforced some positive transformations in the enabling environment i.e., revisions in the labour legislation, and contributed to effectiveness of the project. At the same time, the evaluation findings suggest that more

cooperation and synergies between UN agencies, including through joint programming, are needed to promote more profound solutions to address structural barriers to economic inclusion of women (and men) such as inadequacy of the social protection system and cultural norms that limit access for women to ownership and means of production. Better synergies are needed with a broader range of UN agencies and other, non-UN, actors to tackle problems most relevant for promotion of WEE such as poor infrastructure and access to the Internet in rural and mountainous areas, lack of flexible vocational education opportunities and extension services for women and limited access to technological innovations, best practices and expertise to develop sustainable business. In this regard, the project's coherence to the new UNSDCF 2021-2025 creates assurance that the results of the project will be upscaled through a greater consolidation of efforts of UN agencies and their stakeholders.

Effectiveness. The project design effectively integrated the key entry points and strategic partnerships to promote WEE at the policy, institutional and grassroots levels. By linking the private enterprises with women at grassroots level in order to support their economic empowerment and inclusion of women-owned enterprises into value chains, the project implementation demonstrated how targeted attracting resources of the private sector to achieve more active participation of women in economy may become one of the most effective strategies to solution of social and regional disparities and achieving of more inclusive economic growth (SDG 1 and SDG 10) in the context of Georgia. It would be important to continue disseminating WEPs and to advocate for the recognition of the role of private sector at the policy level, which requires generation of evidence (data) that informs about impact of integration of WEPs on vitality and productivity of the private sector, diversification of economy and reduction of unemployment. The project promoted positive changes in the enabling legal environment that should have positive impact on business culture and practices due to enforcement of anti-discriminatory measures

that should have a spill-over effect on women's participation in different sectors of economy. Achievement and overachievement of the project targets may be attributed to high relevance and quality of products and services and tailored, to the needs of beneficiaries, strategies, as well as strategic partnerships developed with government and non-government affiliated institutions. The flexibility of the project design had certain advantages in terms of increased responsiveness to emerging opportunities and to challenges posed by the COVID-19 crisis. At the same time, it would have been useful to integrate key milestones in the project design that reflect critical for WEE assumptions and to expand the list of indicators to capture a broader scope of positive changes influenced by the project including the development of public-private partnerships, which affected to a larger extent the effectiveness of the project and emphasized the transformational role of partnerships in accelerating achievement of WEE.

Efficiency. The project was cost-effective and presents a good value for money. Attracting additional resources of the private companies -signees of WEPs that provided stipends, internships, training and coaching and mentoring for women's SMEs pro bono allowed increasing the number of women who benefited from the project. Guided by the LNOB principles, the project emphasized the needs of most vulnerable women which was evident in the allocation of the budget to promote their employability and inclusion of women-led enterprises (SMEs) into the market. Moreover, allocation of resources was done strategically and with sustainability in mind taking in account the strategic position of the partners to achievement of Outputs and their capacities to take over developed under the project products and processes.

Sustainability. The project's exit strategy was well-planned and executed and resulted in a greater sense of national ownership over the results of the project. To that end, identification of strategic partners was most successful and contributed to a greater likelihood of the project results to be sustained and upscaled. The emphasis on capacity

development of the project direct partners and stakeholders from public and private institutions, government and non-government affiliated, should ensure sustainability of the project products and their further dissemination. Capacities developed by the project at the key duty bearers' institutions such as Enterprise Georgia, Maritime Transport Agency (MTA), Georgian Innovation and Technology Agency (GITA) resulted in increased gender-sensitivity of their policies and interventions that promote women's economic empowerment by improving access of women to funding, knowledge and skills to develop a sustainable business. Results at the grassroots level i.e., social mobilization of women, are likely to be sustained, however, it depends on successful implementation of the local governance reform so that women could enjoy increased support and cooperation with local authorities that promote their entrepreneurship and inclusion into value chains. As for the results of the project achieved in the private sector, support to WEPs companies and their networking should continue and it may be needed to formalize a WEPs-signees network to ensure replication of best practices and broader dissemination of WEPs and to identify effective entry points to involve small and medium scale business. In addition, it would be important that the project partners sustain and promote networking between women-led and owned enterprises and women's startups promoted by the project.

Innovativeness. Integration of WEPs stimulated a chain of innovative practices and resulted in development of innovated tools and methodologies that, undoubtedly, make a valuable addition to the knowledge base at UN Women Georgia and in the region in the area of WEE. The project demonstrated what a large potential engagement of the private sector (through building innovative public-private partnerships) has to address some structural problems, for example lack of access of women to digital literacy and skills and relevant for their needs education and technical support to build a successful business. It would be important to follow up on several initiatives, especially those that promote innovative technological and social solutions critical

for women's participation and considering their potential impact on WEE. To make such initiatives more sustainable, engagement of a broader range of stakeholders that hold strategic positions in relation to these solutions should be pursued to ensure their mainstreaming into national systems and policy frameworks i.e., TVET modernization to meet the need of WEE and other.

Lessons learned

Implementation of the project resulted in generation of lessons learned that confirm validity and effectiveness of strategies employed by the project and provide important insights for wider dissemination and replication of the benefits and expertise developed under the project. Mainly, the lesson learned point out at the criticality of involvement of the private sector to promote WEE, development of public-private partnerships for solution of gender-based inequalities and empowerment of women, among them most vulnerable, including building their resilience at the grassroots level. The key lessons learned include the following:

- The private sector may play a significant role in advocacy (of UN Women together with the civil society) at the Government of importance of achieving gender equality for inclusion and diversity of workforce for economic productivity and sustainable growth;
- Women- entrepreneurs (SMEs) may play a larger role in empowering other women; when brought together and supported, women entrepreneurs are well placed to empower other women by sourcing their products, employing them and/or advising them on business topics;
- Mobilizing women, among them most vulnerable, at the community level, including through self-help groups, and providing them with space boosts development of women's social skills such as communication, negotiation, teamwork, decision making and other that are critical for becoming employable or running a successful business;
- Women's economic empowerment should be

undertaken together with interventions that build resilience of women towards shocks that may be induced by the pandemic crisis (COVID-19) and other factors such as the impact of climate change which disproportionately affects most vulnerable of them i.e., rural women;

- Public-private partnerships may become instrumental in achieving of nationalized targets on gender equality and women's economic empowerment, therefore, the catalytic role of the SDG 17 should be emphasized by UN Women and partners as a crosscutting issue in all their projects and interventions.

Recommendations

Fifteen recommendations were developed by the evaluation team in consultations with the project partners and stakeholders and representatives of beneficiaries who had opportunities to provide with their opinion and feedback during the data collection process and the validation workshops. The recommendations are based on the findings from this evaluation and make references to the corresponding conclusions and lessons learned. The majority of recommendations are addressed to UN Women - and project partners with some recommendations to the UN Country Team (UNCT). The key recommendations include:

- To continue supporting private companies to integrate WEPs and to collect data that provides evidence on positive impact that integration of WEPs has on the private sector's vitality and sustainability and on women's economic empowerment;
- To consider formalization of the WEPs -signees network in order to use it as a leverage to push forward decisions at the legislative and policy level that recognize the role of the private sector in achieving more inclusive economic growth in Georgia and motivate private companies to promote gender equality and WEE;
- To raise awareness on criticality of public and private partnerships (SDG 17) in promotion of gender equality and WEE and overall achievement of SDGs by broader dissemination

of examples of best practices in partnerships developed under the JAWE project including through the dedicated national SDG portal;

- To ensure more synergies with other UN and non-UN agencies and actors to address structural causes of gender-based inequalities i.e., access of women to means of production, deconstruction of social norms and stereotypes related to participation of women in male-dominated occupations, as well as other barriers to women's economic participation that stem from regional disparities and include some

crosscutting issues such as an inadequate social protection system and lack of capacities at the level of local governance;

- To mainstream issues of resilience of women into the next projects including the COVID-19 considerations to increase relevance of WEE interventions for most vulnerable women and build capacities of women-owned business entities to remain sustainable and resilient to shocks and challenges imposed by economic, health and environmental factors.

INTRODUCTION AND BACKGROUND

1.1. The project description

The project “**A Joint Action for Women’s Economic Empowerment in Georgia**” (JAWE) was launched by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) on 1 December 2017 with the support of the Norwegian Ministry of Foreign Affairs with the total budget of USD 3,114,823.10¹. The project was implemented in several regions of Georgia - Guria, Imereti, Racha-Lechkhumi, Adjara, Shida Kartli and Samegrelo-Zemo Svaneti with a focus on the grassroots mobilization work and entrepreneurship support.

The project overall goal is to promote economic empowerment of women, particularly the poorest and the most excluded ones, so that they are able to benefit from development in Georgia. The project’s three strategic outputs represent areas of results and levels of interventions (policy, institutions and grassroots) that should facilitate achievement of the Project Outcome: *Women fully realize their economic rights with the support of a gender-responsive private sector and an enabling State legislative and economic environment*. The project’s theory of change identifies critical enabling conditions – areas of results - to promote women’s economic empowerment in Georgia through their increased participation, as employees and owners of business, in the private sector that becomes more gender-sensitive and gender -responsible through implementation of the Women’s Empowerment Principles (WEPs). At the same time, the project intends to contribute to mobilization and more active participation of women, in particular from the most vulnerable groups, in decision making through Gender Advisory Councils at the level of local self-government. Interventions

on the societal level target creating more favourable legislative and economic environment. The overview of the JAWE project Result Framework and Theory of Change is presented in Figure 1.

The project interventions were delivered in partnership with the public and private organizations. At the community level, and in collaboration with **Georgian Farmers’ Association (GFA)** and the **TASO Foundation**, the project supported improving women’s job skills and their access to legal, financial and economic services. The partnership to support companies to join and implement Women’s Empowerment Principles (WEPs) was established with the **Business Leaders’ Federation “Women for Tomorrow” (W4T)** and the **Georgian Chamber of Commerce and Industry (GCCCI)**, which substituted the responsible party - Civil Development Agency (CiDA) due to allegations of negative workplace practices. The cooperation with the **Public Defender’s Office (PDO)** evolved around strengthening the capacity of this national human rights instrument to deliver on its mandate. To complement the efforts of TASO and GFA, UN Women established a partnership with the **Ministry of Finance Training Academy (MoFA)**, a government-established business practice institution, to train TASO and GFA beneficiaries in business establishment and expansion. The partnership with non-profit organization **Creative Development Center** occurred on mentoring and with the non-profit **Innovative Education Foundation** on increasing women’s ICT skills, whereas the communications company **Action Global Communications** developed communications products and provided support in the implementation of events.

1 The difference with the initial budget of 3,169,122 presented to the Norwegian donor is due to the exchange rates of tranches.

Figure 1.
JAWE Result Framework and Theory of Change

Impact: Achieve inclusive and sustainable economic growth that contributes to poverty reduction and improved living standards for all people in Georgia including the most vulnerable ones

Indicator A:

Reduction in percentage of women in Georgia in vulnerable employment (UN Women SP impact indicator 2 A, and SDG indicator 8.3.1)

Indicator B:

At least 3% reduction in unadjusted gender wage gaps (SDG Indicator 8.5.1)

Outcome: Women fully realize their economic rights with the support of a gender-responsive private sector and an enabling State legislative and economic environment

Indicator 1.A:

Number of companies that sign and implement the Women's Empowerment Principles (WEPs)

Indicator 1.B:

Number of representatives of women-owned SMEs and women's association that receive things to move up the value chain

Output 1: Private businesses have increased understanding of the gender dimension of corporate sustainability and strengthened capacities to implement the Women's Empowerment principles (WEPs)

Indicator 1.a:
Number of companies that receive technical assistance and training to promote gender equality and women's empowerment

Indicator 1.b:
Number of women who participated in internships or mentorship programs or received grants or scholarships provided by private businesses

Output 2: Government and other actors are supported to apply international standards and create enabling environment in partnership with the private sector

Indicator 2.a:
Number of labor inspectors, representatives of trade unions and employers' association that participate in trainings on gender discrimination and women's rights in the workplace

Indicator 2.b:
Number of online tools produced by the Public Defender's Office of Georgia on gender equality and non-discrimination

Output 3: Women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women business enterprises are more active in the market

Indicator 3.a:
Number of women-led business enterprises receiving small grants and technical and business skills development

Indicator 3.b:
Number of self-help groups formed for vulnerable groups of women to increase their access to decent work and sustainable livelihoods

If:

- 1) Private businesses have increased understanding of the gender dimension of corporate sustainability and strengthened capacities to implement the Women's Empowerment Principles (Output 1);
- 2) Government and other actors are supported in applying international standards and creating an enabling environment for women's economic empowerment (Output 2); and

- 3) Women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women business enterprises are more active in the market (Output 3);

Then:

- 4) Women realise their economic rights (Outcome); because:
- 5) the state legislative and economic environment will be enabling for this and the private sector will be more gender-responsible.

The project was expected to contribute to the United Nations Partnership for Sustainable Development framework in Georgia (UNPSD) for the years 2016-2020², and it is in line with the UN Women Global Strategic Plan 2018-2021 Outcome 3: Women have income security, decent work and economic autonomy. The project Outcome contributes to the UN Women Georgia Strategic Note and Annual Work Plan (AWP) 2018 - Outcome 2.1. Women, particularly the most vulnerable, have increased economic security and access to livelihood and development opportunities. The project makes direct reference to the implementation of the 2014-2020 National Strategy for the Protection of Human Rights in Georgia and its Action Plan (chapters on Business and Human Rights and Gender Equality, adopted for the years 2016-2017 and the following one for the years 2018-2020. Promotion of the WEPs was included as an activity into the Human Rights Action Plan, the opportunity that was used by the project to ensure that gender is mainstreamed throughout the development and implementation of the Action Plan and to help build sustainable multi-stakeholder partnerships to achieve women's economic empowerment.

1.2. The socio-economic context of the project

The project *"A Joint Action for Women's Economic Empowerment in Georgia"* was initiated in December 2017 when the context of the country was characterized by a robust and resilient economic growth and multifaceted reforms implemented in all public spheres. In 2019, Georgia adopted a national document on Sustainable Goals which establishes priorities among the 17 goals, identifies

93 nationalized targets and indicators, and lays out arrangements for their annual monitoring³.

Between 2010 and 2019, Georgia's GDP per capita grew at an average annual rate of 4.8 percent. In 2018, Georgia has moved up from a lower-middle income country to an upper-middle income one based on the World Bank GNI per capita classification. Georgia has established a strong record of reforming its economy and raising the living standards of its citizens. With support of a system of targeted social transfers, the country nearly halved the poverty rate from 37.4 percent in 2007 to 20.1 percent in 2018 and improved living conditions of its citizens⁴. However, the economic growth was not inclusive; according to the GEOSTAT, economic participation among the total population aged 15 and older in active employment was 55.6 per cent of women, 73.6 per cent of men (63.9 per cent overall), and in inactive it was 44.4 per cent of women, 26.4 per cent of men (36.1 per cent overall)⁵.

As the impact of COVID-19 adds to an already challenging external environment, the real GDP growth is projected to sharply slow to near zero in 2020. There was a sharp rise in unemployment both due to closure of economic activities including MSMEs that represent a big employer in the country and return of migrant labourers. The revenues have fallen due to lower economic activities and expenditure on immediate response to the pandemic through the social protection programme expanded (4.0 percent of GDP was allocated) leading to fiscal imbalance. With growth moderating sharply in 2020 and with the labor-intensive sectors increasingly vulnerable, poverty reduction could stagnate or even deteriorate, and a significant number of Georgians could fall into a lower income threshold⁶.

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- 2 Focus Area 2: Jobs, Livelihood and Social Protection, Outcome 3: By 2020 poor and excluded population groups have better employment and livelihood opportunities because of inclusive and sustainable growth and development policies.
 - 3 A Mainstreaming, Acceleration and Policy Support (MAPS) report committed in 2019 found that the national strategies and the EU-Georgia Association Agreement (AA) taken together cover 93 percent of the country's nationalized SDG targets; at the same time, the MAPS exercise identified the following priority areas that should acceler-

-
- ate the country progress towards SDGs: (1) decentralised development (2) investing in young people (3) leaving no one behind and (4) going green with energy production and consumption.
 - 4 <https://www.worldbank.org/en/country/georgia/overview#1>
 - 5 GEOSTAT, Labour Force Survey 2018; and GEOSTAT, Letter #7-3382
 - 6 Poverty is likely to increase by 2.8 percentage points according to the World Bank estimates

Inequality may also have risen, with women facing higher levels of poverty as they will be the first to withdraw from labour force due to increased household burden. According to the UN Women report, women experience significant increase in their domestic workload, domestic violence and deterioration in mental health⁷. Traditionally women-dominated trade and tourism including hospitality sectors have been hit very hard. Revival of the revenues from this sector, that Georgia placed great hopes upon to leverage it for sustainable growth, can hardly be expected in the nearest future.

The COVID-19 crisis has exposed, most sharply, structural challenges and deep-rooted inequalities that undermine overall resilience of sustainable economic and social development of the country, these include: high vulnerability of the economy to external factors and its low productivity and competitiveness; spatial and social divides including the digital divide; high poverty in rural areas; limited protection of labour rights; gaps in delivery of health, education and social services, especially to vulnerable population i.e. rural women, ethnic minorities, migrants, stateless people, people with disabilities and other. People in rural areas involved in agriculture and women, in particular (about 22% of the overall population⁸), are affected the most due to temporary closure of agricultural markets and transport ban causing the pressure on supply chains, which, in turn, means increased unemployment and collapse of business operations. Other factors that contribute to inequalities include low resilience of communities towards climate change, social and economic shocks and the prolonged conflict i.e., in Abkhazia and South Ossetia.

1.3. The progress of the country towards achievement of SDGs

According to the Sustainable Development Report 2020, major challenges in Georgia remain in achievement of Goal 10 Reduced Inequalities, Goal 5 Gender Equality and Goal 3 Good Health and Well-Being with significant challenges remaining in 7 out of 17 SDGs, among them SDG 8 Decent Work and Economic Growth and SDG 9 Industry, Innovation and Infrastructure⁹. At the same time, achievement of Sustainable Development Goals is expected to remediate the impact of the COVID-19 and support recovery if more effort is placed on the six major societal transformations guided by leave no one behind principles, these transformations are named as the following: (1) Education, Gender and Inequality, (2) Health, Wellbeing, and Demography, (3) Energy Decarbonization and Sustainable Industry, (4) Sustainable Food, Land, Water and Oceans, (5) Sustainable Cities and Communities, and (6) Harnessing the Digital Revolution for Sustainable Development. The Sustainable Development Report 2020 calls for governments to “place women’s needs and leadership at the heart of the response to the health and economic crises”. Gender-sensitive policies are needed to mitigate risks of disproportionate economic and social impacts on women and girls¹⁰.

Main gaps that need to be addressed to accelerate SDGs implementation in Georgia represent horizontal issues that cut through multiple goals. The underlying problems related to regional inequalities and societal divides affect significantly other developmental challenges represented by gaps in human development and institutional capacities, and economic productivity challenges. To respond to

7 UN WOMEN, Rapid Gender Assessment of the COVID-19 Situation in Georgia, June 2020, available at: <https://www2.unwomen.org/-/media/field%20office%20georgia/attachments/publications/2020/rga-unw.pdf?la=en&vs=143>

8 Based on the latest population census in Georgia carried out in 2014, available at: <https://www.geostat.ge/media/27214/demograpia-2018.pdf>, p. 41

9 With overall score of 71.88 (out of 100), Georgia ranked 58 out of 193, <https://dashboards.sdgindex.org/profiles/GEO>

10 Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G., Woelm, F. 2020. The Sustainable Development Goals and COVID-19. Sustainable Development Report 2020. Cambridge: Cambridge University Press, available at https://s3.amazonaws.com/sustainabledevelopment.report/2020/2020_sustainable_development_report.pdf

these gaps, it is crucial to accelerate the achievement of the cross-cutting SDG targets such as gender equality, promoting peace and strong institutions, strengthening partnerships for sustainable development, and to focus on the need to enhance productivity, inclusivity, resilience, and capacities of people and institutions, as well as promotion of innovation in social and economic sectors.

The instrumental role of SDG 16 and, in particular, building strong and inclusive institutions at all levels to address existing inequalities was acknowledged at the national level which promoted the recent public administration and governance reforms. Decentralization has been seen as a solution to reduction of regional socio-economic disparities that stem from unequal access of the population of different regions of Georgia to human development and economic growth. The legislative changes to the Local Self-Government Code were adopted in 2014 aiming to enhance public participation in the decision-making process. Despite providing a general legislative framework, new and further refined participatory mechanisms (general assembly of a settlement, council of civil advisors, petition, participation in meetings of representative bodies, and hearings of public officials) were implemented in municipalities incoherently. There are several reasons for this, including lack of technical-material capabilities, experience and political will of municipalities. Awareness, willingness and skills of local population to engage in political processes and contribute to solving local problems are equally important. According to recent polls, only 7% of the population are aware of the activities of their municipality¹¹. Also, the number of people who have information about newly introduced participation mechanisms is insignificant¹².

Importance of more active engagement of the private sector in achievement of Sustainable Development Goals has been recognized at the national level (SDG 8). While large and medium size companies have been more proactive in promoting corporate responsibility than small business¹³, their priorities have been limited to human capital development and social welfare. The focus has been mainly on the issues as poverty eradication which private enterprises approach through charity and community-based projects; improvement of health i.e., health insurance for employees and the promotion of a healthy lifestyle i.e., sport activities; and support for quality education for more competitive labor force.

1.4. Barriers and challenges to women's economic empowerment

The key barriers that prevent women from equal participation in economy include: (1) gender wage gap (2) unequal share of unpaid domestic labor and caregiving; (3) violence against women and girls; (4) low protection of labor rights including lack of accountability of the corporate sector and mechanisms to hold employers accountable for violation of human rights. The root causes of discrimination of women lie in social norms and patriarchal views that prevent women from undertaking education (also TVET) and employment in non-traditional areas and discriminate women's ownership of land and other property, thus, making challenging for women to access loans and other financial instruments¹⁴.

Mainstreaming of gender equality and empowerment of women into the policy framework and regional development strategies remains unsatisfactory. Besides the state sectoral Strategies and Action Plans, the Georgian regional development strategy of 2018-

11 Survey on Public Policies, 2015, Caucasus Research Resource Center, available at:

<https://caucasusbarometer.org/en/ti2015ge/LOGGOVTU/>

12 Ibid.

13 According to the methodology used in the report *Private Sector Contribution to Georgia's 2020 Voluntary National Review on Sustainable Development Goals (July 2020)*, large enterprises are defined as those with more than 250 employees or GEL 60 million turnover, medium – with 50-249

employees or GEL 12-60 million turnover and small enterprises – with less than 49 employees and up to GEL 12 million annual turnover

14 UN Women (2018). *Women's Economic Inactivity and Engagement in the Informal Sector in Georgia*, available at <https://georgia.unwomen.org/en/digital-library/publications/2018/12/womens-economic-inactivity-and-engagement-in-the-informal-sector-in-georgia>

2021 and the strategies of individual regional entities were studied for the purpose of this report¹⁵. Out of 11 regional strategies, 3 of them do not mention gender or women's rights and their empowerment. The remaining 8 strategies contain brief and declaratory statements about the need of supporting gender equality without addressing specific needs of women in the particular region. Integration of gender-responsive budgeting faces a major challenge in the lack of data on economic activities of population and on women's participation due to high levels of informal employment. In order to address the existing gaps, the new Decentralization Strategy of 2020-2025 was adopted by the Government in December 2019¹⁶. The Strategy, among other objectives, aims at improving the participation of citizens in the policy-making processes. In terms of gender mainstreaming, the document mentions gender equality (equal participation of men and women in the process of decentralization and execution of self-governance) among its principles; however, there are no concrete mechanisms mentioned in this regard including gender-responsive budgeting (GRB) or strengthening the capacity of Gender Advisory Councils (GACs)¹⁷.

The labour market exhibits horizontal and vertical discrimination, meaning that women and men are under- or over-represented in specific occupations and that women less often occupy management positions and have fewer opportunities for promotion and career advancement¹⁸. In Georgia,

there is a much higher share of men in stereotypically male professions such as engineering, construction, energy, transport, communications and gas and water supply. The majority of women are employed in jobs with a caring or service aspect. Women earn significantly less in almost all sectors¹⁹ (See Figure 2). According to the GeoStat data, the average monthly salary for men was GEL 1 281 and GEL 823 for women in 2019²⁰ making the average man's salary rate 1.56 times more than the women's average salary rate. Women are underrepresented in ICT fields, and when they do work, they earn less than men: women earn 74 per cent of the average salary men earn in the sector²¹. The gender wage gap may be also explained by low representation of women in decision-making positions²². With the lack of information from the private sector it is not possible to see to what extent this situation mirrors there²³.

Women are also severely underrepresented in ICT education, which is evident from the national 2018/19 statistics reflecting the number of graduates. Of those graduating from Bachelor's programmes in computing, only 18 per cent were women²⁴. Similar disproportion is evident in the number of female and male graduates in engineering, manufacturing and construction, with women representing only 16.1 per cent. Women are mostly overrepresented in studies of the humanities and the arts (75.68 per cent women versus 24.3 per cent men).

15 In total, 12 sectoral State Strategies and NAPs and 10 Regional Development Strategies were reviewed, see in Annex 1

16 Decentralization Strategy of Georgia, 2020-2025; available at: <https://matsne.gov.ge/ka/document/view/4764626?publication=0>

17 Ibid.

18 UN Women (2020). Country Gender Equality Profile: Georgia, available at <https://www2.unwomen.org/-/media/field%20office%20georgia/attachments/publications/2020/country%20gender%20equality%20profile%20of%20georgia.pdf?la=en&vs=2312>

19 GeoStat, available at: <https://www.geostat.ge/en/modules/categories/39/wages>

20 GeoStat, "Man and Woman in Georgia", p. 58, available at: https://www.geostat.ge/media/27545/W%26M-GEO_2019.pdf

21 GeoSTAT, Women and Men in Georgia, 2019 (Tbilisi, 2019), p. 66. Available at <https://www.geostat.ge/en/single-archive/3332>.

22 The national 5.5.2. indicator is calculated differently than it is required by Global SDG indicator 5.5.2; compared to 2015, representation of women has increased from 32% to 35.7%, based on the VNR 2020

23 Voluntary National Review Georgia, VNR 2020, p. 56; available at: https://sustainabledevelopment.un.org/content/documents/26390VNR_2020_Georgia_Report.pdf

Figure 2.
Gender Pay Gap in Georgia²⁵



While the percentage of women in vulnerable employment decreased since the launch of the project, it was 49% in 2019²⁶ as compared to 61% in 2013, it still leaves almost half of economically active women without basic social protection. In the Georgian legislative framework, there is no unified regulation, which would regulate the corporate social responsibility issues in business enterprises. The Labour Code provides for 730 calendar days of maternity leave upon the employee’s request, 183 of which will be paid; 200 days can be paid in the event of complications with the pregnancy or multiple births. However, in the private sector, the provision of maternity leave is at the discretion of the employer. Upon the childbirth, women receive a one-time payment from the State in the amount of 1000 GEL (about 304 USD).

In 2019, there were some favorable changes observed in the anti-discrimination legislation. According to the amendment made to the Law of Georgia on the Elimination of All Forms of Discrimination in February 2019, sexual harassment was defined as one of the forms of discrimination²⁷. With the amendment adopted in May 2019, the Organic Law of Georgia on Public Defender of Georgia allowed the latest to apply to subjects of private entities the above-mentioned amendments on equal terms with public officials. In particular, the Law defined an obligation of natural and legal persons of private law to provide the Public Defender with information necessary to conduct inquiry into an alleged discrimination²⁸. In the same year, a norm prohibiting sexual harassment emerged in the Labour Code as well²⁹. The employer has been obligated under the Labour Code to reflect

24 GeoStat, “Higher Education: Admission, Number of students and graduates of institutions by programmes”. Available at: <https://www.geostat.ge/en/modules/categories/61/higher-education>.
 25 Source: GeoStat, available at: <https://www.geostat.ge/en/modules/categories/39/wages>
 26 Data from International Labour Organization, ILOSTAT database, the data retrieved in June 21, 2020.
 27 Special Report of the Public Defender of Georgia on Com-

bating and Preventing Discrimination and the State of Equality, 2019, p. 6, available at: <http://www.ombudsman.ge/res/docs/2020031712325453928.pdf>
 28 Report of the Public Defender of Georgia “On the Situation of Protection of Human Rights and Freedoms in Georgia” 2019, p. 132 available at: <http://ombudsman.ge/res/docs/2020070407523954521.pdf>
 29 Ibid.

the norms prohibiting discrimination and relevant response mechanisms in internal regulations. At the same time, the implementation mechanisms that would enable the labor inspectors to fully examine effective implementation of norms pertaining to labor rights has not been put in force yet.

Participation of women in small and medium-sized enterprises remains very insignificant. During the third quarter of 2018, the share employed in this type of business constituted 63 per cent of the entire employed population in Georgia but women-owned enterprises are few³⁰. Agriculture represents an important sector of economy employing 50.89% of the active population, 54.13% of which are women³¹. Most rural residents are self-employed and work in agriculture, 63% of whom are classified as vulnerable³². The assessment of gender disparities in rural areas and the agricultural sector in Georgia revealed that women are more likely than men to engage in low-value-added agricultural production, such as subsistence agriculture³³. While there are no legal barriers for women to be registered as landowners, restricted access to productive resources, such as agricultural land, is one of the causes of financial difficulties for rural women. According to the assessment conducted by UN Women in 2016³⁴, women's agricultural participation occurs on a smaller scale, often as contributing family members. As traditional gender roles exclude women from decision-making processes, it prevents them from moving beyond subsistence farming to active, income generating involvement in agricultural business. Low participation in the public life and decision-making results in women being

less informed than men and they rarely participate in public, local community meetings or trainings carried out by local governments and benefit from extension services provided by local authorities or development organizations.

Participation of women in the state funded programme that targets SMEs development remains low. The Parliamentary Inquiry on Women's Participation in State Economic Programmes³⁵ identified a number of barriers that prevent women from applying for grants. These include issues related to the design and implementation of programmes such as passive mechanisms for mobilizing applicants, lack of support for new enterprises and, in particular, in regard to sales of their produced output. As well, the programmes do not consider structural problems such as ownership of land and based on that inability of women to access financial resources (bank loans) to meet the requirements for co-financing, and inequal distribution of household labor³⁶. The study produced recommendations important for developing interventions in the area of WEE such as on collecting gender statistics, creation of a network of successful female beneficiaries (mentors) with the purpose of attracting more women to the programmes, simplification of the application procedure, and other. At the policy level, it would be important to promote certification and branding of women's businesses, introduction of gender-sensitive procurement principles, simplification of land registration issues based on the principles of co-ownership, as well linking state funded programmes with trade policies that support inclusion of women into value chains.

30 According to the GeOSTAT for 2017-2018, the number of enterprises established by men is about 40%-43% more than the number of women owing business registered in the above-given time period, see "Man and Woman in Georgia", p. 66, available at: https://www.geostat.ge/media/27545/W%26M-GEO_2019.pdf

31 Agriculture constitutes 53% of the country's labour force, Strategy for Agricultural Development in Georgia 2015-2020, p. 17; see also, World Bank, available at: <https://data.worldbank.org/indicator/SL.AGR.EMPL.FE.ZS?locations=GE&view=chart>

32 UN Women, Accessibility of Microfinance Institution Services for Women: Existing Barriers and Opportunities,

2013, p. 7

33 Gender Equality in Georgia -Barriers and Recommendations, Volume 2, 2018; p. 32; available at: <http://www.parliament.ge/uploads/other/84/84646.pdf>

34 UN Women, Gender Assessment of the Agriculture and Local Development Systems, 2016

35 The study was focused on the programmes implemented by the LEPL Enterprise Georgia and the LEPL Agriculture Projects Management Agency

36 Parliamentary Inquiry on Women's Participation in State Economic Programmes 2019, an unofficial document, Tbilisi, Georgia

EVALUATION

OBJECTIVES, APPROACH

AND METHODOLOGY

2.1. Evaluation objectives

This is a mandatory external final evaluation which is conducted by UN Women in the third (last) year of the project according to the UN Women Evaluation Policy and with the main purpose to assess the achievement of the project results and performance and identify lessons learned, best practices and challenges. Findings from the final evaluation will inform future work of UN Women Georgia in the area of women's economic empowerment. The specific evaluation objectives are as follows:

- Analyze the relevance and coherence of the implementation strategy and approaches of the "A Joint Action for Women's Economic Empowerment in Georgia" project including how the project and its results relate and contribute to achievement of undertaken international commitments and achievement of Sustainable Development Goals (SDGs) in Georgia;
- Assess effectiveness and organizational efficiency in progressing towards the achievement of the project's results as defined in the intervention;
- Validate the project results in terms of achievements and/or weaknesses toward the outcome and outputs;
- Determine the impact of the intervention with respect to gender equality and women's empowerment;
- Assess the sustainability of the results achieved by the project; identify strategies for replication and up-scaling of the project's best practices.

The information generated by the evaluation will be used by different stakeholders to contribute to building of the evidence base on effective strategies for women's economic empowerment (WEE) in Georgia and to facilitate UN Women's strategic reflection and learning for programming in the area. Main evaluation users include the UN Women Country Office in Georgia, as well as the Government of Norway (project donor) and key national stakeholders.

It is most evident that the impact COVID-19 crisis is going to be felt on the economy and, in particular,

on participation of women in economy for at least next couple of years. For UN Women interventions in the area of economic empowerment it presents both a challenge and an opportunity to advocate more strongly for achievement of gender equality and women's empowerment targets that directly affect inclusive economic growth. Considering that this project, defined as a UN Women Georgia flagship initiative in the area of women's economic empowerment, is expected to move to the second phase, the findings from this evaluation are discussed in a broader context of achievement of SDGs and the recovery from the COVID-19 crisis in order to provide UN Women, project partners and stakeholders with timely recommendations on what should be the focus of the second phase and ensure dissemination and upscale of the project results.

2.2. Theoretical framework

The Theory of Change (ToC) for the JAWEE project was reconstructed by the evaluation team during the inception phase. Considering the criticality of this evaluation for informing UN Women (as well as UNCT) and their partners' decision making about future interventions in WEE, the consultants expanded the presentation of the ToC by adding key elements such as the statement of the problem, barriers, key interventions (at all levels), established the links between the Outputs and Outputs-Outcome and identified critical assumptions (which are also potential areas of results) at all levels.

The ToC, as it is presented in Figure 3, was used during the inception phase to guide the desk review including the context analysis that was done in relation to the critical assumptions and with the purpose to place the project in the current context and identify issues to study. It served as a theoretical framework (hypothesis) for this evaluation to answer the main question – *to what extent the results brought by the project interventions matched the desirable results as formulated in the ToC at the level of the Outcome and Outputs*. The analysis of the results under each of Outputs was done by linking them with the progress under other ones and, together, with the Outcome. At the same time, the discussion

of factors contributing (positively or negatively) to achievement of the project results aimed to validate assumptions (and risks) formulated at the project development stage.

2.3. The scope of evaluation

The final evaluation included all aspects of the project and covered almost the full project implementation during the period starting from December 2017 till the end of November 2020. The evaluation was conducted online and in Georgia (by the national consultant), with a focus on the grassroots mobilization work in the regions of Guria, Imereti, Racha-Lechkhumi and Samegrelo-Zemo Svaneti, as well as entrepreneurship support component in the regions of Adjara and Shida Kartli, in addition to the regions of grassroots mobilization.

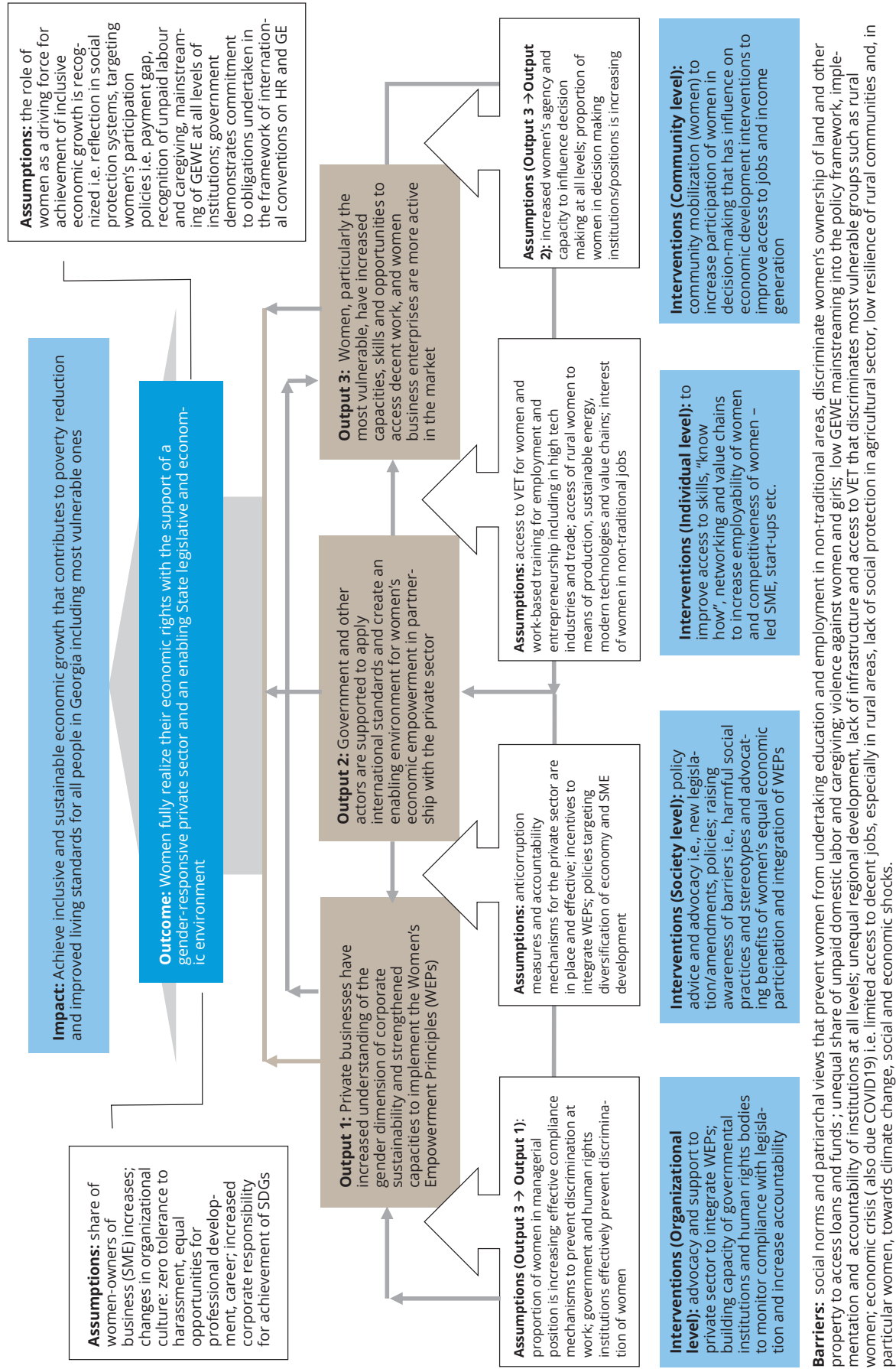
Due to the impact of the COVID-19 crisis on the project, the UN Women project staff and partners had to adjust their strategies to ensure that beneficiaries continue their participation in the activities and

have access to economic opportunities and value chains promoted through the project interventions and established partnerships. The need to rethink and redesign the common approaches may have stimulated generation of **innovative solutions** which seemed for the evaluation team important to study to evaluate their effectiveness and possibilities for replication.

The situation with the COVID19 emphasized the criticality of digitalization and development of digital literacy as one of the triggers of inequality and poverty in the 21st century³⁷. In this regard, the evaluation sought evidence to what extent the efforts of the project partners to ensure that the project beneficiaries continue benefit from the project activities stimulated **development of digital literacy**, in particular among most disadvantaged groups such as rural women; and whether initiatives to promote digital literacy were ensured sustainability through interventions of the project partners or other stakeholders

37 Human Development Report 2019. Beyond income, beyond averages, beyond today: Inequalities in human development in the 21st century, available at <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

Figure 3.
JAWE ToC



2.4. Limitations

The major risk to the validity and reliability of findings from this evaluation was related to **constraints to participation of beneficiaries**, especially those who may be considered as most vulnerable³⁸, due to the COVID-19 travelling restrictions. To ensure that voices of all women targeted by the project interventions are reflected in the findings, the evaluation team provided capacity development to eight community workers (employed by TASO Foundation) in SWOT techniques to collect with their support data from women-beneficiaries at the grassroots level.

Attribution of the achieved results to the interventions under this project could not be straightforward due to diversity of players (national and international) present in the field of economic growth including women's economic participation. To address that, the evaluation team conducted interviews with major UN agencies to identify potential synergies and/or overlapping. Evaluation of interventions through the lenses of comparative advantages of UN Women Georgia within the threefold mandate of the agency also facilitated overcoming the limitations related to contribution and attribution. Furthermore, using multiply sources of data (triangulation) ensured that drawing conclusions about attribution of the project interventions and different contributing factors to Outputs (and Outcome) were supported by sufficient evidence.

2.5. Evaluation standards, criteria and evaluation questions

This final evaluation was conducted according to the UNEG Norms and Standards for evaluation (2016) and the UNEG Code of Conduct for Evaluations in the UN System (2008). UN Women Independent Evaluation Office (IEO) has developed the Global Evaluation Reports Assessment and Analysis System (GERAAS),

which adapted UNEG Standards for Evaluation in the UN System to guide evaluation managers and evaluators on what constitutes a good quality report at UN Women. The evaluation team ensured that the evaluation process and the final report were in compliance with the GERAAS quality standards. In addition, the consultants took into consideration that UN Women is an UN-SWAP reporting entity and that all the evaluations in UN Women were annually assessed against the UN-SWAP Evaluation Performance Indicator and a related scorecard. Human rights and gender equality were integrated at all stages of evaluation based on the UNEG guidance and the UN Women Handbook on how to manage gender-responsive evaluation (2017). In addition, the evaluation team considered the latest UN Women guidance and recommendations on conducting gender sensitive evaluations during the COVID-19 and good practices in gender-responsive evaluation.

The final evaluation of the project was done according to the criteria of *relevance, coherence, effectiveness, efficiency, sustainability, and innovativeness*. The latest criterion was added to reflect the innovative nature of the project for Georgia and for UN Women since this is the first, broad-scale program of UN Women Georgia that targets economic empowerment of women. Therefore, adding this criterion allowed the evaluation team to explore more in-depth integration of innovative tools and generation of innovative solutions in the context of Georgia with the purpose of recommending their broader dissemination and replication. The main evaluation questions that guided the analysis and presentation of the findings are the following:

Relevance

- How does the project reflect and align with gender equality national strategic plans and normative frameworks as well as Georgia's international obligations and commitments including national plan to achieve SDGs?
- To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment, reflect national and local priorities and

38 According to the UN Women project management's estimates, about 50 % of beneficiaries at the grassroots level do not have a vast internet connection.

commitments on GEWE/WEE and the UNSDCF?

- Were the programmatic strategies appropriate to address the identified needs of beneficiaries including the most vulnerable groups?

Coherence

- To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate?
- To what extent the project is in complementarity, harmonization and coordination with the interventions of other actors' interventions in the same context?

Effectiveness

- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- What are the reasons for the achievement or non-achievement of the project results?
- To what extent have capacities of relevant duty-bearers been strengthened to ensure sustainability of the project results (including mainstreaming HR and GEWE into their field or occupation)?

Efficiency

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcome and outputs?
- To what extent is the project's implementation cost effective and providing value for money?
- To what extent did the allocation of resources to targeted groups take into account the need to prioritize the most vulnerable?

Sustainability

- How effectively has the project been able to contribute to the generation of national ownership of the project outputs?
- What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out?

Innovativeness

- What types of innovative, good practices have been introduced in the project for the achievement of WEE results?

The full list of evaluation questions and additional sub-questions and specific indicators (standards)

under each of the criteria is included in the Annex 1 Evaluation Matrix.

Partnerships (SDG 17) is considered to be a cross-cutting issue for all projects and programmes implemented under the broader framework of achievement of SDGs. In this connection, the evaluation explored under all areas of results to *what extent the project interventions contributed to development of such partnerships and whether there were some achievements in this area that may be disseminated as good practices.*

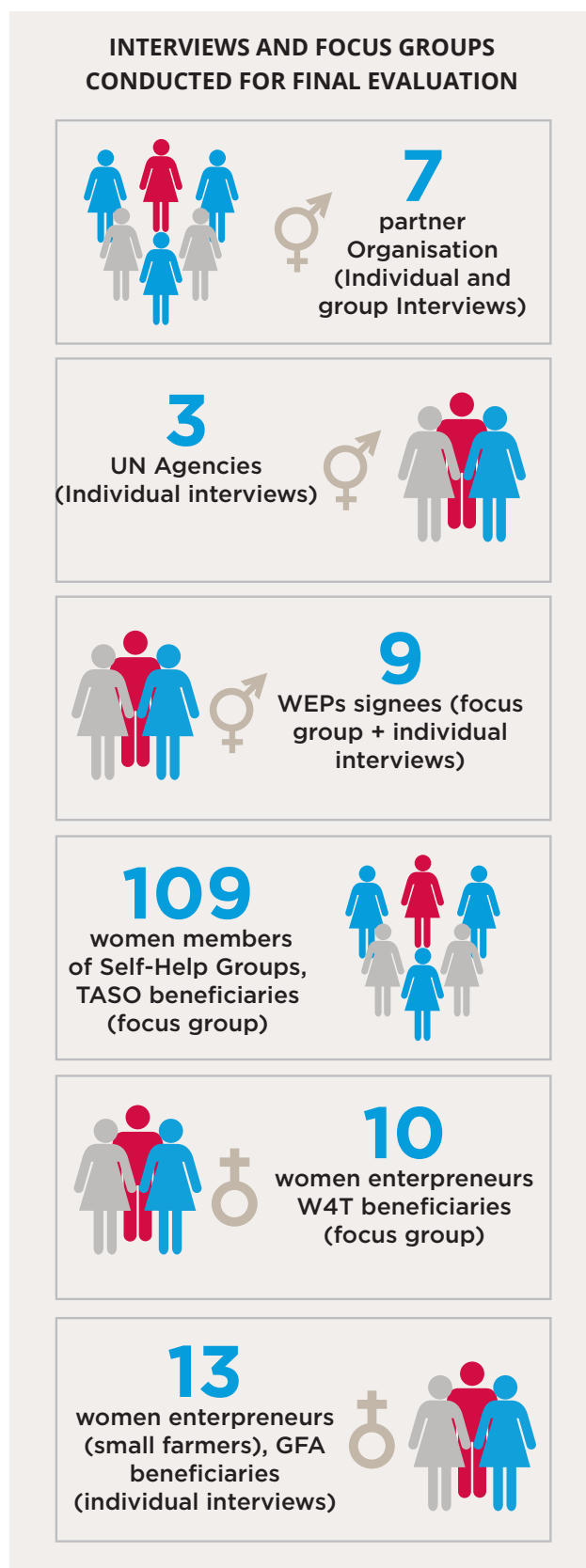
2.6. Data collection and analysis

The final evaluation was conducted according the work plan attached in Annex 2. The evaluation methodology deployed mixed methods including quantitative (a survey and quantitative data collected by project partners and UN Women) and qualitative data collection methods (desk review, individual and group interviews, a SWOT workshop). The list of the reviewed documents is found in Annex 3. To ensure that this evaluation benefits from a variety of perspectives and opinions (of duty bearers' institutions and right holders' groups) and the evaluation process remains consultative, inclusive and participatory process at all stages, the evaluation team supported by the evaluation management and Evaluation Reference Group undertook the stakeholders' analysis during the inception phase. A list of **main stakeholders** involved in the evaluation by their category and the role in the project is found in Annex 4.

Gender-responsive methods that facilitate participation and inclusion were used to ensure that stakeholders and beneficiaries participants, including those at the grassroots level, can actively participate in data collection and interpretation; for example, a survey was conducted to validate results of the SWOT workshops. The data collection tools are attached in Annex 5 to this report.

Restriction on travelling did not allow the international consultant to travel to Georgia; as well, the national

Figure 4.
Data collection for final evaluation



consultant could not travel to the regions in order to conduct interviews and focus group discussions face to face, therefore, most of data collection was done remotely. To ensure that the evaluation provides credible and reliable evidence-based assessment of the project and it remains participatory as much as possible including participation of most vulnerable groups, the evaluation team adapted data collection strategies: (a) secondary data collection such as quantitative data, reports, studies and other at UN Women and the project partners was prioritized; (b) interviews and focus group discussion were limited in time (40-45 min) to reduce burden on stakeholders (due to intensive online communication for work); (c) local community workers were trained to collect data at the grassroots level.

To ensure that these adaptations do not compromise the UN Women quality standards for evaluation, the data collection was phased such as collection of data, analysis, validation of findings with relevant partners which was done online (group discussions via Zoom). In the result, the evaluation team was able to collect sufficient data from representatives of the Government, public institutions, private companies, women-led startups and enterprises and UN agencies. Individual and group interviews and focus group discussions were tailored to these specific groups and captured their specific position in relation to the project design and its results. In total, the evaluation team reviewed 71 document (Annex 3) and about 30 items of the project information available online such as media briefs, publications and materials and presentations shared by the project partners. Overall, 163 people were interviewed (0,02% -men), among them 109 representatives of most vulnerable groups - rural women in self- help groups (SHGs) (see Figure 4). To enable these women to contribute to findings from this evaluation, their interpretations and lessons learned, 14 SWOT workshops were conducted by eight local community workers³⁹ in 15

³⁹ The national consultant who participated in most of these workshops via Zoom undertook the role of an observer; all workshops were recorded and transcribed later by the national consultant.

villages in all target regions⁴⁰ inviting all women who benefited in different ways from the project activities i.e., training, grants, mentoring and other support, to identify and discuss strengths and weaknesses of women's social mobilization promoted by the project and opportunities and barriers related to women's economic empowerment. The full list of interviewed is attached in Annex 6.

The project did not have specific strategies in relation to implementation of the United Nations Disability Inclusion Strategy⁴¹, however, inclusion of people with disabilities (in particular women) was given a special consideration and representatives of enterprises who employ people with disabilities were interviewed. Moreover, the evaluation team sought data at the partners' and stakeholders' organizations that inform on employment of people (among them, women) with disabilities and inclusion of this criteria into their programmes and interventions.

The data analysis was done using the methods which are most responsive to human rights and gender equality, such as: utilization of baselines established at the project initiation and disaggregated data during the analysis; comparing qualitative data obtained during the interviews and focus groups discussions with existing information on the situation of HR & GE (i.e. national level monitoring and assessment reports, baseline studies); identifying themes and responses which are common and different between groups of stakeholders (duty bearers and rights holders); comparing data obtained from different sources (triangulation); and comparing individual stories and case studies i.e. success stories with

general information found in the studies and reports prepared by the project and other research and information available on the national level.

2.7. Evaluation management

The UN Women Georgia Monitoring and Evaluation Focal Point served as the Evaluation task manager responsible for day-to-day management of the evaluation to ensure that the evaluation was conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key relevant guidance documents. The evaluation process was supported by the ECA Regional Evaluation Specialist. The Evaluation Reference Group was established to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results. The Evaluation Reference Group was engaged throughout the process and was composed of partners - representatives of state and non-state stakeholders (civil society, professional associations). The ERG group participated in the validation meeting, contributed to lessons learners and recommendations, and provided feedback on the draft evaluation report to ensure its quality and completeness.

2.8. Ethical issues

This evaluation was conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation (March, 2008). The evaluation team adhered to the following the principles of:

39 The national consultant who participated in most of these workshops via Zoom undertook the role of an observer; all workshops were recorded and transcribed later by the national consultant.

40 The evaluation team considered the recommendations of the UN Women for managing evaluations during the COVID-19⁴⁰ and did not include direct questions related to a

respondent's experience of gender-based violence as one of the acknowledged barriers to WEE, see *Independent Evaluation Service of the Independent Evaluation and Audit Services of UN Women (May 2020). Pocket tool for managing evaluation during the COVID-19 pandemic.*

41 Available at https://www.un.org/development/desa/disabilities/wp-content/uploads/sites/15/2019/03/UNDIS_20-March-2019_for-HLCM.P.pdf

Respect and Empowerment: the evaluation process and communication of results are conducted in the way that clearly respects the stakeholders' dignity and self-worth and contributes to their empowerment;

Informed consent: it guarantees that everyone who participates in the evaluation does it voluntarily; at any time, all participants are given the rights to choose whether or not to participate and/or withdraw from the evaluation;

Cultural Sensitivity: differences in culture, local customs, religious beliefs and practices, personal interaction and gender roles, age and ethnicity

are mindfully weighted and considered when planning, carrying out evaluation and reporting on the results;

Privacy and Confidentiality: it is ensured that no harm happened to the participants of the evaluation and the evaluation team makes sure that particular respondents' identification through data presentation and discussion in the report is not allowed;

Fair representation: the selection of participants is done in relation to the aims of the evaluation, not simply because of their availability.

The image features a vertical split background. The top half is a solid blue color, and the bottom half is a solid red color. Overlapping the boundary between the two colors are several large, semi-transparent circles. One circle is light blue and overlaps the top blue section. Another circle is a darker blue and overlaps both the blue and red sections. A third circle is a light red/pink and overlaps the bottom red section. The word "FINDINGS" is written in white, uppercase, sans-serif font, underlined, and positioned in the upper left quadrant of the blue section.

FINDINGS

3.1. Relevance

Main findings:

Finding 1. The project design makes clear references to the national structures and decision-making processes and its effectiveness may be largely attributed to the extent of using opportunities and capacities that exist in the system including those of partners and stakeholders of the project;

Finding 2. The project was consistent with national strategies and GEWE/WEE commitments and the UNSDCF; its implementation directly supported the country in meeting international commitments in relation to enforcement of anti-discriminatory legal provisions that benefit women and foster achievement of several nationalized SDGs targets, mostly under SDG 8 and 5;

Finding 3. The strategies implemented by the project were based on the quality analysis of human rights and gender equality and directly targeted some root causes of gender-based inequalities such as cultural norms and perceptions of social and economic participation of women; by integrating WEPs at the private sector and strengthening capacities of key duty bearers' institutions to prevent discrimination of women in the economic sphere, the project promoted sustainable solutions to gender-based inequalities entrenched in the system;

Finding 4. Mainstreaming of the LNOB principle was most evident: the criteria for inclusion were consistently applied by the project partners and interventions addressed the needs of the most vulnerable women i.e., rural, IDPs, ethnic minorities in most disadvantaged regions of Georgia whose feedback was regularly sought by the project partners and informed selection and revision of strategies.

Full description of findings

Finding 1. The project design makes clear references to the national structures and decision-making processes and its effectiveness may be largely attributed to the extent of using opportunities and capacities that exist in the system including those of partners and stakeholders of the project.

The project made clear reference to the national structures and decision-making processes and effectively used the opportunities existing in the system to achieve the project results and targets. In this connection, the selection of partners and stakeholders for this project is most noteworthy as they represent key players in fostering economic growth in the country such as Georgian Chamber of Commerce and Industry, Enterprise Georgia, Georgian Innovation and Technology Agency and other. The project was able to improve gender-sensitivity of their organizational structures and programmes in order to promote women's economic empowerment. At the legislative level, established

cooperation with the parliamentary commissions resulted in development of two legislative documents that are likely to improve the situation for women at work place and reduce participation of women in the shadow economy. At the policy level, UN Women collaborated with the Human Rights Secretariat, the structural unit of the Administration of the Government under the leadership of the Prime Minister that coordinates state agencies' work on human rights, to ensure that women economic empowerment and WEPs issues are included into the National Human Rights Action Plan 2018-2020 in the human rights and business chapters.

By partnering with the national human rights instrument -Public Defender's Office- UN Women has enhanced its role and capacity to monitor the situation with human rights and gender equality and promote accountability of duty bearers - public agencies and the private sector- for implementation of anti-discriminatory measures at work place and through external policies i.e., procurement, grant mechanisms and other.

Finding 2. The project was consistent with national strategies and GEWE/WEE commitments and the UNSDCF; its implementation directly supported the country in meeting international commitments in relation to enforcement of anti-discriminatory legal provisions that benefit women and foster achievement of several nationalized SDGs targets, mostly under SDG 8 and 5.

As it was stressed out in the VNR 2020, reporting on the adopted international obligations, such as the Beijing Declaration and Platform for Action (BpFA) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), remains to be a challenge at the current stage. To that end, the project directly addressed the concerns of the CEDAW Committee expressed at the poor enforcement of legislation laws prohibiting sexual harassment in the workplace and protecting maternity by building the capacity of the national Labour Inspectorate for effective reporting on issues of harassment and by strengthening the role Public Defender's Office to ensure effective monitoring of the law implementation⁴².

The project directly addressed the national plans to achieve SDGs and contributed to reduction of inequalities such as ensuring equal opportunities for women (5.5, 5.a) which should transfer into huge potential economic gains assuming that some structural barriers are addressed⁴³. Integration of Women's Empowerment principles (WEPs) at the private companies (the main area of support under Output 1) should provide a leverage for acceleration of achievement of several gender equality targets and, in particular, access to decent jobs (SDG 8.5.1) and reduction of vulnerable employment for women (SDG 8.3.1).

42 CEDAW Committee, Concluding Observations on the Combined Fourth and Fifth Periodic Reports of Georgia, 2014, para. 28.

43 According to the VNR 2020 report, achievement of these targets depends on addressing of the burden of unpaid

The project's interventions are aligned with the United Nations Partnership for Sustainable Development in Georgia (UNPSD) for the years 2016-2020, Focus Area 2: Jobs, Livelihood and Social Protection, Outcome 3: By 2020 poor and excluded population groups have better employment and livelihood opportunities because of inclusive and sustainable growth and development policies. In the new UNSDCF Georgia 2021-2025, the project results shall contribute to achievement of Outcome 3: By 2025, all people without discrimination benefit from a sustainable, inclusive and resilient economy in Georgia. In particular, under the *Output 3.1 Improved competitiveness and social responsibility of private sector*, UN Women is the custodian of the indicator on corporate social responsibility of the private sector for promoting gender equality and women's economic empowerment (target 5.4.)⁴⁴. The fact that under Outcome 3 UN Women will be a custodian of two indicators out of four (SDG 8) at the Outcome level and of 5 indicators (out of 15) at the Output level (SDG 8, SDG 4 and SDG1) demonstrates the agency's strong commitment to WEE issues and achievement of inclusive economic growth for women and most vulnerable populations in Georgia, which should ensure the long-lasting effect of capacities developed under the JAWE project.

Finding 3. The strategies implemented by the project were based on the quality analysis of human rights and gender equality and directly targeted some root causes of gender-based inequalities such as cultural norms and perceptions of social and economic participation of women; by integrating WEPs at the private sector and strengthening capacities of key duty bearers' institutions to prevent discrimination

care (5.4); UN Women partnered with ILO, UNDP and UN-FPA to address the gaps in the current labor legislation.

44 Four UN agencies -UNICEF, UNDP, UNIDO, ILO - are going to contribute to the work that UN Women initiated through integration of WEPs under this project

of women in the economic sphere, the project promoted sustainable solutions to gender-based inequalities entrenched in the system.

The project design is based on the in-depth gender equality and human right-based analysis as confirmed by the project document and the use of background studies that established the baseline⁴⁵. The root causes of inequalities related to traditional perceptions of the role of women as limited to household duties and caring for the family were challenged through integration of the WEPs principles at the private sector, for example by promoting women to managerial positions and encouraging women to undertake studies in non-traditional occupations. According to the respondents from companies-signees of WEPs, changing of cultural norms requires time and broader communication of the corporate values such as gender equality targets (50/50 for managerial positions) that are translated into recruitment practices i.e., giving a preference to a female candidate in case of equal qualifications and experience (an example from the Adjara Group).

An extract from the WEPs Communication Guidance Toolkit: A Resource for WEPs signee companies

Why should companies care about gender-sensitive communications?

- Contributing to social transformation by bringing the gender equality filter to communications
- Breaking gender stereotypes through mass communications
- Being pioneers in the business world through their sphere of influence
- Extending the value-based reputation management approach to all business areas
- Increasing the brands' values by acting with social sensitivity.

Development by UN Women of the communication toolkit for companies in order to build their capacity to inclusively communicate, campaign and report in a way that further stimulates WEPs work targets, among those related to addressing and breaking gender stereotypes (see Box 1). In addition, the communication strategies carried out by partners (Women4Tomorrow) and UN Women emphasized positive examples and good practices promoted by the project through a variety of media channels. Most interesting was the observation shared by one of the companies interviewed for this report that they had to deal not just with male versus female perceptions but also with barriers related to the age-related hierarchy. According to the respondent, it was not easy for older generation female employees to accept that younger women coached them, even if the latest had more updated skills in some areas. It would be useful to promote in future intergenerational learning as an effective approach that holds benefits related to professional development of women and corporate sustainability at the private sector and reduction of age-related gaps in general.

The social mobilization component (Output 3) has most directly dealt with stereotypes and traditional perceptions at the community and family level. Although women-participants of the SWOT workshops conducted in the framework of this evaluation acknowledged positive changes in this regard, such as more support to women's self-help groups and their initiatives, still expectations from families become impediments to women's more active participation in decision making related to social and economic development of communities. Nevertheless, there is some evidence that the project interventions influenced positive changes in perceptions of a traditional role of women that restrict their participation to the family and as a contributing to economic activities family member i.e., agricultural production. Based on the findings

45 For example, see UN Women, 2018. Women's economic inactivity and engagement in the informal sector in Georgia: causes and consequences. Tbilisi, Georgia. This report

was developed in the framework of "Women's Economic Empowerment in the South Caucasus", funded by the Swiss Agency for Development and Cooperation (SDC).

collected from 106 women taking part in the SWOT workshops organized in 8 project sites, women see themselves much stronger and independent due to participation in the social mobilization activities (see Annex 7). Most commonly identified benefits include becoming more engaged in resolving community problems, having more respect from the local self-government and members of communities, better awareness of gender issues and how to claim for the rights, becoming the source of inspiration, “role models” for other women; feeling more self-confident and empowered with knowledge and skills and support that comes from their involvement in SHGs and cooperation with other women-entrepreneurs.

At the same time, participants of the SWOT workshops expressed concerns about the lack of interest of the regional or municipal local media in the issues related to social-economic empowerment of women. Despite the fact that the project partners provided broad publicity for successful women - entrepreneurs through a variety of channels, local media could be also engaged and invited to popularize successful women in rural areas by disseminating stories about what were the barriers for these women and what strategies they chose to overcome those obstacles to succeed in order to transform social norms related to women’s participation and independent decision making.

Finding 4. Mainstreaming of the LNOB principle was most evident: the criteria for inclusion were consistently applied by the project partners and interventions addressed the needs of the most vulnerable women i.e., rural, IDPs, ethnic minorities, whose feedback was regularly sought by the project partners and informed the selection and revision of strategies.

The project most directly addressed the needs of most vulnerable populations as rural women who face

multiply barriers to benefit from inclusive economic growth such as poor infrastructure, access to means of economic productivity (land, loans, technology) and value chains and traditional involvement into non-recognized types of economic activities such as family farming.

The strategies to address the needs of beneficiaries from most vulnerable groups were diverse and based on ongoing needs assessment, which utilized most appropriate and gender-sensitive methods of inquiry such as individual interviews conducted directly by partners and community workers (TASO Foundation) and short surveys. The emphasis was on linking socially mobilized women (Output 3) with the WEPs companies (Output 1) and utilizing the WEPs companies’ resources to provide rural women with free training, internships, and job-placement programmes. At the same time, social mobilization of women included raising awareness of their rights and strengthening their agency i.e., self-help groups and capacities to claim their rights at duty bearer’ institutions through participation in Gender Advisory Councils (GACs) at the local self-government.

By partnering with Georgian Farmers’ Association, UN Women was able to address needs of rural women-entrepreneurs in technical knowledge and skills to operate business and make decisions and supported their inclusion into values chains, also through the network of the private companies-signees of WEPs. In case of beneficiaries from women-led businesses, Georgia Farmers’ Association established clear criteria for their selection giving the priority to those located alongside the Administrative Border Line (ABL) and employing women and people with disabilities (PWDs). The regional coverage also reflects the priority given to populations living in less developed regions of Georgia characterized by dependence on social assistance⁴⁶, lack of formal

46 According to the Social Service Agency data, 13.1% of the population of Georgia is below the poverty line and receives social support from the state – subsistence allowance. Subsistence allowance, or Targeted Social Assistance is a cash payment that aims to improve the socio-economic conditions of families on the verge of poverty, which are identified by the assessment system. Based on

2019 data, the number of people receiving subsistence allowance was as following: Adjara- 14.1% (shows percentage of total population), Shida Kartli - 17.5%, Samegrelo-Zemo Svaneti - 17.1%, Imereti - 11.9%, Racha-Lechkhumi and Kvemo Svaneti – 42%, Guria – 18.2%; to compare, it is 9.2% in the capital Tbilisi.

employment opportunities, rural-urban migration⁴⁷, and concentration of IDPs⁴⁸.

Other LNOB strategies included ensuring free access to training and other services provided by the project partners and made available also by some of WEPS companies, as well as grant mechanisms applied by GFA and TASO Foundation. For example, Ministry of Finance Academy (MoFA) provided with training on development of business and startups 87 women⁴⁹ from most vulnerable groups: 47 women living alongside the ABL (Administrative Border Line) with Abkhazia, 23 women-refugees (Arab refugees) and Kists (ethnic minority) and 17 were IDPs living in Samegrelo and Gali.

Complementarity between interventions of the partners and their close collaboration in reaching out and empowering most vulnerable women was most evident under Output 3 in the way how TASO Foundation and GFA addressed vulnerabilities that stemmed from regional disparities that were mentioned above. The focus of TASO Foundation was on increasing social mobilization of women in the

regions that are characterized by high dependence on social assistance and low economic activity such as Racha- Leckhumi that has the highest proportion of population on social assistance (42%) and the lowest number of business entities that constituted in 2019 only 0.83 % of all registered business in the country. Guria is the second region with highest dependence on social assistance (18.2%) and lowest proportion of registered business in the total number (2.38 % in 2019)⁵⁰. Meanwhile, Samegrelo is a conflict affected region with large numbers of IDPs; its location at the ABL makes it less attractive for investment, and the number of business entities is rather low (7.64 % of all registered entities).

The results of social mobilization component as presented in Figure 5 demonstrate the focus given by TASO Foundation to social mobilization of women in most socially and economically disadvantaged regions. Social mobilization included intensive capacities development activities in order to increase knowledge and skills of women to become more active members of their communities and independent in decision making that affects their well-being.

47 According to Geostat, during the period 2002-2014 the population of Tbilisi increased by 2.5%, while the population decreased significantly in Racha-Lechkhumi and Kvemo Svaneti (37.4%) as well as in Samegrelo- Zemo Svaneti (29%) regions. This tendency – the increasing number of Tbilisi residents and population decline in the abovementioned regions – has also continued since that period, see 2017 Migration Country Profile, http://migration.commission.ge/files/migration_profile_2017_eng_final.pdf

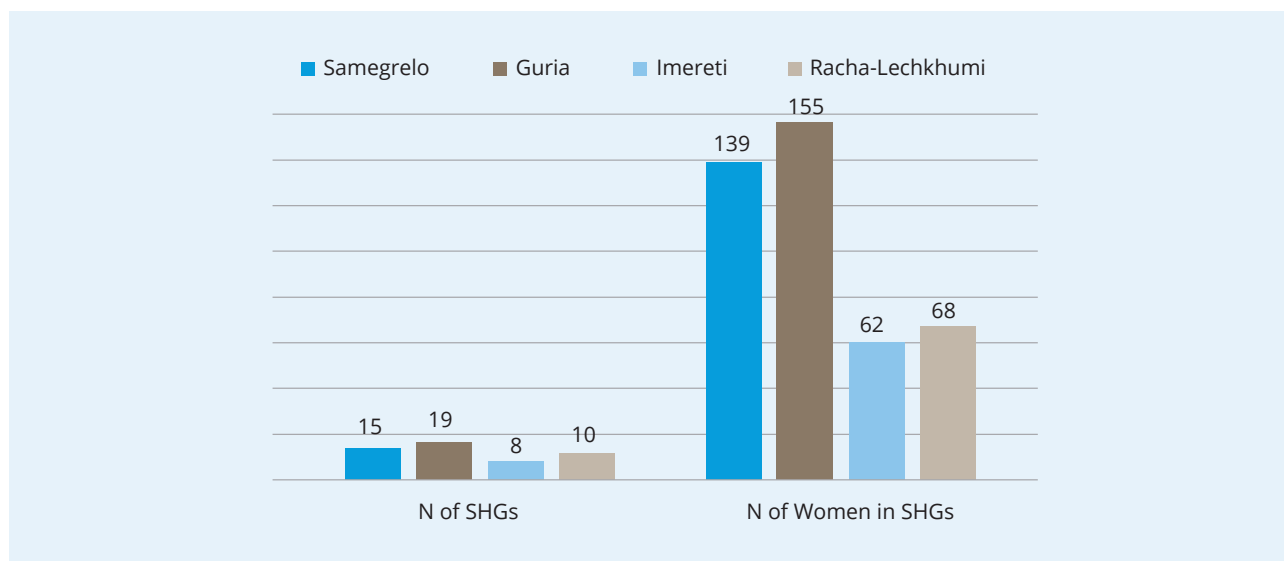
48 The majority of IDPs from Abkhazia are concentrated in either Tbilisi or Samegrelo- Zemo Svaneti, the region adjacent to the Autonomous Republic of Abkhazia. In the case of IDPs from Tskhinvali Region/South Ossetia, they

are primarily resettled in the Mtskheta-Mtianeti region, as well as the Shida Kartli region, which is adjacent to the region of Tskhinvali Region/South Ossetia, see 2017 Migration Country Profile, http://migration.commission.ge/files/migration_profile_2017_eng_final.pdf

49 In November 2020, MoFA is planning to deliver one more training on business startup issues for women living alongside the ABL.

50 The source of data on registered business entities used in this report is GeoSTAT (as of October 1, 2020), see at <https://www.geostat.ge/ka/modules/categories/68/regionebis-mikhedvit>

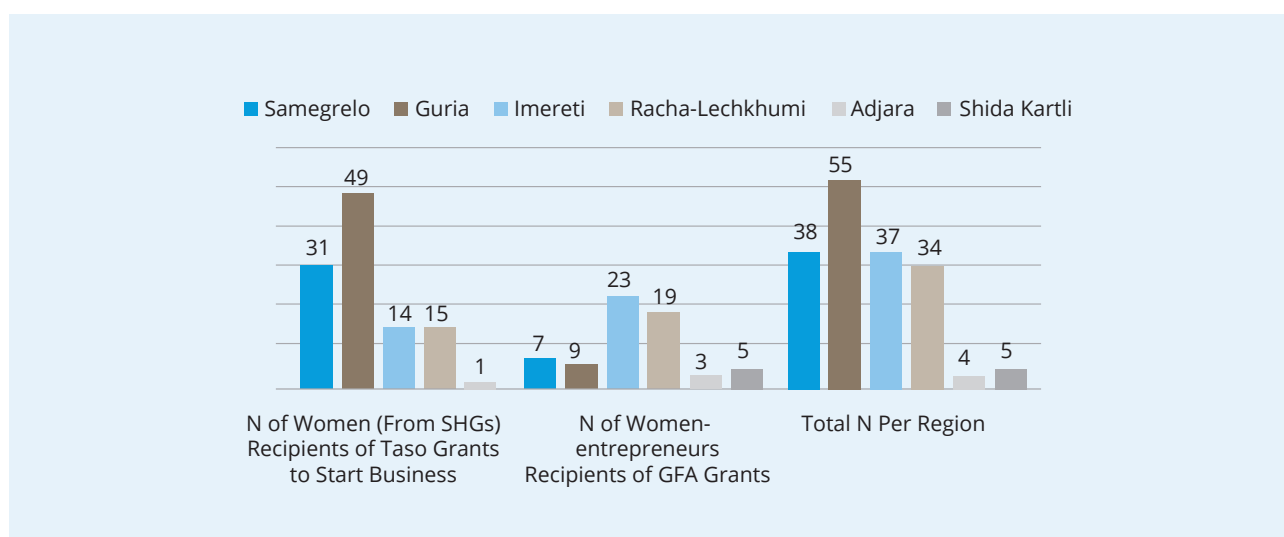
Figure 5.
Results of the social mobilization component (per region)



Small grants provided by TASO targeted the increase of the number of registered women's enterprises that would provide employment for families and other women- members of communities. The purpose of the GFA grants was to support their beneficiaries - women-owned or led small enterprises - to upscale their business. Most recipients of GFA grants were found in Imereti (see Figure 6) where economic activity is higher than in other target regions (13.4 % of total number of registered SMEs in 2019). At the same

time, both partners implemented their interventions in close collaboration which ensured that women-beneficiaries of grant and other activities, despite of their location and specific vulnerabilities, were able to benefit equally from support provided to promote their economic participation. Figure 6 presents the regional distribution of grants to women -beneficiaries of projects provided by TASO Foundation and by GFA.

Figure 6.
Distribution of grants by TASO Foundation and GFA (per region)



3.2. Coherence

Main findings:

Finding 5. The project was well aligned with the UN Women global and national strategic documents and its implementation demonstrated the effective use of the UN Women threefold mandate to promote positive results for women and girls in the WEE area; UN Women Georgia focused its catalytic role in the UN System on fostering synergies with other programmes and projects implemented jointly or separately by UN agencies and other actors, which ensured complementarity and accelerated changes in the enabling environment i.e. amendments in the labour legislation;

Finding 6. UN Women used effectively of its comparative and collaborative advantages to mainstream further gender equality and women's empowerment principles in the normative framework and organization capacities of the state and the private enterprises to promote achievement of economic empowerment of women in Georgia.

Full description of findings

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The project is aligned with UN Women Global Strategic Plan 2018-2021 Outcome 3: Women have income security, decent work and economic autonomy and its Output 9: More women own, launch and/or better manage small and medium and large enterprises and directly contributes to the UN Women Georgia Strategic Note and Annual Work Plan (AWP) 2018 - Outcome 2.1. Women, particularly the most vulnerable, have increased economic security and access to livelihood and development opportunities.

In this project, UN Women fully utilized the threefold mandate of the agency. Normative support was provided to relevant stakeholders to develop gender-sensitive legislations (Output 2) and mainstream gender equality into policy planning processing i.e., Regulatory Impact Assessment and into institutional practices i.e., Gender Participatory Audit, mentoring guidelines.

Due to its leadership role in the United Nations Gender Theme Group (UN GTG) and its Women's Economic Empowerment Task Force (GTG WEE Task Force), UN Women ensured better coordination between UN Agencies implementing WEE interventions. The analysis of the projects of other UN agencies (UNDP, FAO) and the Joint UN Programme for Gender Equality (UNJP)⁵¹ revealed a great deal of complementarity of these projects towards achievement of results of the JAWEE project. Under the UNJP, UNDP, UN Women and UNFPA supported the Gender Equality Council of the Parliament of Georgia (GEC) in spearheading the Labour Code reform (within that regulation of maternity, paternity and parental leave) and further supported the institutionalization of the Gender

51 The programme (2016-2020) is directly implemented by UN agencies UNDP, UN Women and UNFPA with the support of the Government of Sweden and in partnership with Gender Equality Council of the Parliament of Geor-

gia (GEC), Inter-Agency Commission on Gender Equality, Violence against Women and Domestic Violence (GE/VAW Commission).

Impact Assessment methodology (GIAs) in the legislative process. The UNJP has addressed some critical for the JAWE projects assumptions such as unpaid domestic labour and care by introducing the care economy concept and redressing the inequality in unpaid domestic care, as well as the ensuing negative consequences for women's economic participation. As well, the concept of family farming⁵² was developed and introduced into policy discussions which should enhance achievement of the WEE targets for most vulnerable beneficiaries of the JAWE project such as rural women.

The coordinating and consulting role of UN Women on issues of mainstreaming gender equality was highly assessed by representatives of UN agencies who participated in the interviews. At the same time, it was acknowledged that there are numerous UN agencies (such as UNDP, ILO, FAO, UNIDO, WTO, World Bank) and non-UN agencies i.e., USAID, GIZ and others implementing intervention in the area of economic development and more synergies should be sought at the programming level. Elaboration of the new partnership framework UNSDCF 2021-2025 provides an opportunity for UN Women to promote (through the Result Groups and GTG) greater consolidation of efforts of various stakeholders and synergies in the WEE area including through joint programmes.

Finding 6. UN Women used effectively its comparative and collaborative advantages to mainstream further gender equality and women's empowerment principles in the normative

framework and organization capacities of the state and the private enterprises to promote achievement of economic empowerment of women in Georgia.

As compared with other actors working in the WEE area, UN Women was able to use its comparative advantages as the co-founder (together with UN Global Compact and UN Women) of the Women's Empowerment Principles (WEPs) that are informed by international labour and human rights standards to promote social corporate responsibility for gender equality and women's empowerment. UN Women jointly with ILO introduced the Participatory Gender Audit⁵³ methodology to Georgia in 2012 and, therefore, has accumulated sufficient experience in use of this methodology which was effectively applied with several public institutions in the framework of the project. At the operational level, UN Women used the social mobilization methodology, another approach that was successfully applied since 2010, that directly addressed the needs of most vulnerable women to become employable or to increase their income generation opportunities by linking women at the grassroot level to opportunities (training, mentoring, coaching, value chains) provided through private companies -signees of WEPs. The leading role of UN Women in advocating for gender equality and women's economic empowerment was most evident in extensive communications campaigns organized in the framework of the project such as publication and case showing of successful women entrepreneurs, raising awareness campaigns on sexual harassment and other.

52 As explained by a FAO representative, household farming is a more preferable term in the country.

53 The Participatory Gender Audit methodology was developed by ILO and is defined as "a tool that supports an organization's commitment to gender equality by examining the extent to which equality is being institutionalized;

helping to identify good practices in technical work; and pointing to effective and efficient ways of moving forward in mainstreaming gender in all work activities." ILO, A Manual for Gender Audit Facilitators: The ILO Participatory Gender Audit Methodology, 2007, pg. 5.

3.3. Effectiveness

Main findings:

Finding 7. The project was catalytic in addressing some key drivers for WEE such as changing business culture and practices and creating enabling legal environment that ensures legal protection of women's economic rights and removes barriers to their more active participation in the economy; women - owners of business or at management positions, have been the main driving force behind the process of integration of WEPs at the companies – beneficiaries of the project;

Finding 8. The project ToC was valid in terms of the impact that understanding of the gender dimension of corporate sustainability and strengthened capacities of the private sector would have on the access of women to decent work and more active participation of women in the market;

Finding 9. Capacities of duty bearers including the key project partners and stakeholders have been strengthened to reinforce the anti-discriminatory legislation at the institutional level which will have a positive impact on the situation with human rights and gender equality and promotion of WEE;

Finding 10. The LNOB approach was consistently applied by the project partners which allowed addressing the needs of vulnerable women (rural women, IDPs, ethnic minorities) in the most disadvantaged regions of Georgia; however, the project assumptions related to support of self- governance to promote WEE have not been fully sustained; some structural barriers remain to empower the most vulnerable of them to benefit from the opportunities created by the project and/or available at the national level;

Finding 11. Implementation of the project resulted in achievement and overachievement of the project targets which confirms the high relevance of proposed interventions to the context of the country and to the needs of achievement of women's economic empowerment;

Finding 12. Achievement of the project results is largely attributed to effective strategic partnerships, flexible and tailor -made approaches and strong communication and motivation strategies employed by UN Women and the project partners;

Finding 13. Monitoring of the project was effective, although the set of indicators did not allow to capture all positive changes influenced by the project; lack of disaggregated data on some WEE targets at the national level was addressed by the project which should enable UN Women and other stakeholders to plan in future interventions that will reach out the most vulnerable women;

Finding 14. The project rapidly reacted to the changes in the context and was proactive in addressing the challenges related to the COVID-19 situation that may have affected the effectiveness of achieving the key results; some plans have not been realized though and it will require to integrate the COVID-19 considerations into the new phase of the project.

Full description of findings

Finding 7. The project was catalytic in addressing some key drivers for WEE such as changing business culture and practices and creating enabling legal environment that ensures legal protection of women's economic rights and removes barriers to their more active participation in economy; women - owners of business or at management positions, have been the main driving force behind the process of integration of WEPs at the

companies – beneficiaries of the project.

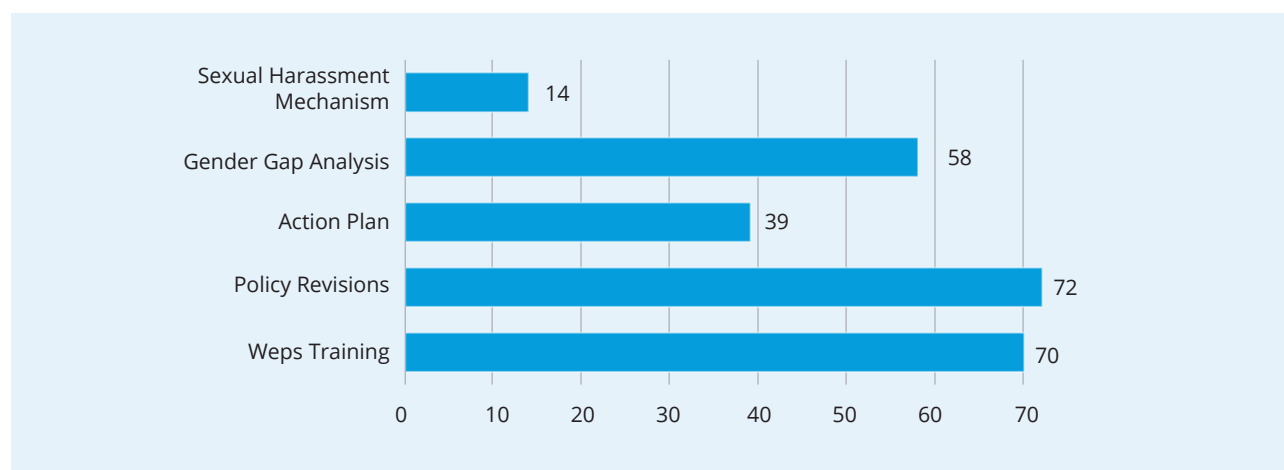
The key achievement of the project at the Outcome level was creating more favourable conditions for women's economic participation that should advance achievement of the gender equality targets under SDG 5 and other goals (SDG 8, SDG 4, SDG 16). The project was catalytic in addressing such major drivers for women's economic empowerment such as business culture, practice and policies. Integration of WEPs in the private sector (Indicator 1

A⁵⁴), which was mostly undertaken under the Output 1, has promoted gender-sensitivity of internal and external policies of the companies that benefited from multidimensional support provided by UN Women, GCCI, GFA and Women4Tomorrow. While the process is ongoing (see Figure 7) and the numbers of companies that implement certain steps of integration of WEPs are being updated by the project team, there is sufficient evidence, as confirmed by collection of gender-sensitive practices (see Annex 8), that the companies are taking WEPs seriously and see their commitment to gender equality and women’s economic empowerment as a strong value added to their corporate social responsibility status. It is most noteworthy that almost 100% of the companies conducted a gender gap analysis and all of them developed the action plans. By the time of this evaluation, more than 54% of companies -signees of WEPs undertook revisions of their policies which should promote more fundamental changes

in business culture and practices such as setting and meetings targets for gender inclusion, sourcing from women-owned enterprises, including women -entrepreneurs into value chains and other examples that were identified by the inquiry conducted by UN Women in 2019⁵⁵.

As highlighted by women-representatives of private companies interviewed for this evaluation, the process of integration of WEPs was mainly driven by women – owners or leaders of business enterprises, which could be expected due to their genuine motivation to improve the working climate and business culture that promotes equal opportunities for women along with men. According to the respondents, it would be most important to involve more men – CEOs and leader of business into communication of benefits of gender equality and empowerment of women for vitality and productivity of companies, which would add to breaking stereotypes and patriarchal cultural norms.

Figure 7. Integration of WEPs (N of companies based on the data from 72 companies - signees)



Source: UN Women, JAWE WEPs database

54 Number of companies that sign and implement WEPs
 55 The similar inquiry conducted in November 2020 will add to the knowledge base at the UN Women on gender-sensitive policies and practices at the companies- beneficiaries of the JAWE project.

In addition to positive changes at the private sector, the JAWE project achieved other critical for creating of enabling for women's economic empowerment environment milestones such as more gender-sensitive legislation and implementation mechanisms underpinned by increased capacities of duty bearers to mainstream gender equality and WEE into their respective policies and programmes (See Box 2, Output 2). Two important pieces of legislation on procurement and on agritourism were submitted for the approval to the Parliament. In relation to the draft state procurement legislation, the project supported the State Procurement Agency on how to integrate gender considerations into the draft law to ensure alignment of Georgia's public procurement with EU Directives issued under the Association Agreement. The approval and implementation of this legislation should enforce anti-discriminatory measures and create more favourable conditions for women-owned companies.

Key milestones under Output 2 and their linkage to other Outputs/milestones and SDG targets

(iii) Legislation and policies that are more gender-sensitive and promote women's economic participation → Output 3, creation of employment (link to **SDG 8.5.2**), increase of women-led business enterprises and inclusion of women in value chains (link to **SDG 9.3.1, 9.3.2**)

(vi) establishment of a sexual harassment mechanism at private companies and public institutions;

→ Output 1, creation of non-hostile and enabling environment in the workplace and changes in internal and external policies that empower women (link to **SDG 5.5.2**)

v) Strengthened capacity of duty bearer's institutions – Government, Human Rights instruments, private enterprises to monitor and prevent discrimination based on sex → Output 1, creation of non-hostile environment in the workplace that empowers women and contributes to increased representation of women in the private business including at the leadership positions (link to **SDG 5.5.2**);

→ Output 2, increased role of the national Human Rights Instrument – Public Defender's Office- in promoting accountability of public and private sectors for mainstreaming gender equality (link to **SDG 5.1.1, SDG 10.3.1/16. b.1**)

Furthermore, the Agrarian Issues Committee of the Parliament was supported with a draft agritourism law. The law has a high significance for WEE since this is the sector where women are engaged at every level. The elaboration of this law is also extremely important for the economy of Georgia since this sector has a high growth potential and attraction of investments⁵⁶.

Drafted in collaboration with the GFA and with the involvement of the executive and legislative branches of the Government the law seeks to create additional incentives for those who are operating guest houses and are offering locally produced food or other types of tourism services using local goods for their customers. Within the framework of the project, UN Women engaged the ISET to conduct Regulatory Impact Assessment (RIA) of the draft law. The law is submitted for the approval at the Parliament. According to the representative of the Agrarian Issues Committee of the Parliament, if the law is approved in the current redaction it will have most positive impact on economic empowerment of rural women (40 % of the total female population) since it aims to facilitate their access to financial means including co-funding from the state, promote infrastructure development and improve access to vocational education and extension services. Implementation of the law should facilitate achievement of results set in the new Agriculture and Rural Development Strategy of Georgia 2021 – 2027 that encloses several key intervention areas of the JAWE project⁵⁷, which provides for UN Women an opportunity to upscale the project achievements, in particular under Output 3.

56 While recovery of this area of economy from the COVID -19 crisis is expected to be slow, development of domestic tourism holds potential to contribute to economic growth.

57 These include development of agricultural and non-agricultural value chain by focusing on diversification, innovative technologies, cooperation and support to producers; improve access to various financial instruments; support rural entrepreneurship (young farmers), integration of farmers/entrepreneurs on the market; increase access to infrastructure and services; and develop rural tourism and relevant tourism products and some other.

Finding 8. The project ToC was valid in terms of the impact that understanding of the gender dimension of corporate sustainability and strengthened capacities of the private sector would have on the access of women to decent work and more active participation of women in the market.

Implementation of the project proved the validity of its Theory of Change that links increased understanding of the gender dimension of corporate sustainability and strengthened capacities in the private sector with increased capacities of women, among them most vulnerable, to access decent work, and with more active participation of women's business enterprises in the market. To promote understanding of CEOs and other representatives of the private sectors of gender equality dimensions as essential contributors to corporate sustainability UN Women partnered with the government-affiliated GCCI and the non-governmental Business Leaders' Federation "Women for Tomorrow" (W4T)⁵⁸. During the project, 101 private companies⁵⁹ have received technical assistance or trainings during 2018- 2020, and many companies used both opportunities to strengthen their capacity (see Figure 7).

Key milestones under Output 1 and their linkage to other Outputs/milestones and SDG targets

- (i) Integration of the Women's Empowerment Principles in the private sector (training and technical assistance to conduct Gender Gaps Analysis and develop Action Plans → Output 3, improved access of women, among them most vulnerable, to employment, increased access to decent jobs for women in the private sector → **SDG 4.3.1, SDG 8.8.2**
- (ii) Establishment of internal and external mechanisms for monitoring implementation of WEPs i.e., sexual harassment mechanism → Output 1, creation of non-hostile environment in the workplace (that empowers women and contribute to increased representation of women → **SDG 5.5.2**.

58 The distribution of companies-beneficiaries of support services was as the following: GCCI-15 companies, Women4T- 20, and UN Women - 37

59 The total number of companies is 146 including 45 companies as the baseline

The most evident for the evaluation result of the project efforts to promote gender dimension of corporate sustainability at the companies- signees of WEPs was the increased contribution of the private sector to creation of work-based learning through internships or mentorships, and provision of grants for women to promote development of their skills that increase their employability and career prospects. To support the private sector to mentor women for their career advancement, UN Women engaged the Creative Development Center (CDC), a non-profit organization with mentoring experience. In total, 53 women were mentored at their workplace in six companies⁶⁰. It is noteworthy that UN Women and the project partners tried to engage companies from a variety of sectors in order to promote access of women to employment in non-traditional for Georgia sectors such as transportation, construction and IT (see Figure 8).

In total, 573 women (target 130 by 2020) participated in internships or mentorship programmes or received grants or scholarships by private businesses. Out of these women, 389 women received internships at 43 companies, 53 women were mentored at their workplace in six companies, 13 women received grants from four companies and 68 women and girls received scholarships from eight companies⁶¹. The respondents who benefited from these opportunities commented on their high relevance to their needs and practicality which allowed them to expand their business or to find employment. It is

60 According the project management, WEPs signatories Crystal, Dio, Accor Group Mercure and School Euro-2000 provided mentorships for 26 women, while Gastronom and Impex, who also participated in UN Women's mentoring pilot support, provided mentorships for 27 additional women. In addition, 13 other WEPs companies reported having female mentees, but due to the limited overall knowledge of what mentorship means in Georgia, only those companies who received direct mentoring support from UN Women have been counted here.

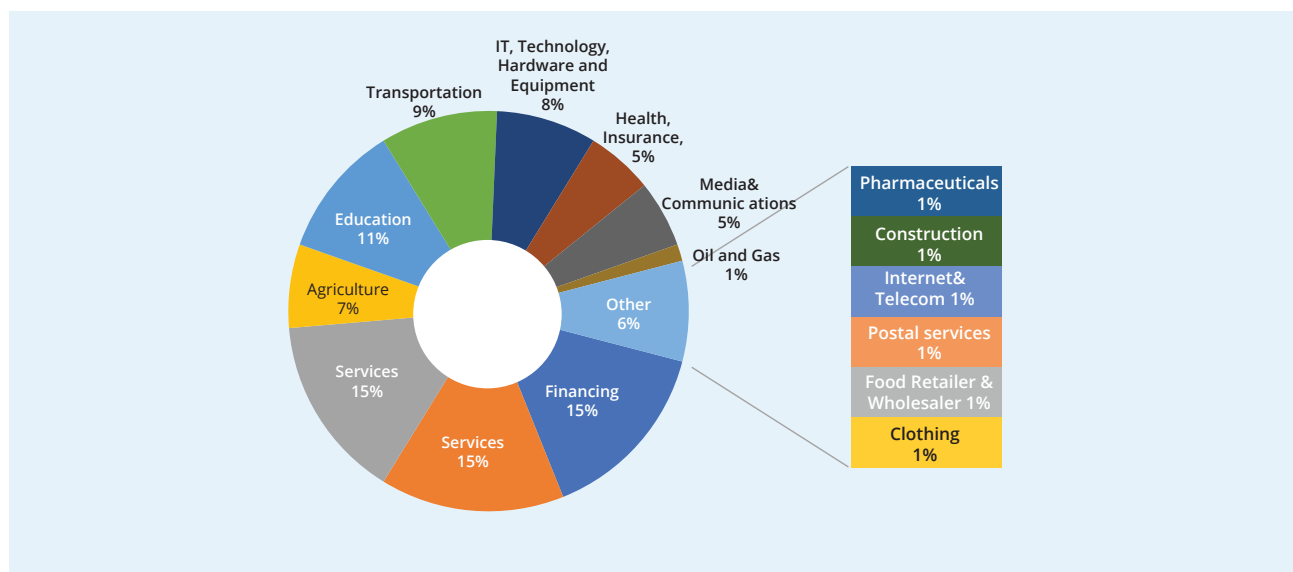
61 The numbers presented here reflect the results of the survey with private companies - signees of WEPs conducted in 2019. The similar survey has been administered at the end of the project (in November) and the data will be updated in December 2020.

noteworthy that about 86% of companies confirmed their commitment to continue providing women with internships and mentoring.

The project assumptions related to increased social responsibility of the private sector and support to WEE have sustained, which was manifested in

impressive numbers of women who benefited from opportunities provided by the project. In addition, out of 953 (target 750) women - representatives of women-owned SMEs and women's associations that received trainings to move up the value chain, 214 women were trained by WEPs signee companies.

Figure 8.
Representation of WEPs companies across the sectors (72 companies)



Examples of practices collected by the project (see Annex 8) suggest that there is a greater variety (and potential in future) of institutional practices than previously identified by the addition to the VNR 2020 report⁶², which adds, undoubtedly, to the knowledge base on the private sector engagement in WEE at the national and regional level. A valuable lesson learned from the WEPs implementation is that targeted attracting resources of the private sector to achieve more active participation of women in economy may become one of the most powerful strategies to solution of social and regional disparities and achieving of a more inclusive economic growth (SDG 1 and SDG 10) in the context of Georgia.

Finding 9. Capacities of duty bearers including the key project partners and stakeholders have been strengthened to reinforce the anti-discriminatory legislation at the institutional level which will have positive impact on the situation with human rights and gender equality and promotion of WEE. The project made important contributions to promotion of women's economic empowerment by building capacities of duty bearers to create a more enabling environment that should accelerate women's economic participation (currently 56%) which would be an important step towards achieving the gender equality targets by 2030 Agenda. In this regard, the project increased capacities of

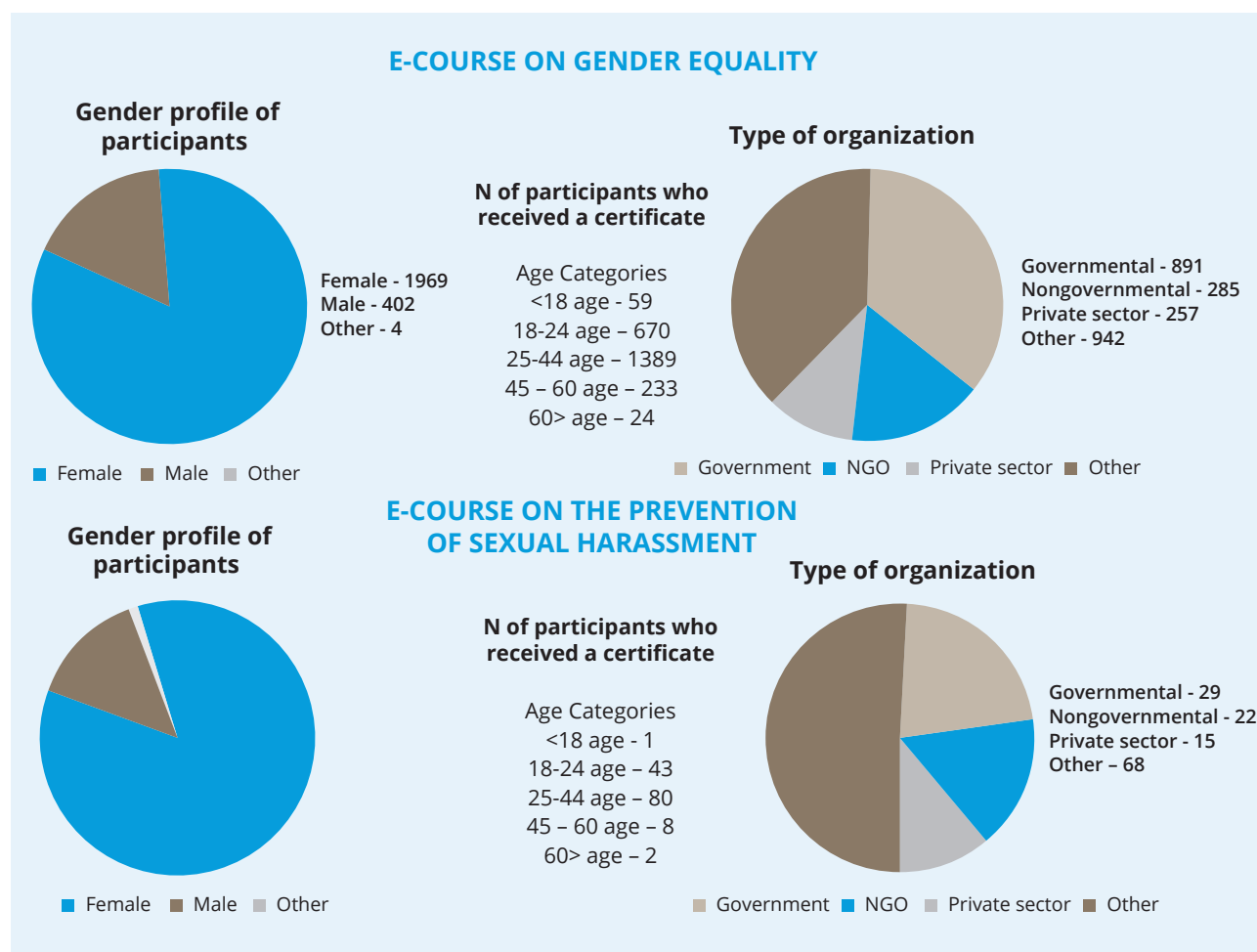
62 Private Sector Contribution to Georgia's 2020 Voluntary National Review on Sustainable Development Goals (July 2020), available at https://sustainabledevelopment.un.org/content/documents/26446GCNG_Report_Private_Sector_Contribution_to_SDGs_in_Georgia.pdf

[un.org/content/documents/26446GCNG_Report_Private_Sector_Contribution_to_SDGs_in_Georgia.pdf](https://sustainabledevelopment.un.org/content/documents/26446GCNG_Report_Private_Sector_Contribution_to_SDGs_in_Georgia.pdf)

relevant duty bearers' institutions to respond to violation of human rights and prevent gender-based discrimination that creates barriers to more active and equal participation of women in formal employment opportunities in the public and private sector. Approval of the new Labour Code (2018) which integrates issues of sexual harassment at work place was an important accomplishment of advocacy efforts of UN Women, USAID⁶³ and ILO. The law establishes the responsibility of its implementation on the Labour Inspectorate with expanded competencies that include monitoring compliance with anti-harassment regulations.

Under the JAWE project, in total 202 people, among them 72 labour inspectors, 68 representatives of trade unions and 62 of employments' associations⁶⁴ increased their knowledge of gender-based discrimination in the workplace through trainings provided by UN Women in partnership with the PDO. Two online courses were developed in the framework of the project: "Prevention of Sexual Harassment in the Workplace" and "I Know Gender" course, which includes a module on women's economic empowerment⁶⁵. The participation statistics by the course is presented in Figure 9.

Figure 9. Participation in e-courses developed under the JAWE project



63 UN Women cooperated closely on these amendments also with USAID Promoting Rule of Law in Georgia (PRO-LoG) Activity, more information is available at <https://www.ewmi.org/Program/PromotingRuleLawGeorgiaPROLoGActivity>

64 The data provided by PDO as of November 1st, 2020
 65 The courses are accessible through the PDO website, see E-course on Gender Equality at <http://genderequality.ombudsman.ge> and E-course on the Prevention of Sexual Harassment <http://sexualharassment.ombudsman.ge/ka/login>

As commented by the representative of the PDO, the interest in these trainings was more than they expected and 55 participants from target groups took this training the second time. As a result of the awareness raising on the sexual harassment issues⁶⁶ carried out by the PDO and civil society organizations, the number of women - applicants to PDO was increased since 2018. According to the Special Report on Discrimination, the largest portion of the cases considered by the Public Defender, which constitutes 16% in 2018, concerned alleged discrimination on account of sex. During the previous reporting period (2017), it was 6%. An increase in the number of incidents of alleged discrimination on account of sex is explained by the increase in the number of applications on sexual harassment⁶⁷. In 2019, the same 16% of applications on sex and gender discrimination, among them on alleged cases sexual harassment, were registered⁶⁸.

To mainstream gender equality and women's economic empowerment into policies and programmes of the state institutions (duty bearers), some key stakeholders in this project - Enterprise Georgia, the Maritime Transport Agency (MTA) and Georgia Innovation and Technology Agency were supported to undergo a Participatory Gender Audit to identify gender gaps and develop action plans to address the findings from the audit including through the establishment of internal sexual harassment complaints mechanisms.

Moreover, all project partners (GFA, MoFA, PDO, TASO and GCCI) have undergone training and established anti-discriminatory policies and internal

sexual harassment reporting mechanisms setting in that way an example for other stakeholders and beneficiaries from the private sector. This work was done in parallel with advocacy at the WEPs companies to establish similar mechanisms. UN Women, MTA and the Georgian Chapter of the Women's International Shipping and Trading Association (WISTA) convened some 140 representatives from maritime and other government agencies and civil society for information sessions on sexual harassment in the city of Batumi. Establishment of internal sexual harassment complaints mechanisms at the key public agencies that play a pivotal role in promoting the private sector development in Georgia was also to set an example for the private companies involved in the project.

At the same time, capacities at the local self-governance level to mainstream gender remain low which affects the extent of achievement of the project results at the grassroots level. According to the latest study committed by the PDO under the framework of this project, the majority of municipalities (70%) have not taken appropriate measures to empower women economically⁶⁹. Considering that the ultimate purpose for social mobilization of women (supported by TASO Foundation) was to assess the needs of women and vulnerable groups and advocate at the local governance (through Gender Advisory Councils) for their inclusion into local development budgets, women's self-help groups report the level of engagement and support of local governance institutions as insufficient to address their needs that may have impact on their economic productivity and access to employment⁷⁰. Women-participants of the

66 The corresponding legislative changes were integrated into four national laws: Labor Code, Law on Public Defender, Administrative Offence Code and Civil Code.

67 Available at: <http://ombudsman.ge/res/docs/2019042317142950340.pdf>, p. 26

68 p. 31, Available at: <http://ombudsman.ge/res/docs/2020031712325453928.pdf>

69 The data as of May, 2019

70 In 2019, under the South Caucasus Women's Economic Empowerment project, UN Women commissioned to the Association of Finance Officers of Georgian Local Self-Governing Units (GFA) to systematize and strengthen Gender Responsive Budgeting in 9 municipalities. To make the budgets of the 9 target municipalities more gender responsive, GFA is expected to conduct budget analyses for 2019, 2020 and 2021, develop a training package and deliver GRB trainings to relevant local government representatives and to provide technical assistance for the preparation of the budgets.

SWOT workshops commented on the lack of support or cooperation with them from the side of the local self-government, which, partially, may be due to their limited resources and insufficient funding to address the community needs including the rehabilitation of infrastructure. According to women from SHGs, addressing these issues would enhance their entrepreneurial activities as the refurbished local infrastructure could contribute to increased opportunities for agritourism, local production and marketing opportunities.

The evidence from the SWOT workshops and focus group discussions suggests that cooperation with local government has been getting better due to efforts of socially mobilized women (SHGs) and their participation at the Gender Advisory Council; however, local governments, in most cases, do not have enough budget or capacities (including motivation) or both to promote economic development of communities including through direct support or cooperation with women-owned business. The experts from UN Women, UNDP⁷¹ and FAO interviewed on this particular topic explained some objective challenges that impede implementation of the decentralization reform: these include **lack of competencies** assigned to self-government⁷², **the situation with human resources** with technical knowledge in different municipalities (although all of them have an economic development department) and **scarcity of data at the local level** that informs on needs of people in their respective territories and their economic activities. These capacity gaps create serious impediments to creation of more enabling for WEE environment at the local level.

71 Operational activities at the grassroots levels that promoted social mobilization of women and their influence on decision making through Gender Advisory Councils at local self-government have been implemented in the parallel with interventions of UNDP to support decentralization reform and build local government capacity to promote economic development that also include mainstreaming of gender equality into local economic planning (the Regional and Rural Economic Development project), as well UN Women started a new project on gender at the local governance level.

While the project did not directly target raising capacities of local governance to promote WEE, it made an important contribution in this area that should increase gender-sensitivity of governance institutions including their gender-responsible budgeting. In collaboration with PDO, the study was conducted in 7 municipalities which provides with comprehensive and in-depth information about the women's needs and the practice of local municipalities in promoting gender equality in the regions. Handing over the findings from this study to the new UN Women project "Good Governance for Gender Equality in Georgia" (funded by the Norwegian Ministry of Foreign Affairs) may have practical implications for UN Women's work on local governance and on WEE issues that should be pursued in a close synergy⁷³.

Finding 10. The LNOB approach was consistently applied by the project partners which allowed addressing the needs of vulnerable women (rural women, IDPs, ethnic minorities) in the most disadvantaged regions of Georgia; however, the project assumptions related to support of self-governance to promote WEE have not been fully sustained; some structural barriers remain to empower the most vulnerable of them to benefit from the opportunities created by the project and/or available at the national level.

The project partners employed effective strategies, such as social mobilization, and ensured complementarity of their interventions in order to integrate the LNOB approach and raise capacities of right holders including the most vulnerable one to benefit from more gender-sensitive local governance

72 According to the law on self-government, their economic activities are limited to development of tourism and agriculture i.e. provision of services and organization of markets, fairs.

73 Support to gender-responsive budgeting at the local self-governments has also been undertaken under the UN Women South Caucasus Women's Economic Empowerment project

and inclusive economic growth. At the grassroots level (Output 3), the project partners, mostly GFA and TASO Foundation, combined their efforts to ensure that social mobilization of women in self-help group (SHGs) empowers women to become more actively involved into the solution of community problems by claiming their rights at the local self-government and women become more active as entrepreneurs and support other women to become stronger and economically independent. To achieve that, the partners worked in two main directions. TASO has been supporting vulnerable groups of women (organized in SHGs) through access to knowledge and training and grant opportunities to enable women to become active members of the communities and to create for themselves economic opportunities⁷⁴. GFA has been supporting women- entrepreneurs to develop skills to expand their business⁷⁵. To complement the efforts of TASO and GFA, UN Women established a partnership with the Ministry of Finance Training Academy (MoFA), a government-established business practice institution, to train TASO and GFA beneficiaries in business development and expansion.

Key milestones under Output 3 and their linkage to other Outputs/milestones and SDG targets

(vi) Increased capacity of women -entrepreneurs to develop and sustain their business and join value chains → **SDG 9.3.1**

(vii) Increased mobilization of women, including those who represent most vulnerable groups, to voice their needs and influence decision making at all levels → Output 3, increased access to employment (decent jobs) and economic activities (including sustainable livelihoods) → **SDG 8.3.1**

TASO Foundation, building on their previous work, focused on expanding of the number of locations where SHGs were formed (new locations were in Imereti and Guria) and on increasing the number of groups and socially mobilized women. Overall, 52 groups were formed involving 424 women. This was combined with extensive capacity development for women-members of SHGs in order to build their understanding of gender equality and women's rights and what women can do to improve their own situation and the situation in their villages and municipalities. Led by prepared by TASO Foundation community workers, women participated in conducting needs assessment in their communities and developed requests that were advocated by their representatives at the Gender Advisory Councils (GACs), an inclusive participatory mechanism established at the local self-governance institutions⁷⁶. Participation of women in meetings aimed to solve a variety of problems in the communities including those most essential for women such as installation of street lighting, access to drinking water, opening kindergarten facilities. Rehabilitation of roads and improving transport connection to municipal centres was most frequently requested by women due to its importance for their access to services and markets. During the project duration, **9,973,352 GEL (3,013,097.24 USD)** were allocated by local governments to address the requests of women advocated through the GACs. Overall, 69% of submitted by women requests received a positive decision⁷⁷. The participants of the SWOT workshops noted positive dynamics in terms of increased awareness of women of their rights and entitlements and their rights, as well as capacities to engage into a meaningful dialogue with the local authorities (duty bearers) and participate in decision-making processes.

74 TASO Foundation encouraged their beneficiaries to register their small business upon receiving of a small grant and 110 women-grantees did that in the timeframe of the project.

75 The criteria for selection of beneficiaries for support and services provided by GFA was having a registered business or to register it in case of receiving a grant; this was not the case of women-beneficiaries of TASO Foundation which allowed to reach most vulnerable women who felt reluctant or not ready to start any formal economic activities.

76 Organic Law of Georgia Local Self-Government Code (No 4087 of 22 July 2015), available at: <https://matsne.gov.ge/en/document/download/2244429/15/en/pdf>

77 The rest 31% include rejections and decisions that have been pending. The situation with the COVID-19 affected this component of the project in a way that local municipalities shifted their focus on emergency measures and, in 2020, only a few requests have been satisfied while the most were put on hold.

To improve the access for women to business activities, they were provided with training in business planning, grant application, small product-based business and other. Skills development was complemented with linking women to grant opportunities and potential partners. At the same, GFA focused on registered women-owned and women-led SMEs in the sectors where women traditionally are active such as agritourism, food and beverage production, fashion, handicrafts and accessories. By partnering with Ministry of Finance Academy, the project partners were able to increase the number of women who benefited from the project and to address the diversity of their needs as related to particular technical fields. Opportunities to receive mentoring from trained business mentors that were created by W4Tomorrow increased capacity of women-entrepreneurs to expand or diversify their business. In total, 401 women – entrepreneurs⁷⁸ have received trainings to develop their relevant technical and business skills, 20 have received mentoring from trained business mentors and 181 received grants during the 2018-2020 period⁷⁹.

“I think that the mobilization of women can have a positive impact on their economic status, because mobilization and activation lead to development, more opportunities and deepening knowledge. Gaining relevant knowledge will enable women to become more successful and competitive in their activities”

A community worker (from the SWOT workshop)

78 This figure does not include the more than 100 trained women members of SHGs who are engaged in some entrepreneurial activities without having registered businesses, nor the other trained women that do not consider themselves entrepreneurs or self-employed, such as most of the ICT trainees reported under output 2 but who did not identify themselves as “self-employed”.

79 As per partner, there are 153 women- entrepreneurs supported by GFA, 106 women entrepreneurs trained by W4T, 110 women - grantees by TASO Foundation, 26 women- entrepreneurs (mentors and mentees) who received trainings from Creative Development Centre dur-

Overall, the project results demonstrate the value of investing into women’s capacities and women-led small and medium business (Indicator 1. B). In total, 953 women (of the target 750) received trainings which allowed them to move up the value chain. The lesson learned derived from the JAWE project is that improving access of women knowledge, skills, resources and networking, in particular in rural areas, does not only create employment and access to income for women and their family members, but also may become the instrument to contribute to improvement of socio- economic conditions at the national level since women tend to care more for needs of other women and most vulnerable members of communities and invest their resources into improvement of the situation for these groups.

In addition to mentioned previously barriers related to women’ economic participation such as cultural norms and perceptions of the role of women, the project implementation informs about the importance of revision of the current social protection system that creates an impediment to economic empowerment of most vulnerable groups, among them women. As it was previously mentioned, there is a sufficient number of people on the social assistance in the target regions of the project. According to the partners, fear to lose even small but regular income could explain reluctance of most vulnerable women to apply for grants and formalize their income generation activities⁸⁰. It deems important to mention that UN Women in partnership with ILO has commissioned the Social

ing the pilot mentoring project (20 of them received training in mentoring), 6 web programming and social media marketing trainees (only 6 of those training participants identified themselves self-employed)

80 According to the Order of the Minister of Labour, Health and Social Affairs of Georgia (225/6), 22/08/2006, the subsistence allowance will be terminated in case a person receives any other income or salary is identified on a person’s bank account more than 175 GEL, see link: <https://www.matsne.gov.ge/ka/document/view/66100?publication=13>

Protection Floors' Assessment for Georgia in 2020 in the framework of the South Caucasus Women's Economic Empowerment project, which may in future promote solutions to the above-mentioned impediment to women's economic participation.

Finding 11. Implementation of the project resulted in achievement and overachievement of the project targets which confirms the high relevance of proposed interventions to the context of the country and needs of achievement of women's economic empowerment.

The project achieved and overachieved the targets⁸¹ set for all Outcome and output level results (indicators) which are defined mostly as quantitative changes (see Annex 9). The evidence from this evaluation confirms the relevance of interventions and solutions of challenges related to WEE to the needs of beneficiaries representing the public institutions, the private sector, women - owners of SMEs and women at the grassroots level. As explained by women-entrepreneurs interviewed for this final evaluation, their increased interest in training and technical support was due to its high relevance and professional value for them. Despite of some frustrations that women participating in the interviews had because of not getting grants, they assessed their participation in the project as the most eye-opening and empowering experience, as personally and as in terms of being able to think more creatively and work more effectively as entrepreneurs. The same observation related to a high relevance of proposed by the project solutions may be made in relation to women's participation in the ICT pilot, which challenged perceptions of women as not interested in IT fields of occupation.

To add to that, the quality of services i.e., training, mentoring and other, and their high relevance for developing a sustainable and competitive business was another factor that was noted in the interviews

and focus group discussions and recorded in the satisfaction surveys. For example, women-entrepreneurs were supported to find the market for their production or become a part of value chain, also by linking rural women entrepreneurs with the private companies-signees of WEPs. In addition, opportunities were provided for women to go on study tours to increase their knowledge of business strategies. Fifteen women entrepreneurs from the winemaking and agritourism sector increased their knowledge of business opportunities and strategies by participating in exchange visit to Florence, Italy that focused on winemaking and agritourism.

Access to training, mentorship and other services provided by the project partners often led to increased employment. In total, women-grantees were able to employ 165 people (55 women), who were mostly members of their families but also other members of the community; as well, 39 women found employment⁸². Many women become members of business associations including GFA, which provided them with access to networking and information on business opportunities and grants.

"The network of women was more valuable than the amount of the grant; all women - beneficiaries of GFA have been strengthening and empowering each other; the network and personal contacts empower us and increase our motivation; sometimes when I work endlessly and feel exhausted, I imagine other women- entrepreneurs and feel relieved that I am not alone and there are other women working as hard as me".

From the interview with Ketevan Diakonidze, Baghdati (production of dried fruits and candies)

One of the results of the project that received most comments and appreciation from partners and beneficiaries was a network of women-entrepreneurs

81 Overachievement of some targets related to the numbers of participants of training and other services may be also affected by limited opportunities available in the context of Georgia- the gap that was effectively addressed by the project.

82 As of November 30, 2020, the data will be updated by the end of December

that grew due to the opportunities provided by the project. It should be noted that the project component at the grassroots level was most affected by the COVID-19 crisis which had negative impact on economic activities of women's enterprises, as well as social activities of members of SHGs. The examples of women's solidarity⁸³ to support each other during the economic lockdown were broadly disseminated through the publication prepared by the project.

As for the private sector, the project partners shared during the interviews that they were surprised by a very high level of participation of many of private companies in WEPs related activities. The views of respondents from the private companies interviewed in the framework of this evaluation suggest that internal motivation may be explained by a variety of factors such as a company reputation, being a member of international associations or networks, the need for compliance with quality standards imposed by international agreements such as Deep and Comprehensive Free Trade Area (DCFTA) Agreement. As for other explanations, many (mostly large and medium enterprises) have genuine interest in improving their productivity and gaining more customers by diversifying their human resources and seeking gender balance.

Active participation in the e-courses on gender equal and sexual harassment developed under the project was mentioned previously in the report. The fact that these courses were taken by representatives other than governmental institutions such as private companies, non-governmental organizations and labour associations suggests that there is a demand for this knowledge and its practical application not only in connection to the amendments in the Labour Code, but also other sectors take interest in improving institutional culture and practices that are more gender-sensitive and anti-discriminatory.

Finding 12. Achievement of the project results is largely attributed to effective strategic partnerships, flexible and tailor -made approaches and strong communication and motivation strategies employed by UN Women and the project partners.

The respondents of interviews and focus groups discussions unanimously agree that UN Women and their partners (GCCl and W4Tomorrow) should be accredited for the flexible, smart and tailored to the specific needs of the company approach which led to increased motivation and engagement of private companies. The similar strategies, such as individual, tailored to specific needs of women - entrepreneurs was used by GFA, have resulted in high relevance of services and support provided to women, which contributed to greater participation of women and their satisfaction with benefits produced by the project.

According the project management and partners, the process of recruitment of companies was rather challenging during the first year of the project implementation. From the point of view of representatives of WEPs companies who were interviewed for this evaluation, the level of motivation and commitment varied much, for example the companies that were members of international associations or conglomerates welcomed this initiative because it answered their aspirations to keep up with corporate social responsibility (CSR) standards, which was not the case for small and many medium enterprises. In the beginning, many companies that signed WEPs took a rather declarative approach to development of action plans which came out too ambitious resulting in the average implementation rate of 21 per cent in 2018. There was a significant improvement in the quality of plans due to the partners' efforts and, in 2019, the WEPs signees implemented 74 per cent of their

83 See the stories of 27 project beneficiaries of GFA and TASO Foundation in the project publication "Women's Solidarity Circles in Georgia" at <https://georgia.unwomen.org/en/>

digital-library/publications/2020/03/womens-solidarity-circles-in-georgia

plans, which happened mostly due to the tailored approach employed by UN Women and the project partners to address specific needs and challenges of individual companies.

Other than that, the respondents from the WEPs companies explain these results with the impact of a created by UN Women network (informal) of WEPs organizations that ensured regular communication and exchange of experience which were effective tools, in their opinion, to motivate companies to do more. In words of one of interviewees, “we started even competing with each other who does more gender equality (promoting) work”. In addition to training in WEPs, the project provided technical assistance that included an extensive package of services to the companies such as to assist in conducting gender gaps analysis (GGA), developing an action plan, revising internal policies and external communication, and establishing a sexual harassment reporting mechanism.

The communication strategy of the project that aimed to increase visibility of WEPs companies added to that success. The process of recruiting private companies to sign WEPs and start integration of these principles into their internal policies was accompanied by intensive communication campaigns: the WEPs were presented in TV and radio shows. To raise awareness and attract interest to this topic, UN Women provided eighteen journalists from print, broadcast and online media specializing in economic issues and women’s rights with a two-day media training course on women’s economic empowerment. In addition, more than 20 videos raising awareness of WEPs and highlighting WEPs companies’ experience and results including impact on women - beneficiaries

and also booklets and other informational materials were developed and disseminated. Elaboration of the Georgian version of the online course on WEPs (developed by UN Women HQ with the ILO training center) that was finalized and delivered jointly with PDO will ensure broader access to understanding and building capacities of the private sector and other stakeholders to implement these principles in practice.

Mobilization strategies employed by the project were of a good variety and included two conferences with over 160 attendees, numerous joint outreach meetings with private companies and business associations, also organized by the project partners i.e., GCCI, and numerous one-on-one meetings with companies. A special meeting was organized with a representative of the Gender Equality Council of the Parliament to discuss issues on sexual harassment at work place. To encourage the companies to mainstream gender equality and women’s economic empowerment and raise visibility of their efforts, UN Women used its access to regional and global networks and supported participation of leaders of the companies in prestigious forums, for example at the UN Forum on Business and Human Rights in Geneva (2018)⁸⁴ and the annual Balkans and Black Sea Cooperation Forum held in Thessaloniki (2018)⁸⁵. The programmes and initiatives launched by the private companies for women’s economic empowerment internally and externally were broadly disseminated by the project through publications and videos⁸⁶. In 2020, communication was dedicated towards highlighting WEPs companies’ responses to Covid-19: how WEPs companies supported women during the pandemic⁸⁷.

84 SOCAR Petroleum Georgia and GEPR

85 Head of PR and Corporate Responsibility at m2 shared Georgian experiences in WEPs implementation with international audiences at the panel “Women in Leadership”

86 See the publication “Women’s Empowerment Principles in Georgia: Promising Practices 2019” at <https://georgia.unwomen.org/en/digital-library/publications/2019/11/womens-empowerment-principles-in-georgia>; and the booklet “Towards equality in business: Putting gender equality

at the heart of the business sector in Georgia”, available at <https://georgia.unwomen.org/en/digital-library/publications/2019/11/toward-equality-in-business> .

87 For some examples, see <https://www.facebook.com/unwomengeorgia/photos/a.570055326775171/898595497254484/?type=3&theater>; other examples are available at the UN Women website at <https://georgia.unwomen.org/en/news/stories/2020/04/companies-in-georgia-step-up-to-mitigate-the-impact-of-covid-19-on-women>

Another motivational tool was the recognition of work that the WEPs - signees were doing to promote gender equality and women's economic empowerment. Two WEPs companies received awards for their gender equality work in Georgia: Crystal received the 2019 Corporate Social Responsibility Award for Gender Equality and the UN Global Compact SDG Young Pioneer Award from the CSR Club and the UN Global Compact Network Georgia, while the communications company GEPR received the Business for Gender Equality Award from the Millennium Foundation.

The coordination between the partners was another contributing factor to effectiveness of the project. Regular project partners' meetings and their engagement through the project Steering Committee ensured that partners were well informed on all aspects of the project and activities of each other. In particular, collaboration between partners- TASO Foundation, GFA and W4T- under Output 3 resulted in establishment of effective networking between their beneficiaries which allowed the latest to develop business partnerships, gain access to value chains or find the market for their production, benefit from mentoring and experience sharing. In a similar way, cooperation of all partners in linking private enterprises with women's enterprises and women at the grassroots level resulted in the significant number of women who could benefit from these opportunities. In addition, participation of partners in capacity development provided by the project such as courses on gender equality and sexual harassment and mainstreaming this knowledge into their interventions may be also attributed to effectiveness of achievement of the project results. For example, TASO Foundation invested much into capacity development of their community workers at the grassroots level which allowed them enter closed (before the project) religious communities and undertake social mobilization among Muslim women.

88 The nine-month ICT pilot was implemented by UN Women in collaboration with a multi-stakeholder consortium, which included the Innovative Education Foundation (NGO); GeoLab (private company); and three state universities (in Batumi, Kutaisi and Tbilisi). 124 women aged

It may be concluded that the extent of achievement of the project results and targets is largely attributed to innovative **public-private partnerships** promoted by UN Women. The evaluation team has found ample examples of UN Women building such partnerships and evidence of increased engagement of partners from governmental (public) institutions, private companies, professional associations and civil society (non-profit), academic institutions to promote economic empowerment of women through access to competitive skills and work-based learning, funding, best global practices and networks. The spillover effect of mainstreaming partnerships (as the crosscutting issue) was evident under each of Outputs.

In addition to having engaged directly project partners, UN Women used promotion of WEPs as a leverage to attract more partners from the private sector and link them with public and/or non-profit organizations through stand-alone activities, mini-projects or pilot projects that had an ultimate goal of increasing women's capacities for employment and career development and for creating a successful and sustainable business. The ICT pilot project may be one of the compelling examples and is worth mentioning due to the criticality of digital skills development for women and them entering male dominating sectors in order to reduce gender pay gap and overcome gender-based generational poverty due to lack of education and competitive skills⁸⁸.

Finding 13. Monitoring of the project was effective, although the set of indicators did not allow to capture all positive changes influenced by the project; lack of disaggregated data on some WEE targets at the national level was addressed by the project which should enable UN Women and other stakeholders to plan in future interventions that will reach out the most vulnerable women.

18-35 from the western part of Georgia were able to benefit from training website development and social media marketing and 50 of them benefited from internships provided by 28 companies, five NGOs and one public agency provided internships for 50 women.

The project results were regularly monitored based on the Performance Monitoring Framework which served as a basic monitoring tool. The baselines and targets were established for indicators in the beginning of the project and the achievement of results was annually assessed against the targets (See Result Matrix in Annex 10). The project partners had their own monitoring plans and tools in place and reported quarterly to UN Women. It is noteworthy that the project partners, in particular TASO Foundation and MoFA, attempted to collect disaggregated data that informed on participation of most vulnerable women i.e., IDPs, single mothers, ethnic minorities, women living along the Administrative Border Line (ABL). Due to partners' efforts, rich data was collected on different aspects of the project, but mostly on provision of services to WEPS -signees, participation in training of target groups; access of women -beneficiaries to training and grants, and provision of internships and mentorships to women by private companies - signees of WEPS.

While the indicators measure achievement of the important milestones, the number of indicators (8 quantitative indicators for Outcome and Outputs) seems to be insufficient to monitor the complexity of the project processes and positive changes produced at different levels. Output 1 may be an exception since two indicators allow capturing qualitative changes related to integration of WEPS in the private companies linked to their increased social responsibility⁸⁹. Other Outputs, in particular Output 2, would benefit from more qualitative indicators that measure changes in enabling environment and/or organizational culture or capacity such as changes in legislation, evidence of increased capacities of duty bearers, for example public institutions that

benefited from PGA and other services provided by the project to mainstream gender equality and women's economic empowerment. Having one indicator on public-private partnership would have been most useful to capture the emphasis that this project put on building partnerships between representatives of different sectors.

Monitoring of risks including those that came from the impact of the COVID-19⁹⁰ was effective which helped the project management and partners rapidly react and revise the approaches. The project reports to the donor include assessment of major factors that have affected (positively or negatively) implementation of the project and documentation of decision making (strategies) to respond to identified risks and opportunities. Identification of lessons learned was a part of the annual reporting and they present a valuable addition to the knowledge base at UN Women Georgia (and in the region) on effective strategies to promote the private sector engagement in achievement of gender equality and women's economic empowerment.

Access to disaggregated data at the national level and, in particular sex-disaggregated data, remains a problem which is acknowledged in a variety of reports of UN agencies⁹¹ and in VNR 2020. The efforts of UN Women to obtain the disaggregated data on women's participation in this project are commendable and partners at the grassroots level collected information on their beneficiaries that provides for valuable conclusions in terms of the situation for most vulnerable groups such as ethnic minorities, labor migrants, women-IDPs, single mothers, people with disabilities and other. In this connection, the decision of UN Women to develop and host the data portal

89 Measured by Number of women who participate in internships or mentorship programmes or receive grants or scholarships provided by private businesses

90 The rapid impact assessment was conducted by UN Women to identify threats to the project interventions and results.

91 UN Women Country Level Gender Equality Profile (2019) provides for a comprehensive analysis on the situation with sex-disaggregated across sectors, available at: <https://georgia.unwomen.org/en/digital-library/publications/2020/05/the-country-gender-equality-profile>

ruralwomen.ge⁹² based on the data that comes from the JAWE project and other UN Women projects is notable as it should provide baseline for future projects and may be used to strengthen cooperation with local governments which may be given a boost as soon as the law on agritourism is adopted.

In addition, it should be noted that the project addressed the gaps in information on social responsibility of the private sector⁹³ in relation to its role in promoting gender equality and women's economic empowerment, which could contribute to a more evidence-based policy dialogue on the role of the private sector. The data that have already been collected by the project and that will be enriched by findings from the final survey of WEPs companies should support advocacy of UN Women and other UN agencies and with participation of WEPs -signees at the Government on policy measures to be elaborated to support the role of the private sector in accelerating of gender equality as a critical prerequisite for achievement of inclusive economic growth in the country.

Finding 14. The project rapidly reacted to the changes in the context and was proactive in addressing the challenges related to the COVID-19 situation that may have affected the effectiveness of achieving the key results; some plans have not been realized though and it will require to integrate the COVID-19 considerations into the new phase of the project.

The situation of the COVID-19 crisis manifested itself in interruptions in infrastructure, such as transport, logistics and markets which has most affected the project activities related to access of women to professional development and vocational education opportunities and inclusion into value chains. This affected the most rural women - beneficiaries of the project. Most frequently reported barriers

for women's economic activities, particular in the situation of the lockdown, included lack of the Internet in rural areas, especially in mountainous regions, and low digital literacy which limits access to vital information, knowledge and skills.

On the positive side, this situation has boosted development of new solutions such as innovative platforms for women to advertise and sell their products and of new services that focused more on repositioning of women-led business and diversification of their economic activities. It is noteworthy that the project partners reacted immediately when the situation with the COVID-19 began to aggravate. Respondents from women-led businesses shared during the focus group discussions that they were provided with timely services on how they could restructure and diversify their activities which made them better prepared for the economic slowdown. Other than that, the project partners, in particular at the grassroots level, focused their efforts on ICT skills development, which also was enhanced by moving communication and decision making to online environments.

Representatives of self-help groups (Output 3) reported increased women's networking and solidarity that manifested in support of women-led businesses to develop or sustain economic activities of most vulnerable women during the lockdown by employing them or providing with resources. The project popularized such stories by publishing them on the UN Women website and disseminating through media. Other than that, the social mobilization component may be accredited for spreading of volunteering culture that resulted in greater solidarity in communities in response to the hardships for most vulnerable people, among them single women, families with many children, people with disabilities, imposed by the COVID-19 crisis.

92 The portal will be internal and will aggregate data coming from the JAWE project on numbers of SHGs groups in villages/cities/ municipalities, numbers of women in SHGs (out of them how many IDPs, socially vulnerable, disabled); information of grants (economic, social and vocational education grants); number of women's rooms, GRB groups; GFA entrepreneurs receiving support from GRA / types of business; DV shelters and crisis centers, Community funds (SHGs) and other.

93 The previously mentioned survey at the private companies allowed collecting rich data on different aspects of implementation of WEPs including social responsibility practices. The analysis of data and dissemination of results will inform planning effective interventions by UN Women and other UN agencies and actors in this field in future.

3.4. Efficiency

Main findings:

Finding 15. The allocation of resources was done most strategically and with sustainability in mind; building effective partnerships with LELPs, non-governmental and private companies and attracting high level expertise resulted in development of quality products and services that make direct reference to improvement of the situation with human rights and gender equality in the country and promotion of women's economic empowerment;

Finding 16. The project presents a good value for money and its cost-effectiveness was most enhanced by results related to mobilization of the private sector to commit to WEPs and increase its social responsibility for the WEE issues;

Finding 17. The project budget was effectively implemented, mainly, due to the ability of the project management and partners to adapt to the changes in the project environment including those imposed by the COVID-19.

Finding 18. Allocation of resources for targeted groups took into account the need to prioritize the most vulnerable and about a half of the project budget was used to increase capacities of rural women, women IDPs, unemployed women to improve their opportunities for employment and entrepreneurship and upscale of business.

Full description of findings

Finding 15. The allocation of resources was done most strategically and with sustainability in mind; building effective partnerships with LELPs, non-governmental and private companies and attracting high level expertise resulted in development of quality products and services that make direct reference to improvement of the situation with human rights and gender equality in the country and promotion of women's economic empowerment.

As mentioned in the previous sections, the effectiveness of the project is largely attributed to partnerships developed for its implementation. About 40 % (USD 1,180,218.61) of the budget was allocated for the project partners' activities. Considering that partners were selected based on their strategic position to achievement of Outputs such as access to beneficiaries (outreach), expertise (technical and human resources) in provision of services and capacities to take over developed under the project products and processes, allocation of resources seems to be done strategically and with sustainability in mind. For example, the capacity of Public Defender's Office was strengthened to ensure that women's economic empowerment is

within its competencies i.e., sexual harassment at work place and that the Office continues dissemination of products developed under the project such as courses on gender equality and sexual harassment. Furthermore, development of legal acts on procurement and a draft law on agritourism contributes directly to advancement of gender equality in the country: the draft law on procurement should ensure that women have equal opportunities to participate in tendering; and the law on agritourism, if adopted, is going to have a large impact on rural women since there are mostly women engaged in agriculture, running guest houses, crafting and other related activities.

Finding 16. The project presents a good value for money and its cost-effectiveness was most enhanced by results related to mobilization of the private sector to commit to WEPs and increase its social responsibility for the WEE issues.

The project presents a good value for money. UN Women was able to attract addition resources of the private companies - signees of WEPs that provided stipends, internships, training and coaching and mentoring for women's SMEs pro bono. In the result, the number of women and women-led enterprises

who benefited from the project has been sufficiently higher than it was expected including those who were able to start or upscale their business. The decision of UN Women to conduct a special inquiry to calculate the investment of the private sector under this project would undoubtedly add to raising awareness of the potential that public-private partnerships and engagement of the private sector holds for WEE and would support advocacy at the Government for the need for incentives to recognize and promote the role of the private sector in achieving the SDGs.

In addition, capacities and facilities available at the partners institutions, in particular in the target regions, were used to reach out to the target groups and to provide accessible and quality services to beneficiaries regardless of their location. Furthermore, the project ensured broad dissemination of many products developed under the project such toolkits, manuals, online courses and platforms by placing them at relevant partners' and stakeholders' including the regional UN Women office, ITC/ILO and other. The synergies with other projects on WEE such as the regional UN Women project allowed increasing numbers of users of these products and tools during the project duration and

will do that in future, which adds to overall cost-efficiency of the project.

Finding 17. The project budget was effectively implemented, mainly, due to the ability of the project management and partners to adapt to the changes in the project environment including those imposed by the COVID-19.

The project was implemented within the intended timeframe and budget. Despite the impact of COVID-19 that affected some activities such as study tours, regional events, face-to-face training and other, which had to be cancelled due to travelling restrictions and security measures, the budget was effectively realized with 70% of that spent in 2017-2019 (see Table 1). One of the factors that added to timely and effective implementation of budgets included flexibility of the project design which allowed UN Women to react upon the changes in the context and reallocate the budget if needed. In addition, the project partners also adapted rapidly to the changing context and ensured effective implementation of the planned activities, without jeopardizing their quality, in online environments. Regular monitoring based on transparent planning of partners' activities contributed to the overall efficiency of the project.

Table 1: Total Disbursement of funds by Outputs by year against budget as per initial Project Budget⁹⁴

	2017			2018			2019			2020		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	Planned	Actual ⁹⁵	%
Output 1	-	-	-2	182,354	178,819.11	-2	324,127	281,647.94	-13	182,427	196,690.03	8
Output 2	-	-	1	221,067	224,281.79	1	303,426	288,017.30	-5	234,426	211,300	-10
Output 3	-	-	-2	325,417	319,442.03	-2	413,791	367,553.61	11	332,281	367,553.61	11
UN Women Support Costs (%) ⁹⁶	101,063.28	101,063.28	1	84,327	85,587.90	1	-	44,076.46		45,947	-	
Direct Project Management Costs	-	-	-7	70,067	64,947.51	-7	123,516	118,802.07	-4	202,909	173,225.83	-15
Total	101,063.28	101,063.28	-1	883,262	876,047.25	-1	1,164,860	1,187,128.13	2	997,990	948,769.47	-5

94 The project budget here refers to the budget attached to the donor agreement amendment signed in December 2018

95 Expected expenditure

96 The support cost is charged at the time of each disbursement from the donor

Finding 18. Allocation of resources to targeted groups took into account the need to prioritize the most vulnerable and about a half of the project budget was used to increase capacities of rural women, women IDPs, unemployed women to improve their opportunities for employment and entrepreneurship and upscale of business.

The project was implemented with the total budget of USD 3,114,823.10⁹⁷ and the distribution of costs across the outputs was as following: Output 1- USD 713,858, Output 2 – USD 787,734, and Output 3 -USD 1,061,370. The allocation of the budget reflects the priority given towards capacity development of women, among them most vulnerable, to promote their employability and inclusion of women - led enterprises (SMEs) into the market. About a half (47%) of the budget allocated for all Outputs was

implemented under Output 3 which focused on raising capacities of rural women to access decent work and providing support to women’s business enterprises to become active in the market (see Table 1). Out of that, about 50% of the budget was allocated for TASO Foundation (see Table 2), a partner responsible for working with most vulnerable women to promote their social mobilization in self-help groups that was supported by intensive capacity building⁹⁸. In addition to that, women from SHGs could benefit from grants that were allocated for improvement of social and economic conditions in their communities. Similar to that, GFA used grant mechanisms to support women’s initiatives to start or expand the activities which led to the increase in the number of women who were provided with employment.

Table 2:
Budget allocation by partner

Partner organization	2018 (USD)	2019 (USD)	2020 (USD)	Total (USD)
TASO Foundation	100,000	139,400	130,600	370,000.00
Georgian Farmers’ Association	121,608.00	133,050.00	114,339.62	368,997.00
Georgia Chamber of Commerce and Industry		10,805.00	39,195.00	50,000.00
Public Defender’s Office	85,000.00	60,000.00	51,300.00	196,300.00
ISET	-	-	16,196.82	16,196.82
Ministry of Finance Academy	19,690.04	55,565.33	14,411.00	89,666.37
CIDA (contract terminated)	-	80,000.00	9,058.42	89,058.42
			Total	1,180,218.61

97 The difference with the initial budget of 3,169,122 presented to the Norwegian donor is due to the exchange rates of tranches.

98 The areas of capacity building include human rights and gender equality, participatory mechanisms at the local governance, communication, teambuilding, management and other skills i.e., writing CVs, submitting proposals for funding etc. that increase the chances for these women to become employable or start their own business

3.5. Sustainability

Main findings:

Finding 19. The evaluation found that UN Women and the project partners were able to ensure national ownership of most of the project results, however it would be important to continue maintaining WEPs – signees networking to promote WEE further in the private sector;

Finding 20. The exit strategy of the project was most well-planned and included ample interventions to build capacities of strategic partners and stakeholders to ensure sustainability of processes, products and services developed under the project;

Finding 21. Strategic positions of partners and synergies with other UN Women projects, in particular with the South Caucasus WEE project, and achieving regional and global outreach for some products will promote broader dissemination of products and replication of methodologies developed under the JAWEE project.

Full description of findings

Finding 19. The evaluation found that the UN Women and the project partners were able to ensure national ownership of most of the project results, however, it would be important to continue maintaining WEPs – signees networking to promote WEE further in the private sector.

The project was able to achieve a high level of national ownership of the project outputs mostly due to the successful identification of partners and stakeholders who are able to disseminate further the results achieved by the project. Under Output 1, the pool of 20 experts in WEPs was created ensuring that there is a capacity in place to support WEPs integration at the companies - signees and those that will join in future. The resources that were developed to support WEPs such a WEPs online training (in partnership with UN Women HQ and ILO Training Center) and a Mentoring Manual will be accessible for a long period of time through the UN Women global portal. Cooperation with ITC/ILO under this project on development of one of the WEPs online training should ensure broader access for the private sector to information on WEPs and their integration. Several toolkits such as an Employee Survey Tool and a WEPs Communication Toolkit have been made accessible for the companies that join WEPs.

“These (WEPs) are not just UN Women’s principles; these are our principles”.

From the interview with the representatives of Adjara Group

There is a certain level of assurance that WEPs companies will continue integrating and promoting gender equality and women’s empowerment that is based on the availability of action plans and eagerness of companies to report on their implementation. The representatives of WEPs companies interviewed within the framework of this evaluation emphasized the importance of maintaining and strengthening the network of WEPs - signees. It was also noted that increased engagement of companies in communication of results of internal changes made to policies and practices and respective benefits of that for the company productivity should facilitate recruitment of new companies to join the network. There were some ideas expressed of having a more formalized network of WEPs’ companies, an opportunity that may be explored further; according to the respondents, showcasing and broader dissemination of best practices should continue through a variety of national and international forums and platforms.

WEPs work will be sustained through implementation of the 2018-2020 National Human Rights Action Plan to which UN Women contributed by participating in drafting the business and human rights chapter where 4 out of 28 objectives made direct reference to the WEPs and women's economic empowerment. This should increase accountability of duty bearers for mainstreaming gender equality into the private sector. In this regard, capacities built at the government-affiliated project partner - GCCI - will ensure involvement of the state as the main duty bearer into promotion of WEPs.

By signing a Memorandum of Understanding with the LEPL Enterprise Georgia UN Women secured the agency's commitment to mainstreaming gender into all relevant programmes of Enterprise Georgia, including separate programmes on economic empowerment of women - entrepreneurs in Georgia, especially targeting the excluded groups of women. With the strengthened gender equality capacity of Enterprise Georgia that includes the establishment of the Gender Adviser post and development of the Gender Equality Action Plan and a strategy, Enterprise Georgia will observe gender equality within the agency and will develop, implement and monitor the agency's policy on the basis of gender mainstreaming. At the same time, the agency intends to improve the collection of sex-disaggregated data on both the beneficiaries of the agency and its staff. Participatory Gender Audits (PGAs) that have been implemented in the Legal Entities of Public Law (LEPL) of the Ministry of Economy – Enterprise Georgia, Georgian Innovations and Technology Agency, Maritime Transport Agency (leading to adoption of plans and sexual harassment complaints mechanisms) have promoted mainstreaming of gender equality in their internal and external mechanisms such as provision of services, implementation of programmes including access of women to the state funded opportunities.

The Sexual Harassment Complaints Mechanism has been institutionalized under the amended Labour Code. Amendments in this legal act will have impact on development of a reinvigorated Labour Inspectorate with staff equipped with adequate knowledge and skills through the provision of courses on gender equality and sexual harassment developed under the JAWE project. To add to that, PDO, with strengthened capacities of three staff members recruited within the project, will ensure independent monitoring of implementation of the amended Labour Code.

Finding 20. The exit strategy of the project was most well - planned and included ample interventions to build capacities of strategic partners and stakeholders to ensure sustainability of processes, products and services developed under the project.

The project's exit strategy was well - planned; there is sufficient evidence of ongoing discussions and elaboration of actions to strengthen sustainability of results in the project planning i.e., in the reports to the donors, Steering Committee and partners' meetings and presentations. UN Women put much effort in mainstreaming WEE issues at several levels to sustain and upscale some key milestones developed under the JAWE project. As mentioned previously, at the institutional level, the project exit strategy succeeded in raising capacities of the key duty bearers' institutions, such as Enterprise Georgia, Maritime Transport Agency (MTA) and Georgian Innovation and Technology Agency (GITA)⁹⁹, to ensure that they will mainstream gender equality and WEE through their mandates.

The stakeholders' analysis conducted by UN Women in the development phase of the project allowed identifying strategic partners such as GCCI, Women4Tomorrow (W4T), GFA and TASO Foundation that will overtake respective activities such as provision

99 The rationale for selection these key stakeholders is the following: Enterprise Georgia is the public entity running state programmes for establishing and supporting enterprises; Maritime Transport Agency (MTA) is the key actor in an economically important male-dominated sector; and GITA is the dedicated public agency for supporting

the development and commercialization of innovations and technologies. The partnership with MTA and the Georgian chapter of the Women's International Shipping and Trading Association (WISTA) was developed early in the project to jointly work towards women's increased opportunities in the maritime sector.

of services to WEPs signees, women's enterprises and social mobilization of women linked to their economic empowerment. For example, networking between women - entrepreneurs and access to services developed under the Output 3 will continue with support of GFA and Women4Tomorrow. The level of attention to sustainability of benefits developed by the project demonstrated by partners is most appreciated; the commitment to continue dissemination of the project products and processes is confirmed by availability of sustainability plans. For example, government - affiliated GCCI and non-government affiliated W4T have drafted sustainability plans on how they will be continuing WEPs related support to companies after the project. In addition, some partners introduced changes at their organizational level i.e., an extended the list of their services, establishing a WEPs focal point and other. For example, W4T created a WEPs focal point and is revising its policies to integrate a criterion for the membership as joining the WEPs' network; in return, W4T intends to provide additional support services to integrate the WEPs at the companies' corporate policy level. Furthermore, the partners of the project will be able to disseminate the benefits of the project due to their own increased capacities. For example, PDO conducted training to employees of MoFA, TASO Foundation and GCCI based on their requests; and both courses were first piloted with participation of GFA. Their capacities should allow for better mainstreaming of anti-discriminatory and anti-harassment policies and practices into their interventions and services.

As a result of the institutional capacity strengthening support provided to the Public Defender's Office (PDO), 2019-2020 Gender Equality Strategy and Action Plan for the PDO with priorities and timelines was developed. Extended competencies of the office, such as prevention of sexual harassment at the work places (both private companies and the state bodies) have been reflected in this strategy and respective planning of the Gender Department of the Office. Due to participation in the project the PDO made a decision to keep the Gender Department and the

Equality Department of the PDO separate instead of merging them which should provide for a stronger articulation of gender-based discrimination issues in monitoring reports and raising awareness campaigns implemented by the Office.

Finding 21. Strategic positions of partners and synergies with other UN Women projects, in particular the South Caucasus WEE project, and achieving regional and global outreach for some products will promote broader dissemination of products and replication of methodologies developed under the JAWE project.

The synergies created with the regional UN Women South Caucasus WEE project aim at replication of results of the project such as training programmes, methodologies (social mobilization, Gender Gaps Assessment, Regulatory Impact Assessment of WEE and other) to other regions in Georgia and in Armenia and Azerbaijan. Organizing of a regional exchange between representatives of companies that have joined the Women's Empowerment Principles (WEPs) and disseminating training and support packages should ensure wider promotion of these principles. Participatory Gender Audits were also conducted with other state agencies¹⁰⁰ allowing mainstreaming of gender equality and WEE in another relevant areas. Moreover, as the partners assured the evaluation team, cooperation between partners and of partners with beneficiaries (women's SMEs) will not end with the project; as well, partners i.e., TASO Foundation, will ensure replication of social mobilization strategies into other locations and regions.

There is more potential to expand that cooperation in future and upscale the results of the project. For example, GFA has a strong strategic position in implementation of interventions that will follow up the approval of the law on agritourism and may be able to expand its cooperation with women's enterprises through provisions of extension services¹⁰¹. Participation of GCCI in the Dual Vocational Education Council (a multi - stakeholder forum under the Ministry of Economy) and its positions on the

100 PGAs were completed in Ministry of Economy and Sustainable Development (MOEDSD) and Agricultural and Rural Development Agency (ARDA)

101 Also, in line with the updated National Strategy for Agricultural Extension in Georgia (currently for 2018-2020)

Board of a new Agency *Skills Georgia*¹⁰² (decision to be made yet) should promote further the results related to work-based training, internships and mentoring provided by the private companies and allow to strengthen and expand public-private partnerships initiated within the framework of the JAWE project.

Cooperation with the UN Women the regional office and other stakeholders i.e., ITC/ILO, that are well placed to promote broader dissemination of products and replication of methodologies developed under the JAWE project added to the likelihood of the project making a broader impact on WEE beyond Georgia.

3.6. Innovativeness

Main findings:

Finding 22. The project was innovative by its nature (by introducing WEPs) which stimulated integration of innovative practices and tools that targeted gender equality and women's empowerment mainstreaming at government-affiliated and private companies to promote achievement of WEE results; the project team was able to ensure broader dissemination of some of these tools at national, regional and global levels;

Finding 23. Building innovative public-private partnerships under the project resulted in emerging of good practices meant to improve access of women and girls to digital literacy and promote their specialization in technological fields;

Finding 24. The situation with COVID-19 boosted development of some innovative solutions to address the barriers posed by the crisis to vitality and effectiveness of women's SMEs supported in the framework of the project; seeking innovative solutions to address the needs of the post-crisis economic recovery including participation of women in trade should become the focus of the project during the next phase.

Full description of findings

Finding 22. The project was innovative by its nature (by introducing WEPs) which stimulated integration of innovative practices and tools that targeted gender equality and women's empowerment mainstreaming at government-affiliated and private companies to promote achievement of WEE results; the project team was able to ensure broader dissemination of some of these tools at national, regional and global levels.

Introducing WEPs in Georgia was itself an innovation in the country and in the region, which stimulated a chain of innovative practices such as

participatory gender audits at public institutions, gender gaps assessments at the private institutions and, consequently, more pronounced gender equality and women's empowerment agenda in institutional strategic and operational planning. Methodologies that were developed to support integration of WEPs and the lessons learned from the process of engagement with the private sector undoubtedly contributed to the knowledge base at UN Women Georgia and in the region (due to dissemination through the UN Women project "*Women's Economic Empowerment in South Caucasus*"). The manual *Mentoring for Women's Empowerment*¹⁰³

102 The list of ministries to be involved in the Board include Ministry of Education, Science, Culture and Sport, Ministry of Economy and Sustainable Development of Georgia, The Ministry of Internally Displaced Persons from the Occupied Territories, Labour, Health and Social Affairs of Georgia, Ministry of Environmental Protection and Agriculture of Georgia, The Ministry of Regional Development and Infrastructure of Georgia, Ministry of Finance of Georgia

103 *Mentoring for Women's Empowerment* – a manual designed to assist companies with developing and rolling out a customized workplace mentoring programmes that meets their needs. Currently, the manual can be downloaded at:
<https://georgia.unwomen.org/en/digital-library/publications/2020/04/mentoring-for-womens-empowerment>

developed under the JAWE project makes a valuable contribution to the UN Women global resources on engagement of the private sector into achievement of women's economic empowerment. Project partners, for example Public Defender's Office, used the opportunities provided by the project to develop quality digital products (online courses) which added to their capacities to provide more diversified services and allowed them extending their outreach in the country.

Finding 23. Building innovative public-private partnerships under the project resulted in emerging of good practices meant to improve the access of women and girls to digital literacy and promote their specialization in technological fields.

The project has also demonstrated what a large potential for achievement of WEE results and SDG 5 Gender Equality has more goal-orientated engagement of the private sector through building innovative public-private partnerships to address gaps such as **lack of access of women to education and digital skills** that were identified by the Human Development Report 2019 as a generation of new inequalities that together with climate resilience present significant barriers to achievement of poverty reduction targets, nationally and globally¹⁰⁴. In this regard, the initiatives such as the ICT pilot for increasing women's digital skills in website development and social media marketing implemented in collaboration with the Innovative Education Foundation (IEF), GeoLab (a private

company) and three universities provide a telling example of an innovative partnership between private companies, academia and non-profit that may have direct impact on increased employability of women i.e., providing an internship opportunity in Georgian tech-companies. It is most commendable that this pilot will be ensured sustainability by its dissemination by Innovative Education Foundation to other regions of Georgia¹⁰⁵ and inclusion into the outreach programme of Ilia State University for female high school students. Other worth-mentioning initiative is a Design Sprint¹⁰⁶ organized together with the Google Developers Group Georgia that promoted technology solutions to a Design Sprint sexual harassment. In addition to providing solutions for effective implementation of the sexual harassment mechanism through cross-sectoral collaboration, the value of such initiatives is that they focus on needs of women and seek innovative solutions with their active engagement, which, in turn, may affect their motivation to work in the technology field.

Other notable initiatives that were launched with academic institutions include students' ideathons on the private sector's role in advancing gender equality and on attracting women in non-traditional professions; during these events students of three universities were engaged in developing **innovative solutions** to gender imbalance in many professions, for example IT, and on addressing sexual harassment at work place¹⁰⁷. It is noteworthy that these ideas were further followed up by partners, for example Georgian Chamber of Commerce and Industry is

104 UNDP, Human Development Report 2019 Beyond income, beyond averages, beyond today: Inequalities in human development in the 21st century, available at <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

105 The project will be implemented in 5 municipalities in 3 regions of Georgia – Kazbegi, Akhaltsikhe, Akhalkalaki, Gurjaani, Sighnaghi targeting women and most vulnerable population groups i.e., self-employed affected by negative impacts of COVID-19, NEET (Not in Employment, Education or Training), women willing to work from home, representatives of ethnic minorities, high-school and TVET students, persons with disabilities (both genders), representatives of LGBTQ+ communities.

106 A Design Sprint workshop was organized in 2018 with the objectives to train 20 gender experts, web developers, IT specialists and product designers in a design thinking methodology and jointly brainstorm on technology solutions to sexual harassment. The objectives of the workshop were to promote innovative, IT solutions to sexual harassment and to inform UN Women approaches for cross-sectoral collaboration.

107 Business and Technology University (BTU), a WEPS - signee, organized an ideathon with a focus on women's entrepreneurship and women in IT; and Ilia State University – an ideathon on attracting women into STEM occupations; and the one held by Batumi Shota Rustaveli State University focused on prevention of sexual harassment

going to undertake a more active role (through the new public agency *Skills Georgia*) in advocating for public-private collaboration between vocational training institutions and companies for supporting women's skills development and employment in male-dominated sectors.

As mentioned previously, the evaluation found many examples of partnerships between public, non-profit organizations, private companies, and academia that were initiated in the framework of the project but are likely to have a spillover effect on the WEE achievement after the project closure. While the UN Women has been broadly communicating results of such partnerships and their impact on women participating in the project, it deems important to raise more visibility of such initiatives in the framework of SDGs and highlight the criticality of partnerships (SDG 17) for achievement of all other goals and, as most relevant for the project, the targets under SDG 5, SDG 8 and SDG 1. The national SDGs portal <http://sdg.gov.ge/projects> may serve that purpose by posting there examples of best practices in partnerships for addressing barriers and gaps that prevent women from playing a more proactive role in achievement of sustainable development of the country.

Finding 24. The situation with COVID-19 boosted development of some innovative solutions to address the barriers posed by the crisis to vitality and effectiveness of women's SMEs supported in the framework of the project; seeking innovative solutions to address the needs of the post-crisis economic recovery including participation of women in trade should become the focus of the project during the next phase.

As shared by most partners, the impact COVID-19 crisis on economic participation of women-beneficiaries and their access to knowledge and skills development in the framework of the project made the stakeholders to rethink traditional approaches which resulted in development of innovative digital solutions and tools such as **bywomen.ge** that has a potential to turn into a regional platform with the support and promotion from the UN Women Regional Office. Considering that the situation with COVID-19 has affected the plans of UN Women related to inclusions of women in regional trade, opportunities that may become available from the regional cooperation including innovative partnerships and solutions (also under the UN Women South Caucasus project) should be addressed in the next phase of the JAWE project provided that the needs and challenges of the post-crisis recovery are studied and integrated into the project design.

CONCLUSIONS

This final evaluation sought to answer questions under the criteria of **relevance, coherence, effectiveness, efficiency** and **sustainability**. **Innovativeness** was an additional criterion added by the evaluation team after the initial desk review in order to identify findings related to the innovative nature of the project in the context of Georgia such as integration of WEPs, which, in turn, stimulated development and piloting of new methodologies and tools. The conclusions presented below under each of the criteria are based on the analysis of the project documentation and the data from interviews and focus groups, as well as other data and statistics collected from the project partners. The project partners and stakeholders were able to provide their interpretation of findings and comment on the validity of conclusions during the presentation of the preliminary findings and their feedback was considered in the final report.

4.1. Relevance

Conclusion 1. The project design responds to the aspirations of the country to achieve inclusive economic growth by creating a more enabling for women's economic participation environment. To that end, the project promoted positive transformations in relation to several key drivers of women's economic empowerment such as more gender - sensitive business culture and practices, an anti-discriminatory legislation that ensures protection of women's rights and strengthened organization and voice for most vulnerable groups of women. At the same time, implementation of the project pointed out at the need to focus more on root causes of gender inequalities such as adverse social norms and stereotypes that pose barriers to women's equal representation in economic sectors and entrepreneurship.

Conclusion 2. Using the WEPs as a leverage to accelerate reduction of several gender gaps (mainly under SDG 5, 8, 4) and achieving SDG targets related to better diversification of economy, development of SMEs and reduction of vulnerable employment, the project's implementation emphasized the pivotal role that the private sector may play in promoting GEWE issues and achievement of nationalized SDGs which implicates the need for a more active dialogue

between the Government and the private sector with participation of civil society on policy measures that may enhance this role.

Conclusion 3. The project also emphasized the need for a multi-stakeholder approach involving the Government, the private sector and non-governmental organizations and academia to answer diverse needs of women and girls in access to competitive education and skills development, means of production, technical support and innovative technologies and to promote more comprehensive solutions of problems that prevent women from being able equally participate in the economy. Coalitions and partnerships developed under the project demonstrate the proactive use of existing in the system opportunities that made the project highly relevant in the context of the country and in relation to achievement of the international obligation and the UN Women Global Strategic Plan. The project implementation promoted development of innovative public - private partnerships and modeled in that way the crosscutting role of SDG 17 in acceleration of achievement of all other goals. It would be important to sustain and upscale partnerships developed under the project, also by raising visibility of their relevance and effectiveness for achievement of nationalized SDGs.

Conclusion 4. The project LNOB strategies i.e., social mobilization, proved to be relevant and effective in addressing the needs of beneficiaries from most vulnerable groups such as rural women, women -IDPs, ethnic minority women in most disadvantaged regions of Georgia, which suggests the need for their broader dissemination and replication in Georgia and in the region to ensure that women become more organized and vocal in claiming for their rights at duty bears' institutions at all levels.

4.2. Coherence

Conclusion 5. The project was well aligned with the UN Women Strategic Plan and UN Women Georgia Strategic Note on the outcomes, outputs and targets related to women's economic empowerment and its coherence to the new UNSDCF 2021-2025 creates assurance that the results of the project will be upscaled. The synergies established with other

UN Women and UN agencies' projects including a UN joint programme on gender equality enforced positive transformations in several areas relevant to WEE such as the gender pay gap and gender-sensitive labour regulations and contributed to the effectiveness of the JAWE project and, in general, to more enabling for WEE policy environment.

Conclusion 6. UN Women employed effectively its comparative advantages as a co-founder of WEPS and the unique expertise in application of several methodologies such as Participatory Gender Audits and social mobilization. UN Women used its mandate to coordinate with UNCT, through the UN Gender Thematic Group and WEE Task Force, implementation of interventions under the JAWE project which allowed avoiding overlapping. At the same time, more cooperation and synergies, also through joint programming, are needed in several areas of WEE i.e., local governance, agritourism to ensure that women benefit from cooperation with the local government that has enhanced capacities to plan and implement economic interventions that are more inclusive and gender-sensitive.

Conclusion 7. The project addressed the needs of those who remain behind in access to sustainable development such as rural women, women - IDPs and other; however, it would be important to ensure greater consolidation of efforts of all actors i.e., UN and non- UN, in addressing structural barriers to accelerate economic inclusion of most vulnerable women (and men) such as inadequacy of the social protection system to economic empowerment. Better synergies are needed with a broader range of UN agencies i.e., UNDP, FAO, UNIDO and non-UN actors i.e., UNAIDS, EU to address other barriers: poor infrastructure and access to the Internet in rural and mountainous areas; lack of flexible vocational education opportunities and extension services for women that equip them with technical knowledge and competitive skills and support integration of technological innovations and effective practices to develop sustainable business.

4.3. Effectiveness

Conclusion 8. The identification of key entry points (through partners and stakeholders' institutions) and

utilization of effective strategies complemented by the strong capacity development at all levels – policy, institutions and individual – contributed to the project effectiveness such as achievement and overachievement of its targets. The project ToC remains valid in the context of Georgia and indicates future directions to ensure more profound transformations in the enabling environment to promote WEE. While the flexibility of the project design had certain advantages in terms of adaptive project management, it deems important to integrate into the next phase of the project key milestones that reflect a wider scope of critical for WEE assumptions such as changing attitudes to informal work that includes more support from the state to women's owned SMEs; building digital, financial and property assets, in particular for women involved in agriculture and agritourism; and development of motivational mechanisms to stimulate the private sector to integrate WEPS and stimulate women's economic participation.

Conclusion 9. By linking the private enterprises with women at grassroots level in order to support their economic empowerment and inclusion of women-owned small and medium enterprises into value chains, the project implementation demonstrated how targeted attracting resources of the private sector to achieve more active participation of women in economy may become one of the effective strategies to solution of social and regional disparities and achieving of a more inclusive economic growth (SDG 1 and SDG 10) in the context of Georgia. Raising further visibility of WEPS supported by generation of evidence of the impact that their integration has on vitality and productivity of the private sector and diversification of economy i.e., SME development, may enhance the advocacy at the national level for better gender mainstreaming in the policy framework and regional development strategies and development of more favourable for WEE policy measures that target the private sector.

Conclusion 10. The factors that contributed to achievement of the project results include effective partnerships developed under this project (with direct partners and other stakeholders) which resulted in the high relevance and quality of products and

services provided to the project beneficiaries. Other factors include flexible and tailored approaches used with WEPs companies and women's business enterprises and a rapid reaction on the COVID-19 crisis by finding alternative solutions to support the beneficiaries of the project. The lessons learned from the impact that the COVID-19 had on intervention of the project and, in particular, on WEE results for most vulnerable women point out at the need to integrate broader issues of resilience in relation to GEWE into the next projects and interventions of UN Women and partners.

Conclusion 11. The project was well coordinated and monitored; however, the set of indicators may have been insufficient to capture all results and positive changes in the enabling environment that the project has affected. Since the project implementation generated important lessons learned that public-private partnerships may be an effective instrument for addressing structural causes of economic vulnerabilities of women, it would be important to reflect this factor in the project design and in the indicators' framework.

Conclusion 12. The project promoted positive changes in relation to structural barriers such as cultural norms and stereotypes. Integration of other critical for the effectiveness of WEE assumptions (in the ToC) that address root causes of gender-based inequalities such as gender related stereotypes that result in underrepresentation of women in technology-based occupations and lack of relevant for that TVET opportunities would be important and the advantages related to the strategic position of some partners i.e., GCCI, may be more capitalized upon under next WEE projects. More focus on youth (girls and young women) and their digital literacy and entrepreneurship development in rural areas may accelerate participation of women in the economic sectors where they are underrepresented and promote sustainable development in most disadvantaged regions of Georgia.

4.4. Efficiency

Conclusion 13. The allocation of the budget reflects the emphasis that was given towards capacity development of women, among them most

vulnerable, to promote their employability and inclusion of women-led enterprises (SMEs) in the market. Allocation of resources was done strategically and with sustainability in mind taking in account the strategic position of partners to achievement of Outputs and their capacities to take over developed under the project products and processes.

Conclusion 14. The project was cost-effective and presents a good value for money. UN Women was able to attract addition resources of the private companies - signees of WEPs that provided stipends, internships, training and coaching and mentoring for women's SMEs pro bono, which allowed increasing the number of women who benefited from the project i.e., were able to find employment or start and expand their business. Collecting of evidence that the private sector involvement had on the increase of cost-effectiveness of the project would be important to inform advocacy of UN Women at the Government for policy measures to stimulate the social corporate responsibility of the private sector.

4.5. Sustainability

Conclusion 15. The project's exit strategy was well planned and executed. Identification of strategic partners was most successful and contributed to a greater likelihood of the project results to be sustained and upscaled. The project direct partners (GCCI, Women4Tomorrow, GFA, TASO Foundation and MoFA) have been able to ensure sustainability of the project products and their commitment to continue dissemination of the project products and processes was evident through their sustainability plans and changes they made in their organization capacity.

Conclusion 16. Capacities developed by the project at the key stakeholders' institutions (duty bearers) such as Enterprise Georgia, MTA, GITA resulted in some concrete plans that integrate interventions to promote women's economic empowerment by improving access of women to funding, knowledge and skills to develop a sustainable business.

Conclusion 17. Support to WEPs companies and their networking should continue to ensure greater sense of ownership over the results of the project

such as plans to promote WEE; development of a more formalized WEPs - signees network may be needed to ensure replication of best practices and broader dissemination of WEPs and to explore for most effective entry points to involve small and medium scale business into joining WEPs. In this regard, partners' efforts to sustain networking between women-led and owned enterprises and women's startups promoted by the project would be important to spread business culture and practices that promote empowerment of women.

4.6. Innovativeness

Conclusion 18. Integration of WEPs stimulated a chain of innovative practices such as Participatory Gender Audits at public institutions, Gender Gaps Assessments at the private companies. The lessons learned from the process of engagement with the private sector add to the knowledge base at UN Women Georgia and in the region.

Conclusion 19. The project demonstrated what a large potential engagement of the private sector (through building innovative public-private partnerships) has to address some structural problems such as lack

of access of women to education and digital skills that were identified by the Human Development Report 2019 as a generation of new inequalities that together with climate resilience present significant barriers to achievement of poverty reduction targets, nationally and globally¹⁰⁸. The initiatives such as the ICT pilot present a telling example of an innovative partnership between private companies, academia and non-profit that may have direct impact on increased employability of women. To make such initiatives more sustainable, engagement of stakeholders whose strategic position, for example an influence on TVET modernization, may facilitate broader dissemination and attraction of partners from different sectors should be pursued.

Conclusion 20. The project ensured sustainability of some innovative tools and methodologies and their replication at the national, regional and even global level. It would be important to follow up on several other initiatives such as Design Sprint and students' ideathons that promoted innovative technological and social solutions considering their potential impact on WEE and on tackling gender-based discrimination.

108 UNDP, Human Development Report 2019 Beyond income, beyond averages, beyond today: Inequalities in human development in the 21st century, available at <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

The image features a split background of blue (top) and red (bottom). A large, semi-transparent blue circle is centered across the boundary. In the upper blue section, there are several overlapping, semi-transparent blue geometric shapes: a large rectangle, a smaller rectangle below it, and a trapezoidal shape to the left. The text 'LESSONS LEARNED' is written in white, uppercase, sans-serif font, underlined, and positioned in the upper blue section.

LESSONS LEARNED

Some lessons learned were formulated by UN Women and the project partners during the project implementation with the main focus on validity and effectiveness of strategies employed by the project. The evaluation team reconfirmed these lessons learned with the project partners and key informants and invited them to share other lessons learned in terms of effectiveness of the project interventions, as well as to provide important insights for wider dissemination and replication of the benefits and expertise developed under the project. Mainly, the lesson learned point out at the criticality of involvement of the private sector to promote WEE, development of public-private partnerships for solution of gender-based inequalities and empowerment of women, among them most vulnerable, including building their resilience at the grassroots level. The key lessons learned include the following:

1. The private sector may play a significant role in advocating together with the civil society at the Government the importance of achieving gender equality for inclusion and diversity of workforce for economic productivity and sustainable growth. Integration of WEPs provides an opportunity to build a strong case for more gender-sensitive economic policies by collecting the evidence at private companies of the added value of achieving gender equality and women's empowerment at workplace. It would be important to involve the private sector (WEPs-signees) into the policy dialogue on the WEE issues along with the civil society and UN agencies.
2. Women- entrepreneurs (SMEs) may play a larger role in empowering other women; when brought together and supported, women- entrepreneurs are well placed to empower other women by sourcing their products, employing them and/ or advising them on business topics; with more flexible regulations and the need for smaller quantities of products, they are often better placed to source products from rural women - producers than bigger corporations. This implies the need to support and expand the network of women-entrepreneurs developed under this project including for the purpose of mentoring, experience sharing and inclusion into value chains.
3. Mobilizing women, among them most vulnerable, at the community level including through self-help groups and providing of them with space boosts development of women's social skills such as communication, negotiation, teamwork, decision making and other that are critical for becoming employable or running a successful business. The social mobilization strategy has been implemented for some time by UN Women in several regions of Georgia and proved its effectiveness, which allows for its broader dissemination.
4. Engagement of women in self-help groups and community work increases their self-esteem and respect towards them which also results in more positive attitudes to women's more active role in the society; it would be useful to have more communication on the benefits of women's mobilization for social and economic development of communities.
5. To ensure broader dissemination of WEPs, it requires active involvement of private companies -signatories of WEPs in communication of benefits of integration of these principles as a step ahead in future-proofing of business. Obtaining data that provides evidence of positive changes that integration of WEPs has on private companies should become a priority during the next phase of the project.
6. The lessons learned from the impact of the COVID-19 crisis on economic activities of women-beneficiaries of the project suggest that resilience should become a crosscutting theme and women's economic empowerment should be undertaken together with interventions that build their resilience towards shocks that may be induced by the pandemic crisis (COVID-19) and other factors i.e., the impact of climate change which disproportionately affects rural women.
7. In addition to emphasizing the role of public-private partnerships in solution of gender-based inequalities, the project makes a valuable contribution to the national plans on SDGs by modelling how SDG 17 Partnerships may become instrumental in achieving of targets on gender equality and women's economic empowerment. There may be more potential in future to expand such partnerships through the existing legal and institutional framework i.e., legislation on public and private partnerships. In this regard, it would be important to raise visibility of public-private partnerships developed under the project in relation to achievement of SDGs.

The background is split horizontally into a blue top half and a red bottom half. Overlapping these are several semi-transparent circles of varying sizes and shades of blue and red. The word 'RECOMMENDATIONS' is centered in the blue section, underlined.

RECOMMENDATIONS

The recommendations were developed by the evaluation team in close consultations with the project partners and stakeholders and representatives of beneficiaries who had opportunities to provide with their opinion and feedback during the data collection process and the validation workshops. Fifteen recommendations presented in the table format are

based on the findings from this evaluation and make reference to the corresponding conclusions and lessons learned. The majority of recommendation are addressed to UN Women and project partners with some recommendations to the UN Country Team (UNCT).

Reference	Recommendation	Target	Priority
Conclusion 9 and 14 Lesson learned 1	1. During the next phase of the project, put more emphasis on getting data/evidence on benefits of WEPs integration in the private companies-signees of WEPs such as positive changes stemming from more favourable internal culture (motivation, creativity, productivity of staff, ability to attract new talent etc.), as well as external benefits such as visibility and recognition, female customers' satisfaction and other;	UN Women	High
Conclusions 2 and 17 Lesson learned 1	2. Involve WEPs companies in influencing policy making that promotes equal participation of women in economy; for that purpose, consider formalization of the WEPs -signees' network in order to use it as a leverage to push forward decisions at the legislative and policy level that stimulate WEE; together with WEPs companies advocate for recognition of the private sector's contribution to achieving of gender equality and WEE for more inclusive economic growth in Georgia;	UN Women	High
Conclusion 17 Lesson learned 5	3. Continue engaging companies – signees of WEPs in promotion of these principles and use their network to reach out small and medium size companies to integrate WEPs;	UN Women	High
Conclusion 1	4. Attract more men - leaders i.e., CEOs of WEPs companies, to raise awareness and deconstruct stereotypes about women working in male dominating professions;		
Conclusion 3 and 19 Lesson learned 7	5. Continue raising awareness on criticality of public and private partnerships (SDG 17) in promotion of gender equality and WEE and overall achievement of SDGs by broader dissemination of examples of best practices in partnerships developed under the JAWE including through the dedicated national SDG portal;	UN Women and other UN agencies	Medium
Conclusion 6 and 7	6. Ensure more synergies with projects implemented by UN Women and other UN agencies i.e., FAO, UNDP, that promote economic empowerment of rural women and decentralization reform and emphasize joint efforts on increasing competencies of the local governance that may have positive impact on WEE;	UN Women and other UN agencies (UNDP, FAO)	High

Conclusion 6 Lesson learned 3	<p>7. Strengthen cooperation with local self-governments on WEE using the results of capacity building interventions in the framework of the regional WEE project; promote joint projects between women-entrepreneurs, SHGs and local self-government that contribute to improvement of conditions for women, especially the most vulnerable, and other community members to benefit from agritourism development i.e., establishing agri-routes and their promotion, producing souvenirs and other goods, become included into value chains.</p>	UN Women, TASSO Foundation	High
Conclusion 7	<p>8. Together with other UN agencies support changes in the social assistance system to be able to reach out most vulnerable women and their families that depend on the Targeted Social Assistance (TSA) and stimulate them to benefit from grant mechanisms and opportunities for stipends and internships in order to move from economic inactivity or vulnerable (informal) employment;</p>	UN Women and other UN agencies i.e., ILO	High
Conclusion 10 Lesson learned 6	<p>9. During the next phase, incorporate the COVID-19 dimensions into promotion of participation of women in regional trade including through opportunities available within the project "Women's Economic Empowerment in South Caucasus";</p>	UN Women	High
Conclusion 10 Lesson learned 6	<p>10. Mainstream issues of resilience of women in the next projects on WEE; these should include strengthening resilience of women and their business to shocks resulting from the pandemic and the following that economic crisis; ecological resilience of women in rural areas i.e., access to green sources of energy, sustainable methods of agriculture and other should become a priority due to the unequal impact of climate change on women; seek more synergies with UN agencies that focus on rural development and ecological resilience of communities due to relevance of these with interventions of UN Women on promoting women's involving in agritourism development;</p>	UN Women and other UN agencies	High
Conclusion 8	<p>11. For the second phase of the JAWE project, integrate into the project design (under the same Outputs) key milestones to reflect the complexity of the ToC for WEE and underlying its assumptions; add indicators that measure, in addition to achievement of Outputs, means for achievement of results, for example: public-private partnerships; increased gender-sensitivity of the state programmes that target economic empowerment and their impact on WEE; changes in institutional culture due to implementation of WEPs action plans (at private companies) and gender mainstreaming at the state agencies and benefits of that for WEE.</p>	UN Women	High

Conclusion 12 and 19	12. Use the opportunities that are coming from the strategic position of the GCCI in the ongoing dual vocational education system reform and promote development of public-private partnerships in vocational education and training that provide access for women to diverse and flexible educational opportunities including internships, job placements; engage professional associations, academic institutions and the private sector in promotion of women's education in non-traditional occupations; focus more on rural youth (among them girls and young women) to encourage them to undertake education and training in the areas that promote rural development including agritourism development, such as IT solutions, technological innovations in agriculture, new sources of energy and other;	Georgian Chamber of Commerce and Industry and UN Women	High
Lesson learned 2	13. Continue provision of services to women's startups and SMEs and support networking between successful women-owned business enterprises and women with start-ups/business ideas i.e., for mentoring, experience exchange, business links, inclusion in value chains etc.	W4T, GFA, UN Women,	High
Conclusion 6 Lesson learned 3	14. Use opportunities that are coming from the approval of the law on agritourism to upscale interventions on social mobilization and women's business enterprises development; establish cooperation with other UN and non-UN agencies that will be involved in promoting agri- or eco-tourism to increase the access of women to relevant for them vocational education opportunities, extension services and modern technologies and "know-how";	UN Women, GFA and TASO Foundation, FAO, UNDP	Medium
Lesson learned 4	15. Engage regional or municipal media to popularize successful women-entrepreneurs in rural areas by disseminating stories about what the barriers were for these women and what strategies they chose to overcome those obstacles to succeed.	UN Women, TASO Foundation	Medium

ANNEXES

ANNEX 1 EVALUATION MATRIX

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data collection methods and sources of information/data	Indicators / Standards	Methods for Data Analysis
<p>Relevance: Extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.</p>	<p>A) How does the project design match with the complexity of national structures, systems, and decision-making processes? B) How does the project reflect and align with gender equality national strategic plans and normative frameworks as well as Georgia's international obligations and commitments including national plan to achieve SDGs? C) To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment, reflect national and local priorities and commitments on GEWE/ WEE and the UNSDCF? D) Is the project design based on equality analysis, including gender and human rights-based analysis, risk assessments, socio-cultural and political analysis? E) To what extent has the project been catalytic in addressing some of the root causes of inequalities related to WEE? F) Were the programmatic strategies appropriate to address the identified needs of beneficiaries including most vulnerable groups?</p>	<p>B.1.) To what extent has the project design integrated the LNOB principle, does it target achievement of SDGs for the most marginalized women and girls? D.1=E.1) Has the theory of change of the project and results framework of the intervention integrated HR & GE? F.1.) How did the project partners ensure that the strategies remained relevant and appropriate to address the needs of the target groups, among them most vulnerable, i.e., women – members the SHGs, women-owners of business considering the COVID-19 situation?</p>	<p>- Desk review of legal and policy planning documents UN Women strategy, amendments to legislation produced by the project etc.) - Steering Committee meetings' minutes, coordination meetings with partners; -Interviews with project management/ project partners/Public Defender's Office/ representatives of duty bearers i.e., Parliament, LELPs/ and structured interviews (survey) and focus group discussion with beneficiaries of the project representing right holders (members the SHGs, women-owners of business) - baselines studies, needs assessment, surveys committed by partners, monitoring reports of partners</p>	<p>- Extent of alignment between the project objectives and national strategies, policies and plans and the country' internationally undertaken obligations; -Evidence of synergies with other UN Women projects to ensure better alignment; -Evidence of synergies with other projects of UN agencies and other actors - Strategies undertaken by the project to ensure that the activities and outputs are relevant to the needs of beneficiaries and stakeholders; - Evidence of monitoring of relevance to the needs of beneficiaries (inc. use of disaggregated data); mechanisms established by the project to ensure that the needs of beneficiaries and stakeholders are regularly assessed and taken into account</p>	<p>-Qualitative (legal and policy planning documents; documents of partners; interviews' data -Quantitative (surveys i.e., frequencies, cross-tabulations</p>

<p>Coherence: The compatibility of the intervention with other interventions in a country, sector or institution.</p>	<p>A) To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate? B) To what extent the project is in complementarity, harmonization and coordination with the interventions of other actors' interventions in the same context? C) To what extent are the interventions achieving synergies with the work of the UN Country Team? D) To what extent was UN Women able to use current comparative advantages in the area of WEE as compared with other UN entities and key partners in Georgia?</p>	<p>A.1) To what extent were synergies and inter-linkages established between the project and other interventions of UN Women at the national and regional level? B.1) To what extent was the project implemented well- coordinated by direct partners to ensure synergies and avoiding duplications?</p>	<p>-Desk review of project documents; UN Women Strategy, GTG; interview with the UN Women CR – relevance to three-fold mandate (normative, operational and coordinating); -Mapping of programmes and projects of UN agencies, joint programmes, projects of other actors around the areas of the project (Theory of Change); -Interviews with staff of selected projects, UN system representatives</p>	<p>-Evidence of relevance /complementarity; use of UN Women comparative advantages i.e., implementation strategies</p>	<p>Qualitative: analysis of documents and interviews against predefined criteria -analysis of complementarity/ overlapping; estimation of potential impact on the project</p>
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<p>Effectiveness: Extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.</p>	<p>A) What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved? B) What are the reasons for the achievement or non-achievement of the project results? C) Does the project have effective monitoring mechanisms in place to measure progress towards results? D) What is the influence of the specific country context and circumstances on the achievement of results and operational effectiveness? E) How adaptable and rapidly does the project react to changing situations? F) Has the project achieved any unforeseen results, either positive or negative? For whom? G) To what extent have capacities of relevant duty-bearers been strengthened to ensure sustainability of the project results (including mainstreaming HR and GEWE into their field or occupation ?</p>	<p>A.1) To what extent has the project contributed to nationalized SDGs and generated results for the most marginalized women and girls following the LNOB principle? B.1) Was the ToC of the project sound? Were the assumptions formulated in the project ToC valid and sufficient? Which of the assumptions do not/did not sustain and become/may become/became risks; how does it/did it affect achievement of the project results? C.1) Was monitoring data collected and disaggregated according to relevant criteria (sex, age, ethnicity, location, income etc.) to ensure that no one is left behind? C.2) Does the intervention have specific quantitative and qualitative indicators and baselines to measure progress on HR & GEWE? E.1) What strategies were used to mitigate risks to the project effectiveness due to COVID-19? Were they effective?</p>	<p>- Reconstruction and validation of the ToC (during the inception phase); -Desk review of project progress & annual reports/project statistics; monitoring plans and reports of the project partners; beneficiaries' databases - Survey (online) with representatives of private companies integrated WEPs); -Structured interviews (survey) with a small group of members of SHGs; -Group interviews with women-grantees of the project (via Zoom); -Focus groups discussions (via Zoom, Facebook or another platform); -Other evidence (publications, video, success stories) -Observation of events (via Zoom (i.e. round tables with representatives of local administration and members of SHGs</p>	<p>- Evidence of validity of the ToC (feedback of the project partners, presentation of preliminary findings): -Share of gender sensitive recommendations integrated in national policies and programmes to enhance women's sustainable livelihoods; -Share of gender related priorities included in local budgets and programmes that make direct (and indirect) relevance to and GE/MEE; - evidence of increased capacity of duty bearers to respond to right holders' claims (PDO, labor inspectors, other)</p>	<p>Quantitative analysis of databases of beneficiaries results of surveys i.e. frequencies, crosstabulation Qualitative (perceptions of beneficiaries and stakeholders, identification of reoccurring themes) ; analysis of WEPs action plans, internal and external mechanisms legislation (protection of rights, gender equality)</p>
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<p>Efficiency: Measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.</p>	<p>A) Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcome and outputs? B) Are the interventions implemented within the intended timeframe and budget? Are there mechanisms in place to ensure this? C) To what extent is the project's implementation cost effective and providing value for money? D) To what extent did the allocation of resources to targeted groups take into account the need to prioritize the most vulnerable? E) To what degree were adequate resources provided for integrating human rights and gender equality in the interventions?</p>	<p>C1) Were the project resources managed in a transparent and accountable manner? E1) Were the intervention resources used in an efficient way to address HR & GE in the implementation (e.g. participation of targeted stakeholders, collection of disaggregated data, etc.)?</p>	<p>-Desk review of budget records, interim/ status/ annual reports, partners' financial reports, etc.) -Interviews with project management and partners -Interviews with beneficiaries</p>	<p>-Actual compared to planned expenditure by project output; -Actual compared to planned timeline of delivery of outputs; -Extent to which the allocation of resources took into account the need to prioritize most vulnerable; - Percentage of expenditure on project management; - Evidence of efficiency due partnerships (use of human resources capacity, expertise resources, coordination, etc.) -Allocation of funds for integration of HR & GE; -Allocation of funds for project monitoring and accountability to stakeholders and beneficiaries;</p>	<p>Quantitative (% of allocation of funds/ use of funds) Qualitative (perceptions of interviewees)</p>
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<p>Sustainability: Continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits</p>	<p>A) How effectively has the project been able to contribute to the generation of national ownership of the project outputs? B) What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out? C) To what extent has the project identified strategic partners that could pick up on supporting continued government and non-governmental action when the project comes to an end? D) To what extent have the project's exit strategy been well planned and successful? E) To what extent has UN Women been able to promote replication of project successes?</p>	<p>A1) To what extent were relevant stakeholders and actors included in the project planning and implementation? C1) Do national/local institutions demonstrate leadership commitment and technical capacity to continue to replicate some project activities? D1) Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/ local ownership, use of local capacity, etc.) to support positive changes in HR & GE after the end of the intervention? E1) What kind of scale-up strategies were used?</p>	<p>-Desk review of project documentation, communication strategy, exit strategy; - Desk review of partners' sustainability plans (where in place) /Interviews with project partners; -Survey (online) with representatives of private companies integrated WEPs) -Individual and/or small group interviews with members of Steering Committee/ representatives of national stakeholders (i.e., labor inspectors);</p>	<p>-Willingness and capacity of project partners to integrate project interventions/ services into their own programmes; -Evidence of influence on enabling environment/ laws/policy planning; -Evidence of capacity of right- holders from target groups to claim their rights and hold duty bearers accountable; -Evidence of capacity of duty bearers to promote GE/WEE (changes in internal policies, external mechanisms of monitoring compliance); -Evidence of sustainability of partnerships/ mechanisms established (between government, the private sector and non-governmental/ civil society sector)</p>	<p>Quantitative (allocation of budget to sustain actions.) Qualitative (perceptions) Analysis of secondary data i.e. Inclusion into action plans, evidence of decision making)</p>
<p>Innovativeness</p>	<p>A) What -if any- types of innovative good practices have been introduced in the project for the achievement of WEE results?</p>	<p>A.1) To what extent were the project management and partners able to ensure sustainability of these innovative good practices and their broader dissemination i.e. nationally, regionally, globally? How was it done?</p>	<p>-desk review of project reports; -interviews with project management, project partners</p>	<p>-Evidence of recording/ documenting innovative good practices; -Evidence of initiatives to promote innovative approaches (in particular involving youth); -Evidence of communication/ dissemination of innovative good practices</p>	<p>Qualitative (analysis of project documentation, communication materials, publications, social media)</p>

ANNEX 2 WORKPLAN

Phase	Activities	Schedule	Responsibility	Key Deliverables
Inception phase	Core project documents and materials shared	September 2 th	UN Women Evaluation Task Manager (UN Women Georgia Monitoring and Evaluation Focal Point) and UN Women Project Team (including the JAWE project partners)	
	Review of project documents and materials	September 7 th	International Consultant/National Consultant	Working plan; Identification of key informants/ agencies and needs for additional desk review;
	Drafting detailed Inception Report	September 17 th	International Consultant/National Consultant	Findings from initial desk review, description of evaluation methodology/ methodological approach, data collection tools, data analysis methods, identification of key informants/ agencies, data collection tools

Data collection	Collection of data based on the identified evaluation methodology	September 25 th – October 31 th	International Consultant/National Consultant	Collected data
	Data analysis and presentation on preliminary findings	November 1 st – November 10 th	International Consultant/National Consultant	(Power Point presentation) Key evaluation findings and conclusions, lessons learnt and recommendations
	Validation workshop: Presentation on preliminary findings and their interpretation;	November 11 th	UN Women Evaluation Task Manager and the Project Team; JAWE project partners/ stakeholders and beneficiaries, International consultant/ National Consultant	Identification of lessons learned and recommendations
Data Analysis and Synthesis	Draft initial version of Final Evaluation Report	November 15 th	International Consultant	Initial version of Final Evaluation Report
	Comments on the draft Final Evaluation Report	November 25 th	UN Women JAWE project Final Evaluation Reference Group; Key stakeholders, beneficiaries	Comments on the draft Final Evaluation Report
	Finalization of Evaluation Report and Executive Summary	Due November 30 th	International Consultant Inputs and clarifications to be provided by the national consultant	Final Evaluation Report and Executive Summary (taking into consideration comments and feedback collected from the presentation of preliminary findings. The report will include the following chapters: Executive Summary, Introduction and Background, Evaluation approach and methodology, Findings, Conclusions, Lessons learnt, Recommendations and relevant Annexes)
	Evaluation brief	December 8 th	International Consultant	Evaluation brief reflecting the key findings, conclusions and recommendations and deployed methodology (indicative samples will be provided by UN Women)
Final Evaluation Report				

ANNEX 3 LIST OF DOCUMENTS REVIEWED

Project documents:

1. JAWE-project document (ProDoc)
2. Annual Report to the Government of Norway January-December 2018 (with Annexes)
3. Annual Report to the Government of Norway, January-November 2019 (with Annexes)
4. Financial Donor Reports (2018,2019)
5. Database of private companies integrating WEPS;
6. Stakeholders' mapping;
7. Databases of beneficiaries shared by the project partners.

Country reports and other Related Publications:

8. GeoStat, "Man and Woman in Georgia", p. 66, available at: https://www.geostat.ge/media/27545/W%26M-GEO_2019.pdf
9. UN Women, Country Gender Equality Profile Georgia, 2020, page 75. Available at: <https://www2.unwomen.org/-/media/field%20office%20georgia/attachments/publications/2020/country%20gender%20equality%20profile%20of%20georgia.pdf?la=en&vs=2312>
10. Voluntary National Review Georgia, VNR 2020, see at: https://sustainabledevelopment.un.org/content/documents/26390VNR_2020_Georgia_Report.pdf
11. World Bank, Gender Data Portal, available at: <http://datatopics.worldbank.org/gender/country/georgia>
12. CEDAW, Concluding observations on the combined fourth and fifth periodic reports of Georgia, CEDAW/C/GEO/CO/4-5, 24 July 2014, para 26(a)
13. CRC, Concluding observations on the fourth periodic report of Georgia, CRC/C/GEO/CO/4, 19 March 2017, para 36(a)
14. CERD, Concluding observations on the sixth to eighth periodic reports of Georgia, CERD/C/GEO/CO/6-8, 2016
15. UNFPA, Child Marriage in Georgia, available at: <http://www.girlsnotbrides.org/wp-content/uploads/2015/08/UNFPA-Child-Marriage-in-Georgia-2014.pdf>.
16. Public Defender's Office, Special Report: Early Age Marriages: Challenges and Solutions
17. Parliament of Georgia, UNDP, UN Women, "Gender Equality in Georgia-Barriers and Recommendations", Volume 2, 2018; available at: <http://www.parliament.ge/uploads/other/84/84646.pdf>
18. CEDAW, Concluding observations on the combined fourth and fifth periodic reports of Georgia, CEDAW/C/GEO/CO/4-5, 24 July 2014
19. Millennium Challenge Account-Georgia, Social and Gender Integration Plan, 2014, available at: <http://www.mchallengegeorgia.ge/cms/kcfinder/upload/files/Social%20and%20Gender%20Integration%20Plan%20Aug%2027%2C%202014.pdf>, citing Khomeriki, I. Javakhishvili, M. Abramishvili, T., Gender Equality Issues in
20. Center for Civil Integration and Inter-Ethnic Relations, Studying Social Sciences: Gender Analysis of Textbooks, (2012)
21. "Access to Vocational Education and Training for Economic Empowerment of Women", Parliament of Georgia, Gender Equality Council Thematic Review Report; available at: http://parliament.ge/ge/ajax/downloadFile/125319/პროფესიული_განათლების_ხელმისაწვდომობა_ქალთა_ეკონომიკური_გაძლიერებისთვის
22. The FAO Report on Country Gender Assessment Series in Gender, Agriculture and Rural Development in Georgia, available at: <http://www.fao.org/3/ca0577en/CA0577EN.pdf>
23. GEOSTAT, "Professional Education", Available at: <https://www.geostat.ge/ka/modules/categories/60/profesiuli-ganatileba> (accessed in March 2020)
24. Special Report of the Public Defender of Georgia on Combating and Preventing Discrimination and the

- State of Equality, 2019, available at: <http://www.ombudsman.ge/res/docs/2020031712325453928.pdf>
25. Report of the Public Defender of Georgia “On the Situation of Protection of Human Rights and Freedoms in Georgia” 2019, available at: <http://ombudsman.ge/res/docs/2020070407523954521.pdf>
 26. USAID, Article 42, Gender Discrimination in Labour Relations, 2014, pp. 14, 17, available at: http://article42.ge/wp-content/uploads/2016/03/Gender_Discrimination_in_Labor_Relations.pdf
 27. Office of Public Defender (Ombudsman) of Georgia provides the information about a number of cases, when the job announcements contain gender discriminatory requirements. <http://ombudsman.ge/res/docs/2019040915415432143.pdf>
 28. Parliament of Georgia, Gender Equality in Georgia-Barriers and Recommendations, Volume 2, 2018; p.30, See at: <http://www.parliament.ge/uploads/other/84/84646.pdf>
 29. USAID, Gender Discrimination in Labor Relations, 2014, p.68, at: http://tanastoroba.ge/system/publications/4/Gender_Discrimination_in_Labor_Relations.pdf
 30. UN Women, Accessibility of Microfinance Institution Services for Women: Existing Barriers and Opportunities,
 31. UN Women, Gender Assessment of the Agriculture and Local Development Systems, 2016
 32. ADB, Georgia Country Gender Assessment, December 2018, available at: <https://www.adb.org/sites/default/files/institutional-document/479186/georgia-country-gender-assessment.pdf>
 33. Enterprise Georgia, Activity Report, 2019, see at: <http://www.enterprisegeorgia.gov.ge/uploads/files/publications/5e85a975af6eb-Geo.pdf>
 34. Sapari, “Women’s Economic Empowerment in Georgia – Analysis of Existing Policies and Initiatives”, 2017; see at: <http://www.parliament.ge/uploads/other/86/86669.pdf>
 35. UN Women Georgia, Swiss Agency for Development and Cooperation, and Austrian Development Cooperation, Gender Assessment of Agriculture and Local Development Systems in Georgia
 36. “Gender Analysis under Local Actors Join for Inclusive Economic Development and Governance in the South Caucasus” (Join) Project, CARE, GeoWel, Global Oriented Research, 3/26/2013

National Policy Documents

37. The Agriculture and Rural Development Strategy of Georgia, 2021-2027
38. Human Rights Strategy and Action Plan, 2018-2020
39. The Social-economic Development Strategy of Georgia 2020
40. State Regional Development Program of Georgia, 2018-2021
41. The Small and Medium-sized Enterprises (SME) Development Strategy 2016-2020
42. The National Disaster Risk Reduction Strategy, 2017-2020
43. Agriculture and Rural Development Strategy of Georgia, 2021-2027 and its NAP
44. State Strategy on Agricultural Extension 2018-2019
45. SME Development Strategy of Georgia 2016- 2020
46. State Strategy on Market Formation, 2015-2018
47. Georgian Regional Development Strategy of 2018-2021 and its NAP
48. State Strategy of Vocational Education and Training, 2013-2020

Regional Development Strategies:

49. Kakheti Regional Development Strategy 2014-2021
50. Imereti Regional Development Strategy 2014-2021
51. Racha-Lechkhumi Regional Development Strategy 2014-2021
52. Mtskheta-Mtianeti Regional Development Strategy of 2015-2021
53. Guria Regional Development Strategy 2014-2021
54. Shida Qartli Regional Development Strategy 2014-2021
55. Qvemo Qartli Regional Development Strategy of 2014-2021

56. Samegrelo-Zemo Svaneti Regional Development Strategy of 2014-2021
57. Adjara Regional Development Strategy of 2016-2021
58. Samtskhe-Javakheti Regional Development Strategy 2014-2021

Relevant Laws and Regulations:

59. Law of Georgia on Agricultural Cooperatives (2013)
60. Amendment to the Organic Law of Georgia on "Labor Code", #4279-III, 19/020219
61. Explanatory note, law proposal introduced to the Parliament by the Labour Union; Order #231 of the Ministry of Labour, Health and Social Affairs
62. Decree #181, March 23, 2020, about "Preventive Measures to Avoid the Spread of Corona Virus"
63. Organic Law of Georgia on Agricultural Land Ownership (2019)
64. The Decree of the Government No. 629 "On the Approval of the Rules of Procedure for Development, Monitoring and Evaluation of Policy Documents"

Evaluation reference materials:

65. United Nations Evaluation Group (2016). Norms and Standards for Evaluation. New York: UNEG.
66. The UN Women Evaluation Policy (2012) - <http://undocs.org/en/UNW/2012/12>
67. UN Women Evaluation Strategy to Transform Women's and Girls' Lives, 2018-2021
68. UNEG Code of Conduct for Evaluations - <http://www.unevaluation.org/document/detail/100>;
69. UNEG Ethical Guidelines - <http://www.unevaluation.org/document/detail/102>;
70. UNEG Guidance Integrating Human Rights and Gender in the UN System - <http://www.uneval.org/document/detail/1616>;
71. UN Women Evaluation Handbook - <http://genderevaluation.unwomen.org/en/evaluation-handbook>
72. UN SWAP Evaluation Performance Indicator and related Scorecard - <http://www.uneval.org/document/detail/145>

ANNEX 4 STAKEHOLDERS' PARTICIPATION IN THE EVALUATION

Stakeholders	Category	Their role in intervention	Stage of the evaluation to engage them
Gender Equality Council	Duty bearers with the authority to make decision related to the intervention	Partner	Data collection and analysis Report preparation
Parliament of Georgia	Duty bearers with the authority to make decision related to the intervention	Partner Beneficiary	Data collection and analysis Report preparation
Public Defender's Office	Duty bearers with the authority to make decision related to the intervention; have direct responsibility for intervention	Partner (Output 1 and 2)	Inception; Data collection and analysis Report preparation
Georgian Chamber of Commerce and Industry (GCCCI),	Duty bearers with the authority to make decision related to the intervention; have direct responsibility for intervention	Partner (Output 3)	Data collection and analysis Report preparation
Ministry of Finance Training Academy (MoFA)	Secondary duty bearers who have direct responsibility for intervention	Partner (Output 3)	Inception; Data collection and analysis Report preparation
Georgian Farmers' Association (GFA)	Secondary duty bearers who have direct responsibility for intervention	Partner (Output 3)	Inception; Data collection and analysis Report preparation
Business Leaders' Federation "Women for Tomorrow" (W4T)	Secondary duty bearers who have direct responsibility for intervention	Partner (Output 1)	Inception; Data collection and analysis Report preparation
TASO Foundation (NGO)	Secondary duty bearers who have direct responsibility for intervention	Partner (Output 3)	Inception; Data collection and analysis Report preparation
Self-help groups (SHGs) 53 uniting 436 persons according to the latest status report	Right holders benefited from interventions	Beneficiaries	Data collection and analysis
Community workers (in four regions), altogether 8 women	Secondary duty bearers who have direct responsibility for intervention	Beneficiaries	Data collection and analysis
Representatives of women-led enterprises;	Right holders benefited from interventions	Beneficiaries	Data collection and analysis
Women-grantees; women participated in mentoring, training, study tours etc.	Right holders benefited from interventions	Beneficiaries	Data collection and analysis
Representatives of the private companies implementing WEPs	Secondary duty bearers benefited from interventions	Beneficiaries	Data collection and analysis

ANNEX 5 DATA COLLECTION TOOLS

5.1. Interview protocol with the Project Management, UN Women staff

Context

1. Can you describe the significance of this project and its place in relation to formerly and currently implemented projects?
2. What would be your overall opinion of the external environment in which the project was implemented (political, economic, and cultural)? In what way was it favourable for the project and in what way not?

Relevance

3. What was done to ensure that the project outputs are /remain relevant to the needs to stakeholders and beneficiaries, national policy and international commitments?
4. What mechanisms were put in place to monitor the relevance?

Coherence

5. What was done to ensure the synergy with other projects and programmes that target gender equality and women's economic empowerment of women (other UN Women projects, other UN agencies, etc.)? How did it work?

Effectiveness

6. How would you define the main achievements of the project? What were unexpected achievements?
7. What factors contributed to achievement or non-achievement (if it was the case) of the project results? What strategies were used to mitigate risks to the project effectiveness due to COVID-19? Were they effective?
8. What monitoring tools were used to observe the project performance, achievement of the results, test the assumptions and diagnose the risks? How was the data from monitoring used?

Efficiency

9. What measures did you take during planning and implementation to ensure that resources are used most efficiently?
10. Were the main milestones achieved on time? If not, what were the reasons for delay and what

effect had it on other milestones/components of the project?

Sustainability

11. What has been done to ensure that result of the project (products/services/capacity) will be used after the project completion? Please comment by Output.
12. What may affect the sustainability of the benefits produced by the project? Please comment by Output?
13. What upscale strategies were used to promote a wider impact on beneficiaries and promotion of WEE on the national level?
14. Has participation in this project affected in any way the level of cooperation between partners and stakeholders? If Yes, what has changed? What contributed to that, in your opinion? What do you think of sustainability of some (which) partnerships?

Innovativeness

15. What innovative ideas, approaches and methods have been introduced in the project for the achievement of WEE results? How can they be disseminated or have they been disseminated as good practices to promote empowerment of women?

5.2. SWOT Analysis Tool for Self-help groups (SHGs) and Guidelines for Facilitators

Objectives

To assess the strengths and weaknesses of women's mobilization in local SHGs and complement this with an analysis of opportunities and constraints in the context of Georgia (development of economic opportunities for women at the regional/ national level).

Participants

Women - representatives of SHGs, community workers, women who were employed by other women, women who started their own business through the support of the project

Method

A framework of four elements guides the systema-

tisation of an organisational capacity of GACs: Strength – Weakness – Opportunities – Constraints.

Material

Flipcharts, markers (preferably two distinct colours), SWOT guidelines (in handout)

Procedure: Step 1 will be done through focus group discussions facilitated by local community workers with small groups of women and co-facilitated by Participants analyse the strengths and weaknesses of women’s engagement. The following focus area will be offered to the participants to reflect upon:

1. What do you think about participation of women in SHGs? What are **the advantages / strengths** of women’s mobilization that you can see or feel? Any **weaknesses**?
2. What can you say about cooperation of the SHGs with local self-governments? What **goes well**

and **what may be improved?** Do you see any changes in how women present their needs and advocate them at the local self-government?

3. What are **the attitudes** in the communities **towards SHGs and mobilization of women?**

Then participants will identify contextual opportunities and constraints.

4. Do you think that women can do more to promote economic development in the communities? What **opportunities** do you see for women involved in SHGs to increase (more) economic participation of women in their communities? What do women need to be able to use these opportunities?
5. What do you see as **barriers** to mobilization of women at the community level and their more active participation in social and economic activities in their communities?

Table 1:
The performance of SHGs

Strong points	Weak points	Opportunities	Constraints/ Barriers

Step 2 will involve discussion of the results of SWOT among community workers (participants of the closed Facebook page that was developed in response to the COVID-19 restrictions. They will be invited to comment on the results of discussion in Step 1 which will be analyzed by consultants and turned into a set of statements with which participants will be invited to agree or disagree and provide argument for or against and include recommendations how mobilization of women (SHGs) may be strengthened.

Guidelines for facilitators (please read it carefully and print before the workshop)

Before the workshop:

- a) This is a group workshop, the group should not be more than 7-8 people, considering the COVID 19 restrictions; also make sure that

you invited women who were actively involved during the last two years in self-help groups, participated in different training organized during the project, also got any grants, started or expanded their business, provided jobs to other women, participated in Gender Advisory Council meetings.

- b) Invite the group for discussion. Explain that it will take about 1-1.5 hour. If possible, **print Annex 1 SWOT template** for each member; if not possible, you may copy the template on the board or a flipchart; make sure that participants have some paper and pens to write, if there is a board or a flipchart, prepare a grid as **in Annex 1 SWOT template** where you will write down the ideas that will be provided by the participants so that everyone can see and comments about what is written on the board;

During the workshop:

- c) the role of the facilitator is to collect answers on the questions below and to help to organize them under four categories in Annex 1. Facilitators are asked not to provide the participants with their own answers but write down all ideas; in case you feel that participants suggested something that should be in another place (for example,

not in Weaknesses but Constraints/Barriers, do not correct them immediately, leave that till the end. Read questions slowly, one at a time, repeat several times if needed; give enough time to answer; only if for some time (about 1 min) no more answers are given, move to the next question.

When everyone arrives, introduce the purpose of the workshop (read the text in the box)

*This workshop is organized as a part of the final evaluation of the UN Women project - A Joint Action for Women Economic Empowerment, which was implemented in the partnership with TASO Foundation and other partners during 2018-2020. **One of the expected results of the project was to ensure that women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women enterprises are more active in the market.***

For that purpose, the project created different opportunities for women participating in the project, such as trainings, providing grants to start or extend economic activities, mentoring by private companies and other. As well, the project partners, such as TASO Foundation, promoted mobilization of women, their organization in self-help groups because it is very important that women work together and help each other in order to become more independent (also economically) and stronger and they are able to make changes in their communities that will benefit all people living here.

The purpose of the workshop is to discuss together and make some conclusions:

- 1) What **positive changes** do we see due to mobilization of women in self-help groups?
- 2) How participation of women in self-help groups **may be improved, where are the weak sides of women's participation?** Or what do women still need to become stronger and more independent?
- 3) What **opportunities for becoming stronger and more independent (also economically) exist for women** that they may not have used yet or were not able to use so far? and
- 4) What **prevents** women in self-help groups from being able to benefit from opportunities identified above?

In the result, we should identify what positive changes have happened due to our participation in the project, what needs to be improved and what should be done in future (by UN Women, TASO Foundation, self-help groups or other partners) to promote more active mobilization of women and their economic independence

Step 1 Explain the process how you are going to discuss (Please keep the track of time, try to finish the discussion of Question 1-7 during 30-40 minutes)

*In the beginning, we are going to discuss the **advantages /strengths and weaknesses** of women's mobilization based on your experience. I am going to read questions, please comment in turn what you think about that:*

6. What do you think about participation of women in self-help groups? What are **the advantages/ strengths** of women's mobilization that you can see or feel?
7. Any **weaknesses**? How participation of women in self-help groups may be improved so that women by working together may change for better their lives and lives of their families and community members?
8. Which skills and knowledge do women still lack to be able to influence solutions of their problems in the communities, also problems related to economic independence?
9. What can you say about cooperation of the self-help groups with local self-governments?
10. What **goes well (strengths) and what may be improved (weaknesses)** in this cooperation?
11. Do you see any positive changes in how women present their needs and advocate them at the local self-government?
12. Does the local self-government respond to the needs advocated by women in any way so that it may help women and other community members to get employed or start economic activities?

During the discussion, when a participant proposes an answer, ask: is it a strength or weakness? Or where we should write it, under **strengths or weaknesses**? Encourage participants to provide a full answer, why they think it is a strength or weakness.

When there are no more answers, please read aloud what you have written down in the SWOT template under **Strengths and Weaknesses**, and ask: would you like to add anything? Change? Now you may ask: do you think it should be really under **Strengths or Weaknesses**?

Then move to Step 2 (Questions 8- 11, follow the same process as above, try to complete in 30 min):

*Now, we are going to discuss what **opportunities** exist for women (at local level, at regional or national level) so that they can become more independent (also economically) and what the **barriers** are that prevent women in self-help groups from being able to benefit from these opportunities. I am going to read questions,*

please comment in turn what you think about that:

13. Do you think that women can do more to become economically independent and also promote economic development in the communities? What **opportunities** exist for women to be able to achieve that (at local level, at regional or national level)? What and Who (what institutions, organizations) can help women to become economically independent?
14. What **opportunities** do you see for women involved in self-help groups to increase their influence on decisions that are made at the self-government; what can local self-government do to support economic participation of women in their communities?
15. What are the attitudes in the communities towards self-help groups and mobilization of women? Which attitudes create **opportunities** for women to do more which ones create barriers for women's participation?
16. What do you see as other **barriers** to mobilization of women at the community level and their more active participation in social and economic activities in their communities?

Write down all answers. When there are no more answers, please read aloud what you have written down in the SWOT template under **Opportunities and Constraints/Barriers** and ask: would you like to add anything? Change? Ask whether everyone agrees whether some answers (where you are not sure) should be under Opportunities or Constraints/Barriers. Correct if needed.

Step 3. Finish the discussion and thank all the participants for their contribution to the discussion. Ask whether they would like to suggest any recommendations for TASO Foundation, UN Women, other project partners (whom they know) should consider in future. Write down recommendations on the other flipchart or on paper.

After the discussion:

Enter the answers and recommendation in the computer or make a photo/photos of the flipchart (if you were writing on the flipchart or board, just make sure that the quality is good to read everything) and send to by.... the latest.

SWOT TEMPLATE (TO BE COMPLETED BY A FACILITATOR)

<p>Strengths 😊</p>	<p>Weaknesses 😞</p>
<p>Opportunities 🙌</p>	<p>Constraints/Barriers 😞</p>

5.3. Interview protocol with project partners

Relevance

1. What was your motivation to get involved in the project as a partner? In what way did the project meet the needs of your organization?
2. Were you able to provide your opinion, concerns, and recommendations about the project activities? In case, Yes, to who, how? Were your concerns and recommendations considered?
3. Were the needs of your beneficiaries assessed and regularly monitored? In what way?

Coherence

4. How did this project complement/ was coherent to other projects (other donors) in the areas of GE and/or WEE that your organization is implementing/ implemented?

Effectiveness

5. How would you define the main results/ achievements of the project (in your component)?
6. What went very well and what did not go that well? Which factors, in your opinion, affected the extent of achievement of results (internal – project strategies, cooperation between partners; external- political, social, economic, cultural or other)?
7. Were there any unintended/ unexpected results? What happened? Did the project promote any kind of innovative practices in the area of your work?

Efficiency

8. Were financial, human, infrastructure resources sufficient to ensure the quality of results?
9. Were there any delays that affected activities and achievement of the results?
10. How were the project activities and results communicated and disseminated (internally and externally)? Please, elaborate.
11. How would you evaluate the management and coordination in this project?

Sustainability

12. Which activities do you think should continue after the project is closed?
13. Will you be willing to take over of any project activities? If yes, in what areas, activities and/or components?

14. Has participation in this project affected in any way the level of cooperation between partners and stakeholders? If Yes, what has changed? What contributed to that, in your opinion? What do you think of sustainability of some (which) partnerships?

Innovativeness

15. What innovative ideas, approaches and methods have been introduced in the project for the achievement of WEE results? How can they be disseminated or have they been disseminated as good practices to promote empowerment of women?

5.4. Interviews with WEPs companies

1. What was your motivation to participate in the project as a beneficiary – to integrate WEPs in your organization?
2. What was a process of integration, can you outline some big steps? Who was involved in that? To what extent were all your employees involved in the process?
3. Did you face any difficulties (or still face) with integration of a particular gender-equality policy /WEP principle? What would you have done differently if you had to start again?
4. Do you see any benefits/positive changes in your organization since you started integration of the WEPs?
5. Do you think that companies will continue implementing their action plans on integration of WEPs after the project is over? Which activities will you for sure continue doing (like mentoring, coaching, providing free training for women -led businesses, women who seek employment or other)?
6. How would you evaluate communication done by the project staff from UN Women to get companies on board/ secure their participation?
7. What do you think should be done to attract more private businesses to integrate WEPs? Who should be involved into the process from government, business associations, international organizations and other?

5.5. Focus group discussion with women -entrepreneurs, recipients of grants

Relevance

1. What were the reasons why you became involved in the project?
2. To what extent did the project meet your needs, expectations?

Effectiveness

3. What positive changes happened (for you, for your business, for other women in your community) because of your participation in the project?
4. Do you feel yourself empowered by the project so that you can help other women to achieve economic independence? Are you doing that or going to do that? In what way?
5. Which project activities did you find the most useful/relevant for you/ for making women more capable to make decisions related to their economic participation?

Efficiency

6. What do you think of cooperation of different partners in this project? Do you think that cooperation between some stakeholders should be strengthened, between who?

Sustainability

7. Which activities do you think should continue after the project is closed? What other activities may you recommend to promote access of women to employment and economic activities?

ANNEX 6 LIST OF RESPONDENTS

Stakeholder's Group	Name and position	Data collection method	Location
UN agencies			
UN Women	Ana Pashalishvili, JAWE Project Analyst	online interview	Tbilisi
	Nani Bendeliani, WEE in the South Caucasus Project Analyst	online interview	Tbilisi
	Gvantsa Asatiani, Communications and Outreach Specialist	online interview	Tbilisi
Food and Agriculture Organization of the United Nations (FAO) Representation in Georgia	Ia Mirazanashvili, Programme Assistant / Gender Focal Point	online interview	Tbilisi
United Nations Development Programme (UNDP)	Benedikt Hosek, UN Joint Programme for Gender Equality Project Manager	online interview	Tbilisi
	Nino Kakubava, Fostering Decentralisation and Good Governance at the Local Level Project Manager	online interview	Tbilisi
	Tinatin Tkeshelashvili, Fostering Regional and Local Development in Georgia Project Manager	online interview	Tbilisi
Partners			
Public Defender's Office	Ana Lobzhanidze, Project Coordinator	online interview	Tbilisi
Ministry of Finance Academy	Ana Margiani, JAWE Project Coordinator; Ekaterine Gogelashvili, Head of Program Management Service	online interview	Tbilisi
Georgia Farmers' Association	Natia Ninikelashvili, Project Manager	online interview	Tbilisi
Georgia Chamber of Commerce and Industry	Diana Khomeriki, Gender Consultant Magda Bolotashvili, Deputy Director-General, Giorgi Vekua, Director of Service and Regional Development Department, JAWE Team Leader	online interview	Tbilisi
ISET Policy Institute	Salome Gelashvili, Acting Head of the Agricultural Policy Research Center ISET Policy Institute	online interview	Tbilisi
TASO Foundation	Marina Tabukashvili, Director Ketevan Zhordania, Project Manager Tsisana Goderdzishvili, GRB component coordinator	online interview	Tbilisi
Women For Tomorrow	Nazi Burdiladze, Project Manager	online interview	Tbilisi
Government/Public institutions (primary duty bearers)			
Parliament	Taia Arabuli, Chief Specialist at Agrarian Committee	online interview	Tbilisi
Enterprise Georgia	Tornike Zirakishvili, Deputy Head	online interview	Tbilisi
Georgia's Innovation and Technology Agency	Annie Vashakmadze, Head of Donor Relations and International Relations Department	online interview	Tbilisi

Beneficiaries			
Self-Help Groups' (SHGs) members	8 participants	SWOT workshop (face-to-face)	Village Darcheli Samegrelo region
	8 participants	SWOT (face-to-face)	Village Jgali, Samegrelo
	6 participants	SWOT (face-to-face)	Village Pipileti, Racha
	11 participants	SWOT workshop (face-to-face)	Village Dvabzu, Guria
	8 participants	SWOT (face-to-face)	Village Chochkhati, Guria,
	8 participants	SWOT (face-to-face)	Village Tetrtskaro, Guria
	8 participants	SWOT workshop (face-to-face)	Village Naruja, Guria
	4 participants	SWOT (face-to-face)	Village Ghari, Racha
	12 participants	SWOT (face-to-face)	Kharagauli, Imereti
	7 participants	SWOT workshop (face-to-face)	Village Medani, Samegrelo
	5 participants	SWOT (face-to-face)	Village Glola, Racha
	8 participants	SWOT (face-to-face)	Village Anaklia, Samegrelo
	8 participants	SWOT workshop (face-to-face)	Village Dvabzu, Guria
	8 participants	SWOT (face-to-face)	Village Laituri, Guria
Women entrepreneurs – small farmers (beneficiaries of GFA)	Mari Tskhovrebashvili, sewing workshop	phone interview	Imereti, Tkibuli
	Keti Tomeishvili, greenhouse business	phone interview	Imereti, Vani
	Tamila Zviadadze, guesthouse	phone interview	Imereti, Tskaltubo
	Natia Chakhunashvili, burger bar	phone interview	Kutaisi, Imereti
	Ketevan Diakonidze, production of dried fruits and candies	phone interview	Baghdati, Imereti
	Khatuna Tsertsvadze, textile/sewing workshop	phone interview	Ozurgeti, Guria
	Darejan Berdzenishvili, dried fruit, raisins	phone interview	Chokhatauri, Guria
	Nino Chanishvili, driver's training school	phone interview	Ozurgeti, Guria
	Nona Noniashvili	phone interview	Shida Kartli borderline village Ditsi (Gori District)
	Miranda Chkhetiani, production of Tvishi wine	phone interview	Tsageri,
	Ekaterine Gogatishvili, beekeeping	phone interview	Perevi, Sachkhere
	Tea Makhatelashvili, wine cellar	phone interview	Adjara
	Lali Kipiani, confectionary	phone interview	Racha, Ambrolauri

Women-entrepreneurs, recipients of grants (beneficiaries of W4T)	Elene Kavtaradze, Co-Founder of Language Center;	online focus group interview	Tbilisi
	Diana Liparteliani, Owner of Furniture Production Enterprise;		Tbilisi
	Nia Khachapurudze, Owner of a Guesthouse (in a conflict region);		Village Agara, Kareli District, Shida Kartli
	Megi Devidze, Event Management Company 'Fortis';		Tbilisi
	Nino Kavtaradze, Farmer (dried fruit production); Shorena Rostomaia, Founder of Fitness Center;		Senaki District, Village Old Senaki, Samegrelo
	Mariam Mirotadze, wine production, Founder;		Tbilisi
	Ketevan Charelashvili, Artcraft Company, Founder;		Tbilisi
	Nino Saladze, Sea Buckthorn Oil (cosmetics); Khatia Khidisheli, wine production		Tbilisi
WEPs signees (women-business leaders)	Tamar Kerdzaia, Rector of European University; Marekhi Gvaramadze, Kant Academy, Founder; Tea Aduashvili, Georgian Audit Company (GAC), Co-Founder; Ana Kachiuri, IT Company LAB, Head of the Company; Nino Kekelidze, Discover Georgia (Travel Company), Director	online focus group interview	Tbilisi
WEPs signees	Valeri Checkheria, Adjara Group, Chairman, Board of Directors	online interview	Tbilisi
	Maia Kobalia, Head Environmental and Social Division, Crystal (finance and micro-credit company)	online interview	Tbilisi
	Tinatin Stambolishvili, Director of Communications, GPI Holding	online interview	Tbilisi

ANNEX 7 SWOT RESULTS

Strengths 😊	Weaknesses 😊
<ol style="list-style-type: none"> 1. Setting examples (being role models) for others, 2. Solidary and team work, capacity to empower others 3. Greater social responsibility (for community): “with our savings we managed to support the most vulnerable persons” 4. Higher self-esteem and self-confidence 5. Women becoming socially active, ‘coming out of homes’, engagement in community life 6. Support to women by women, a new network of women 7. Better awareness, new vision 8. Deconstructing stereotypes 9. Developing skills in communication, public speaking skills, leadership skills, organization of events, 10. Volunteering culture 11. Cooperation, respecting other points of view 12. Support within created of SHG (self-help groups) 13. Independence in thinking and decision making 14. SHG members supporting one another 15. Motivation and hopefulness, desire to become more powerful 16. Knowledge of our rights 17. Sense of responsibility 18. Constructive relationship with municipality, recognition of SHGs: “we feel empowered to speak up in front of the government” 19. Crisis management skills 20. Meeting and cooperation with women entrepreneurs 21. Leadership development, we identified women with leadership skills in community 22. Knowledge of gender mainstreaming (gender budgeting) 23. Ability to conduct needs assessment in the village and communicate it to self-government 24. Skeptical attitude of society made us stronger and more determined to prove the contrary 25. Some women were able to overcome the control of their spouses 	<ol style="list-style-type: none"> 1. Still low engagement of women in the communities 2. Still low self-confidence, a tendency to blame others 3. Lack of knowledge and practical skills 4. Low tolerance, lack of common position in relation to some issues 5. We need more practical knowledge, lack of practical skills 6. Lack of communication with other SHGs 7. Could not attract PWDs as members 8. Lack of self-confidence 9. Lack of awareness on our rights and entitlements 10. Low level of engagement with self-government 11. Lack of financial means 12. Need more knowledge on the mandate of self-government and what are entitled to, lack of knowledge on national laws 13. Difficult to organize teams

Opportunities 🙌	Constraints/Barriers 😞
<ol style="list-style-type: none"> 1. Free educational opportunities, trainings, lifelong learning, knowledge sharing 2. Financial support (grants) 3. Better awareness of state programmes and granting mechanisms 4. Communication with community 5. Awareness of economic opportunities 6. Local spaces for women i.e., women's rooms, libraries and other 7. Increased communication and cooperation with local authorities, self-government 8. Presence of NGOs, presence of UN Women 9. Cooperation with other organizations and stakeholders i.e., GFA, Clinic 'Albius' (practical lessons), MoFA 10. Access to social support projects 11. Access to financial and other services 12. Participation in charity activities and in events organized by municipality 13. Cooperation with 'resource people' in the villages i.e., medical personnel, teachers etc. 14. Support from business organizations (such as books for the library, furniture, laptop etc.) 	<ol style="list-style-type: none"> 1. The COVID- 19 crisis 2. Lack of space to meet 3. Stereotypes, social control due traditional (patriarchal) values 4. More education needed 5. More financial support 6. Lack of education 7. Family workload, Lack of time 8. Financial hardship, poor economic conditions 9. Poor social conditions 10. Not serious attitude, lack of trust in the communities (towards women's social mobilization) 11. Limited access to internet 12. Lack of employment or income generating opportunities 13. No networking opportunities 14. Lack of transport means 15. Lack of enthusiasm/support in the community 16. Lack of support of family members 17. Language barrier 18. Lack of information; information on available support programmes is not disseminated timely by self-government 19. Neglecting women's rights by self-government 20. Lack of budget for self-government to address community needs 21. Isolation from the center 22. Innovative approaches are not welcome 23. People are not engaged into decision making at the municipalities

ANNEX 8 IMPLEMENTATIONS OF WEPS BY PRINCIPLE

WEPS' Principle	Practices ¹⁰⁹
<p>Principle 1: Establish high-level corporate leadership for gender equality</p>	<ul style="list-style-type: none"> • 24 companies made public WEPS commitment statements (e.g. Finca Bank Georgia posted on its website about joining the WEPS.¹¹⁰ The leadership of MBC promoted gender equality through their CEO statement,¹¹¹ MBC's corporate social responsibility strategy¹¹² was published on MBC's website, and the Director of Operation's statement¹¹³ was published on MBC's Facebook page.) • 21 companies incorporated WEPS and/or gender equality tasks into the company managers' Terms of Reference • 16 companies started collecting new sex-disaggregated data on some area • 10 companies allocated a dedicated budget for WEPS implementation
<p>Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination</p>	<ul style="list-style-type: none"> - 8 companies¹¹⁴ raised awareness on gender equality and promoting an anti-discrimination environment by establishing a sexual harassment reporting mechanism and training staff (they have established sexual harassment reporting mechanisms and raised the awareness of their staff through trainings. SOCAR trained its managers with the help of the Public Defender's Office.) - 20 companies reviewed their policy documents against gender equality or non-discrimination (e.g. code of ethics, employee guidelines, employee integration guidelines, office policy and procedures, administrative documents) - 18 companies started providing more favourable working conditions for female employees who are pregnant or employees who have children (e.g. Orient Logic now offers flexible working hours to employees with small children and an extra hour-long break to breastfeeding mothers) - 16 companies improved recruitment practices to avoid discrimination (e.g. Tegeta Travel, GMA, Kant's Academy and Caucasus Genetics started implementing equal opportunity policies by amending recruitment guidelines and putting special wording on their non-discrimination approach into their vacancy announcements, promoting transparent hiring processes and prohibiting discriminatory questions at interviews) - 20 companies revised one or more of the following policy documents: internal regulations, code of ethics, employee guidelines, employee integration guidelines, office policy and procedures, administrative documents, contracts, project management procedures, recruitment policy and anti-discrimination policy. Amendments were also introduced to other documents, such as employee satisfaction surveys and vacancy announcement templates.

109 Information presented here is based on the survey conducted at the end of 2019; final data and numbers will be available in December 2020

110 See <https://www.finca.ge/en/news/finca-bank-georgia-joined-weps/>.

111 See <https://www.mbc.com.ge/ge/სიახლეები/ემ-ბი-სი-გაეროს-ქალთა-გაძლიერების-პრინციპების-დანერგვას-ინცებს>.

112 See <https://www.mbc.com.ge/en/social-responsibility>.

113 See https://www.facebook.com/mbc.com.ge/photos/a.1616381208640728/2508121126133394/?type=3&eid=ARAAaTQ0PwNcsu6_wWej7h0kzKdKLHI_57n4i7gkTyUFnutWMNL3R4xuB76_qy6BjRcqTXE_MW1c4xsk&_tn_=EHH-R.

114 Business and Technology University, MBC, Discover Georgia, Adjara Group Hospitality, Georgian Post, GEPR, ACT and Marriott

<p>Principle 3: Ensure the health, safety and well-being of all women and men workers</p>	<ul style="list-style-type: none"> • 8 companies established or revised their sexual harassment policies (e.g., SOCAR trained its management team in sexual harassment and gender equality. MBC, BTU, Discover Georgia, Adjara Group, Georgian Post, GEPR, ACT and Marriott also now have sexual harassment policies in place.) • 16 companies revised their health insurance packages to better address women’s needs (e.g., Crystal amended its health insurance package to better address women’s needs by placing particular focus on gynaecological and endocrine examinations) • 6 companies took measures to improve women employees’ health (e.g., MBC financed their CSR manager to take a special online course, “International Women’s Health and Human Rights” from Stanford Online, after which she trained 80 per cent of the company’s managers) • 5 companies support female victims of sexual harassment or abuse (e.g., Mercure signed a Memorandum of Understanding with the State Fund for Protection and Assistance of (Statutory) Victims of Human Trafficking in Georgia to arrange certified internships for women victims of violence and abuse residing in shelters)
<p>Principle 4: Promote education, training and professional development for women</p>	<ul style="list-style-type: none"> - 1,053 employees received training on gender equality issues at 17 companies¹¹⁵ - 26 companies invested in women employees’ professional development (e.g., Crystal trained 733 women staff members within the framework of its in-house training center, Crystal Academy. The company provided women drivers with car loans at lower rates.) - 18 companies promoted women’s participation in non-traditional fields (e.g., The Georgian Post recruited female candidates to the positions of courier, a traditionally male occupation. Biltmore hired four women as security guards. Business and Technology University launched the vocational education course “Coding School for Women” to increase the number of women in the field of technology.)

115 MBC, BTU, LAB, TEP, APM Terminals Poti, Discover Georgia, Adjara Group, Mercure, Dio, GEPR, ACT, Financial Experts Corporation, Orient Logic, SOCAR, School Euro-2000, Marriott, Crystal

<p>Principle 5: Implement enterprise development, supply chain and marketing practices that empower women</p>	<ul style="list-style-type: none"> • 16 companies examined their marketing and advertising materials against gender stereotypes (e.g., MBC changed their design of business cards and put a women’s empowerment message upfront) • 15 companies produced marketing or advertising items that promote gender equality and non-traditional gender roles (e.g., Cron Palace prepared and printed promotional flyers to highlight women entrepreneurs) • 18 companies proactively reached out to women-owned businesses as suppliers (e.g., Cron Palace and Mercure hotels started looking for new women-owned businesses as their suppliers on the market and integrating them into the company supply chain. Dio and GEPRAs purchased holiday presents from women producers.) • 10 companies introduced new products or services that specifically target women (e.g., GPI Holding started developing a support programme for women entrepreneurs who are running their own businesses by offering them a specially designed, more affordable insurance package. The insurance package, which includes insurance for business interruptions and business risks and covers not only buildings and premises but also equipment and stock, was launched in early 2020. The financial inclusion organization Crystal supported women’s access to finance by announcing the issuance of Women’s Corporate Bonds worth GEL 15 million (more than USD 5 million) and reducing women entrepreneurs’ credit service fees by 5 per cent.)
<p>Principle 6: Promote equality through community initiatives and advocacy</p>	<ul style="list-style-type: none"> • 13 companies organized/supported community development activities that support women (e.g., Impact Hub Tbilisi, in collaboration with Liberty Bank, implemented the “Restart 60+” entrepreneurship project that targeted housewives in their sixties and older women who are eager to work and participate in social life and/or wish to improve their income) • 21 companies publicly advocated for gender equality (e.g., CEOs of Dio and ACT gave motivational speeches to women entrepreneurs) • 12 companies organized consultations or other meetings with women outside the workplace (e.g., representatives of ACT, Dio, Kant’s Academy, Discover Georgia, Orient Logic, MBC and GEPRAs provided series of trainings for women entrepreneurs and women members of self-help groups)

ANNEX 9 STATUS OF INDICATORS

OUTCOME: Women fully realize their economic rights with the support of a gender-responsive private sector and an enabling State legislative and economic environment

Indicator	Baseline	Final target (by Dec 2020)	Status as of November 2020	Notes
Number of companies that sign and implement WEPs	8 (2017)	60	Achieved and exceeded by 3%: 62 companies of the target 60 signed and acted to implement WEPs	The total number of WEPs signatory companies is 72.
Number of representatives of women-owned SMEs and women's associations that receive trainings to move up the value chain	50	750	Achieved and exceeded by 27%: 953 women of the target 750 received trainings	Includes 214 women trained by WEPs signee companies instead of directly by UN Women

Output 1: Private businesses have increased understanding of the gender dimension of corporate sustainability and strengthened capacities to implement the Women’s Empowerment Principles (WEPs)

Indicator	Baseline	Final target (by Dec 2020)	Status as of November 2020	Notes
Number of companies that receive technical assistance and trainings to promote gender equality and women’s empowerment	45 (2016)	100	Achieved and exceeded by 46%: 146 companies of the target 100	101 companies (+ the baseline 45) received technical assistance or trainings to promote gender equality. 64 companies received both technical assistance and trainings.
Number of women who participate in internships or mentorship programmes or receive grants or scholarships provided by private businesses	0	130	Achieved and exceeded by 341%: 573 women of the target 130	Adding to the already 50 women by the end of 2018, 523 additional women participated in internships or mentorship programmes or received grants or scholarships by private businesses. Of these women, 389 women received internships at 43 companies, ¹¹⁶ 53 women were mentored at their workplace in six companies, ¹¹⁷ 13 women received grants from four companies ¹¹⁸ and 68 women/ girls received scholarships from eight companies. ¹¹⁹

116 Specifically, 19 WEPs signatories provided 353 internships, while 24 additional companies were directly engaged by UN Women’s ICT pilot initiative to provide internships for 36 women. For details, see the reporting under output 2.

117 WEPs signatories Crystal, Dio, Accor Group Mercure and School Euro-2000 provided mentorships for 26 women, while Gastronom and Impex, who also participated in UN Women’s mentoring pilot support, provided mentorships

for 27 additional women. In addition, 13 other WEPs companies reported having female mentees, but due to the limited overall knowledge of what mentorship means in Georgia, only those companies who received direct mentoring support from UN Women have been counted here.

118 The four companies are WEPs signatories Impact Hub, European University, TEP and Business and Technology University.

119 All eight companies are WEPs signatories.

Output 2: Government and other actors are supported to apply international standards and create an enabling environment for women’s economic empowerment in partnership with the private sector

Indicator	Baseline	Final target (by Dec 2020)	Status as of November 2020	Notes
Number of labour inspectors and representatives of trade unions and employers’ associations that participate in trainings on gender-based discrimination and women’s rights in the workplace	0 (2017)	100	Achieved and exceeded by 36%: 136 representatives of the target 100 trained	Adding to the already 80 trainees by the end of 2018, 56 additional people from the target groups were trained in 2019. This included 15 labour inspectors, 22 trade union representatives and 19 employers’ association representatives.
Number of online tools produced by the Public Defender’s Office on gender equality and non- discrimination ¹²⁰	0 (2017)	3	In progress: Two tools produced; work on the third tool ongoing	The first tool – the online “I Know Gender” course in Georgian – was launched and includes a module on women’s economic empowerment. The updated version of the second tool – the sexual harassment online course has been also launched. The third online tool – a WEPs course is being developed in partnership with UN Women HQ and ILO training centre.

120 It is proposed that the Public Defender’s Office be deleted from the indicator description and that the indicator be revised to only “Number of online tools produced on gender equality and non-discrimination”. The reason for this is that UN Women Georgia, in collaboration with UN Women Headquarters, has identified the ILO International Training Centre as a well-suited partner to develop the third planned online tool: WEPs online training.

Output 3: Women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women business enterprises are more active in the market

Indicator	Baseline	Final target (by Dec 2020)	Status as of November 2020	Notes
Number of women business enterprises receiving small grants and technical and business skills development	0	300	Achieved and exceeded by 34%: 401 women business enterprises¹²¹	Of the 401 women entrepreneurs counted here, all have received trainings to develop their relevant technical and business skills, 20 have received mentoring from trained business mentors and 181 received grants during the 2018-2020 period.
Number of self- help groups (SHGs) formed for vulnerable groups of women to increase their access to decent work and sustainable livelihoods	53 SHGs (2015)	20 new SHGs formed by 2020	Achieved and exceeded by 160%: 52 SHGs of the target 20 formed	As of 2020 the total achieved number is 52 SHGs uniting a total of 424 women.

121 This figure does not include the more than 100 trained women members of SHGs who are engaged in some entrepreneurial activities without having registered businesses, nor the other trained women that do not consider themselves entrepreneurs or self-employed, such as most of the ICT trainees reported under output 2 but who did not identify themselves as “self-employed”.

ANNEX 10 RESULT MATRIX

<p>Project Development Goal: Women, particularly the poorest and most excluded, are economically empowered and benefit from development in Georgia <i>(in line with UN Women SP Outcome 3; UN Women Georgia 2018 AWP Outcome 2.1.; UNPSD Focus Area 2, Outcome 3; Georgia Nationalized SDGs 4, 5 and 8; Georgia Human Rights Strategy and Action Plan, chapters on Gender Equality and on Business and Human Rights for the years (2018-2020) – currently a draft.</i></p>	
<p>Indicator A: Reduction in percentage of women in Georgia in vulnerable employment <i>(in line with UN Women SP Impact Indicator 2A; and SDG Indicator 8.3.1)</i> Target: 58% by 2020 Baseline: 61% (2013) Source: Monitoring reports on Georgia's Nationalized SDGs (particularly SDGs 4, 5 and 8); World Bank Open Data; ILO databases</p>	
<p>Indicator B: At least a 3% reduction in unadjusted gender wage gaps <i>(in line with SDG Indicator 8.5.1)</i> Target: 33% by 2020 Baseline: 36.4 (2015) Source: Monitoring reports on Georgia's Nationalized SDGs (particularly SDGs 4, 5 and 8); World Bank Open Data; ILO databases</p>	
<p>Outcome: Women fully realize their economic rights with the support of a gender-responsive private sector and an enabling State legislative and economic environment</p>	
<p>Outcome 1 indicators:</p> <p>1. A. Number of companies that sign and implement the Women's Empowerment Principles (WEPs) Target: 60 by 2020 Baseline: 8 (2017) Source: Programme monitoring reports; Local Georgia Network of the Global Compact</p> <p>1. B. Number of representatives of women-owned SMEs and women's associations that receive trainings to move up the value chain Target: 750 by 2020 Baseline: 50 Source: Programme monitoring reports and training evaluations and attendance lists</p>	<p>Outcome 1 assumptions/risks:</p> <ul style="list-style-type: none"> - Project activities are not affected by any major crisis (economic, political, natural disaster) - Cultural and gender norms do not prevent women from participating and benefiting from all activities - The most vulnerable groups of women are identified, outreached and interested and able to participate in the project - All project partners and beneficiaries are interested and express the will to participate in the project
<p>Output 1: Private businesses have increased understanding of the gender dimension of corporate sustainability and strengthened capacities to implement the Women's Empowerment Principles (WEPs)</p>	<p>Output 1 assumptions/risks:</p> <ul style="list-style-type: none"> - Private companies understand their responsibilities and roles in relation to promoting the SDGs and gender equality and women's empowerment - Private companies are interested in working together with other stakeholders including the UN, the Government and women business enterprises and associations - Trainings on gender equality and non-discrimination in the workplace successfully create a non-hostile and enabling environment for increased representation of women at all levels and changes in internal and external policies

<p>Output 1 indicators/target/baseline/source:</p> <p>Indicator 1.a: Number of companies that receive technical assistance and trainings to promote gender equality and women's empowerment Target: 100 by 2020 Baseline: 45 (2016) Source: Programme monitoring reports; Training evaluations</p> <p>Indicator 1.b: Number of women who participate in internships or mentorship programmes or receive grants or scholarships provided by private businesses Target: 130 by 2020 Baseline: 0 Source: Programme monitoring reports, selected applications</p>

ACTIVITIES

- Activity 1.1.** To launch a campaign to increase awareness of the role of the private sector in advancing gender equality and women's empowerment and the benefits of women's inclusion in the labor market
- Activity 1.2.** To support corporations to conduct gender audits of their corporate policies and practices including both internal policies and external corporate sourcing policies
- Activity 1.3.** To conduct trainings for employers/employees on gender equality and diversity in the workplace
- Activity 1.4.** To provide technical assistance to companies to implement the WEPs through the development of strategies and plans, internal and external policy revision, monitoring and reporting mechanisms and improved data collection and analysis
- Activity 1.5.** To develop working groups and dialogue mechanisms for WEPs signatories and other companies to share lessons learned and best practices in WEPs implementation
- Activity 1.6.** To hold a series of events to recognize best practices among companies in Georgia that successfully implement the WEPs and promote gender equality and human rights
- Activity 1.7.** To support companies to create internship and mentorship programmes and provide grants and scholarships targeting vulnerable groups of women and women transitioning from education, particularly in traditionally male dominated fields
- Activity 1.8.** To provide technical assistance to private companies to develop transitional job placement programmes for vulnerable groups of women, particularly women survivors of violence, as a pathway to employment

<p>Output 2: Government and other actors are supported to apply international standards and create an enabling environment for women's economic empowerment in partnership with the private sector</p>	<p>Output 2 assumptions/risks:</p> <ul style="list-style-type: none"> - Government is open and willing to receive suggestions on how to reform their policies and programmes to better advance women's economic empowerment - Government is willing to increase partnerships with the private sector to achieve development and gender equality goals - Participants among labour inspectors, trade unions and employer associations are open to applying a new gender lens in their work and will implement what they learn in trainings
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<p>Output 2 indicators/target/baseline/source:</p> <p>Indicator 2.a: Number of labour inspectors, representatives of trade unions and employer associations that participate in trainings on gender-based discrimination and women's rights in the workplace</p> <p>Target: 100 by 2020 Baseline: 0 (2017) Source: Training participants list and training evaluations</p> <p>Indicator 2. b: Number of online tools produced by the Public Defender's Office on gender equality and non-discrimination</p> <p>Target: 3 by 2020 Baseline: 0 (2017) Source: Website of Public Defender's Office</p>	
<p>Activity 2.1. To support relevant Government bodies to conduct gender audits of legislative framework to eliminate obstacles and actively promote development and inclusion of women business enterprises and associations in local/national economies and corporate value chains</p>	
<p>Activity 2.2. To provide trainings to labor inspectors, trade unions and employer associations on gender-based discrimination and women's rights in the workplace</p>	
<p>Activity 2.3. To support the Public Defender's Office to develop a series of online tools and trainings for the private sector on aspects of gender equality and non-discrimination</p>	
<p>Activity 2.4. To support the Government (Human Rights Secretariat) to mainstream gender in the Business and Human Rights Strategy and Action Plan and create monitoring and dialogue mechanisms for private sector and women's SME and CSOs to ensure gender-responsive implementation</p>	
<p>Activity 2.5. To advocate for the formation of innovative public-private partnerships that advance women's economic empowerment by sharing best practices and lessons learned</p>	
<p>Output 3: Women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women business enterprises are more active in the market</p>	<p>Output 3 assumptions/risks:</p> <ul style="list-style-type: none"> - Vulnerable groups of women who are awarded job and educational opportunities can pursue these opportunities without obstacles due to discriminatory gender norms and expectations - There is sufficient interest among private sector to increase women business enterprises in their supply chains and attend the women trade fairs - Women beneficiaries of small grants equally benefit from the business management and skills training to ensure that their business growth is sustainable
<p>Output 3 indicators/target/baseline/source:</p> <p>Indicator 3 a: Number of women-business enterprises receiving small grants and technical and business skills development</p> <p>Target: 300 by 2020 Baseline: 0 Source: Approved grant applications and training attendance lists and evaluations</p> <p>Indicator 3 b: Number of self-help groups formed for vulnerable groups of women to increase their access to decent work and sustainable livelihoods</p> <p>Target: 20 new self-help groups formed by 2020 Baseline: 53 (2015) Source: Programme monitoring reports</p>	

Activity 3.1. To use social mobilization to form collective self-help groups for vulnerable groups of women to facilitate their access to legal, financial and economic services to increase their access to decent work and sustainable livelihoods

Activity 3.2. To link vulnerable groups of women with information on opportunities related to VET, job placement programmes, cooperatives, and grants and scholarships for further education and training; and provide skills-building on applying and interviewing for opportunities

Activity 3.3. To provide small grants, technical knowledge and business skills development to women-business enterprises and women's associations to grow their businesses and move up the value chain

Activity 3.4. To support country exchange visits for women working in specific industries to share skills and develop new products and techniques

Activity 3.5. To hold women trade fairs to link women-based enterprises with corporate supply chains

ANNEX 11 TERMS OF REFERENCE

Terms of Reference International Consultant / Gender and Wee Expert to Support the Final Evaluation of the UN Women Project “A Joint Action for Women’s Economic Empowerment in Georgia”

Background

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

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

Women’s rights to economic equality and opportunities and their critical importance for sustainable development are enshrined in a number of multilateral normative frameworks, including CEDAW, the Beijing Platform for Action, and in proposed Sustainable Development Goals (SDGs). The Agreed Conclusions of the 61st Commission on the Status of Women (2017) recognize that women’s equal economic rights and economic empowerment are essential to the achievement of the 2030 Agenda. The global consensus has been reached

also on the fact that without the engagement of the private sector, which accounts for 90% of jobs in the developing countries, the Sustainable Development Goals will not be reached.

To strengthen the private sector’s role in women’s economic empowerment, with the support of the Norwegian Ministry of Foreign Affairs, UN Women launched the project “**A Joint Action for Women’s Economic Empowerment in Georgia**” (JAWE) with the **total budget** of USD 3,114,823.10 on 1 December 2017. The overall goal of the 37-month project is to ensure that women, particularly the poorest and most excluded, are economically empowered and benefit from development in Georgia. When it comes to the **geographical scope**, the project is implemented in Georgia with a focus on the grassroots mobilization work and entrepreneurship support in the regions of Guria, Imereti, Racha-Lechkhumi, Adjara, Shida Kartli and Samegrelo-Zemo Svaneti.

The project’s **theory of change** is as follows: if (1) private businesses have increased understanding of the gender dimension of corporate sustainability and strengthened capacities to implement the Women’s Empowerment Principles; and if (2) government and other actors are supported in applying international standards and creating an enabling environment for women’s economic empowerment; and if (3) women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women business enterprises are more active in the market; then (4) women realize their economic rights; because (5) the state legislative and economic environment will be enabling for this, and the private sector will be more gender-responsible.

The project therefore has **three outputs**, all outputs contributing to one outcome, for women to fully realize their economic rights with the support of a gender-responsive private sector and an enabling State legislative and economic environment:

Output 1: Private businesses have an increased understanding of the gender dimension of corporate sustainability and have strengthened capacities to implement the WEPs.

Output 2. Government and other actors are supported in applying international standards and creating an enabling environment for women's economic empowerment in partnership with the private sector.

Output 3. Women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women enterprises are more active in the market.

Compliant to UN Women's Strategic Note 2016-2020, the project ensured realization of project results with interventions on policy, institutions and grassroots' levels to bring about interrelated positive change and contribute to the achievement of the overall, as well as the specific objectives of the action. On **policies and legislation level**, government and other actors were supported to apply international standards and create an enabling environment for women's economic empowerment in partnership with the private sector. On the institutional level, through the UN Women/UN Global Compact Women's Empowerment Principles (WEPs), the JAWE project provided companies information on why gender equality is critical to business performance and helped them identify and implement further actions. Gender-sensitive recruitment practices, workplace mentoring programmes for women, targeted job placement and the establishment of sexual harassment complaints mechanisms are just a few examples from the menu of actions offered to the companies. At the community level, the project supported women to improve their job skills and their access to financial and economic services. Women entrepreneurs who were already engaged in business and interested in scaling up their businesses were linked to larger cooperatives and corporate value chains.

Evaluation Purpose and Use:

After three years of the project implementation, as established in the Project Document, a mandatory external final evaluation is to be conducted by UN Women for accountability and learning purposes. This final evaluation will take place towards the end of the implementation of the intervention (August 2020 – November 2020) and its main purpose is

assessing the achievement of project results and performance of the above described intervention. Findings of the final external evaluation will inform UN Women Georgia's future work in the area of women's economic empowerment. The external evaluation will further identify lessons learned, best practices and challenges of the JAWE project and will greatly inform the development of the follow-up programmatic interventions.

The information generated by the evaluation will be used by different stakeholders to contribute to building of the evidence base on effective strategies for WEE in Georgia and to facilitate UN Women's strategic reflection and learning for programming in the area.

The information generated by the evaluation will be used by different stakeholders to:

- Contribute to building of the evidence base on effective strategies for economic empowerment of women;
- Facilitate strategic reflection, learning and further planning for programming in the area of economic empowerment of women;
- Strengthen national stakeholders and structures with the aim to increase sustainability of the results beyond the project.

Main evaluation users include UN Women Country Office in Georgia as well as Government of Norway (project donor) and key national stakeholders. Furthermore, national stakeholders – NGO partners, Parliamentary counterparts and targeted state and non-state agencies will be also closely involved in the evaluation process to increase ownership of findings, draw lessons learned and make and greater use of this final evaluation results.

Evaluation Objectives:

The specific evaluation objectives are as follows:

- Analyze the relevance and coherence of the implementation strategy and approaches of the "A Joint Action for Women's Economic Empowerment in Georgia" project;
- Assess effectiveness and organizational efficiency in progressing towards the achievement of the project's results as defined in the intervention;

- Validate the project results in terms of achievements and/or weaknesses toward the outcome and outputs;
- Determine the impact of the intervention with respect to gender equality and women's empowerment;
- Assess the sustainability of the results achieved by the project;
- Document lessons learned, best practices, success stories and challenges to inform future work of UN Women and the Norwegian Ministry of Foreign Affairs in addressing women's economic empowerment;
- Identify strategies for replication and up-scaling of the project's best practices;
- Provide actionable recommendations for future programmatic developments and maximize ownership by partners in the country covered by the project;

To assess how the project and its results relate and contribute to commitments and achievement of Sustainable Development Goals (SDGs) in Georgia.

Scope of the Evaluation:

The final evaluation of the project is to be conducted externally by an international consultant and a national consultant. It is planned to be completed in 40 working days.

The final evaluation will include all aspects of the project and will cover almost the full project implementation period starting from December 2017 till the end of November 2020.

The evaluation will be conducted in Georgia, with a focus on the grassroots mobilization work in the regions of Guria, Imereti, Racha-Lechkhumi and Samegrelo-Zemo Svaneti, as well as entrepreneurship support component in the regions of Adjara and Shida Kartli, in addition to the regions of grassroots mobilization.

Evaluation Methodology:

The evaluation methodology will be mixed (quantitative and qualitative research methods and analytical approaches) to account for complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate. A theory of change approach will be followed, and the consultant is expected to reconstruct, validate, and identify the gaps in the project's theory of change. The reconstructed theory of change should elaborate on following how JAWE project has contributed to creating an enabling legislative, policy, institutional and economically enabling environment in line with internationally binding standards on women's economic empowerment in Georgia. Assumptions should be tested and explain both the connections between early, intermediate, and long-term project outcomes and the expectations about how and why the project has brought them about. By reconstructing the Theory of Change the evaluator is also expected to identify challenges and gaps in the implementation of the project for future improvement. Hence an eventual next phase of the project will benefit from a refined and tested Theory of Change.

Interviews and focus group discussions with all key stakeholders involved in the project implementation, including but not limited to JAWE project team, local NGO partners, government partners, beneficiaries, etc. shall also take place¹²².

The evaluation team should develop a sampling frame (area and population represented, rationale for selection, mechanism of selection, limitations of the sample) and specify how it will address the diversity of stakeholders in the intervention. The evaluation team should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should

122 On site data collection will be contingent to potential mobility restrictions. Alternatives will be explored by the Evaluation Team and UN Women during the inception phase of the evaluation.

be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

A methodological framework will be fully developed by the evaluation team and presented in the Evaluation Inception Report, including an evaluation matrix that will consider and refine as needed the initial evaluation questions outlined below.

Evaluation Criteria and Questions:

The evaluation will address the criteria of Project Relevance, Coherence, Effectiveness, Efficiency, and Sustainability. More specifically, the evaluation will address the key evaluation questions:

Relevance:

- How does the project design match with the complexity of national structures, systems, and decision-making processes?
- How does the project reflect and align with gender equality national strategic plans and normative frameworks as well as Georgia's international obligations and commitments including national plan to achieve SDGs?
- To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment, reflect national and local priorities and commitments on GEWE/WEE and the UNDAF?
- Is the project design based on equality analysis, including gender and human rights-based analysis, risk assessments, socio-cultural and political analysis?
- To what extent has the project been catalytic in addressing some of the root causes of inequalities related to WEE?
- Were the programmatic strategies appropriate to address the identified needs of beneficiaries including most vulnerable groups?

Coherence:

- To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate?
- Are there any synergies and inter-linkages between the project and other interventions of UN Women?

- To what extent the project is in complementarity, harmonisation and coordination with the interventions of other actors' interventions in the same context?
- To what extent the implementation of project ensures synergies and coordination with Government's and key partners relevant efforts while avoiding duplications?
- To what extent are the interventions achieving synergies with the work of the UN Country Team?
- What is UN Women's current comparative advantage in this area of work compared with other UN entities and key partners in Georgia?

Effectiveness:

- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- What are the reasons for the achievement or non-achievement of the project results?
- Does the project have effective monitoring mechanisms in place to measure progress towards results?
- What is the influence of the specific country context and circumstances on the achievement of results and operational effectiveness?
- How adaptable and rapidly does the project react to changing situations?
- Has the project achieved any unforeseen results, either positive or negative? For whom?
- What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?
- What -if any- types of innovative good practices have been introduced in the project for the achievement of WEE results?

Efficiency:

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
- Are the interventions implemented within the intended timeframe and budget? Are there mechanisms in place to ensure this?
- To what extent is the project's implementation

cost effective and providing value for money?

- To what extent did the allocation of resources to targeted groups take into account the need to prioritize those most marginalized?
- To what degree were adequate resources provided for integrating human rights and gender equality in the interventions?

Sustainability:

- How effectively has the project been able to contribute to the generation of national ownership of the project outputs?
- To what extent were relevant stakeholders and actors included in the project planning and implementation?
- What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out?
- To what extent has the project identified strategic partners that could pick up on supporting continued government and non-governmental action when the project comes to an end?
- Do national/local institutions demonstrate leadership commitment and technical capacity to continue to replicate some project activities?
- To what extent have the project's exit strategy been well planned and successful?
- To what extent has UN Women been able to promote replication of project successes?

The questions outlined above are preliminary and are expected to be revised and refined by the evaluation team during the inception phase of the evaluation. Detailed evaluation matrix with revised and refined questions will be included in the evaluation Inception Report.

Evaluation processes in UN Women are divided in four main phases:

1) **Preparation**, mainly devoted to structuring the evaluation approach, establishing reference group, preparing the TOR, compiling project documentation, and recruitment of the evaluation team;

2) **Conduct**, which involves reconstruction of theory of change, organizing inception meetings, drafting

inception report and finalization of evaluation methodology, data collection and analysis, including desk research and preparation of interviews and focus groups, preparation of field missions and visits to project sites (with the reservation that the international flights are available and situation in the host country regarding Covid-19 is stabilized);

3) **Reporting**, focusing on presentation of preliminary findings, developing draft and final reports and any additional communication products;

4) **Use and follow-up**, which will entail the development of management response by UN Women team and follow-up to the implementation of the management response.

The consultant will be responsible only for **Conduct and Reporting phases**.

- **Conduct phase:** at the beginning of the consultancy, the consultant will be provided with key sources of information for an initial desk review. The online inception meetings will be conducted with JAWE team. At the end of this phase an inception report that will include the refined evaluation methodology will be delivered. The inception report will be validated and approved by UN Women. Based on the inception phase, the consultant will carry out further in-depth desk review. Field missions will be conducted to complete data collection and triangulation of information with the reservation that the international flights are available and situation in the host country regarding Covid-19 is stabilized. Online or face-to-face interviews and focus group discussions with key stakeholders, as relevant, will take place.

- **Reporting phase:** The collected information will be analyzed and final evaluation report will be delivered. A validation meeting will be organized where the consultant will validate the final report with UN Women and Evaluation Reference Group (ERG) and submit for approval by UN Women.

UN Women IEO has developed the GERAAS, which has adapted UNEG Standards for Evaluation in the UN System to guide evaluation managers and evaluators on what constitutes a 'good quality' report at UN Women. All evaluations in UN Women are

annually assessed against the framework adopted in GERAAS and hence the consultant should be familiar with GERAAS quality standards.

In addition, UN Women is an UN-SWAP reporting entity and the consultant will take into consideration that all the evaluation in UN Women are annually assessed against the UN-SWAP Evaluation Performance Indicator and its related scorecard. The evaluation will be conducted in accordance with UN Women evaluation guidelines and UNEG Norms and Standards for evaluation and the UNEG Code of Conduct for Evaluations in the UN System.¹²³

Stakeholders Participation and Evaluation Management Structure:

The evaluation will be a consultative, inclusive, and participatory process and will ensure the participation of stakeholders engaged in the implementation of the project.

The evaluation will be Human Rights and Gender responsible and an Evaluation Reference Group (ERG) will be established.

The **Evaluation Reference Group** is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results. The Evaluation Reference Group will be engaged throughout the process and will be composed of relevant representatives of state and non-state stakeholders. The ERG group will review the draft evaluation report and provide substantive feedback to ensure quality and completeness of the report and will participate in the inception and validation meeting of the final evaluation report.

The UN Women Georgia Monitoring and Evaluation Focal Point will serve as the **Evaluation Task Manager**, who will be responsible for day-to-day management of the evaluation and ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key relevant guidance documents. The evaluation process will be supported by the UN Women Europe and Central Asia Regional Evaluation Specialist.

Coordination in the field including logistical support will be the responsibility of UN Women.

Within six weeks upon completion of the evaluation, UN Women has the responsibility to prepare a **management response** that addresses the findings and recommendations to ensure future learning and inform implementation of relevant projects.

This is a consultative/participatory final project evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders are consulted.

Description of Responsibilities

Duties and responsibilities of the international consultant are:

- To elaborate and submit the detailed inception report which contains evaluation objectives and scope, desk review, description of evaluation methodology / methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. It should include a clear evaluation matrix linking all these aspects;

123 UNEG Ethical Guidelines : http://uneval.org/papersand-pubs/documentdetail.jsp?doc_id=102; The UNEG Code of Conduct for Evaluation: http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

- To elaborate and finalize the data collection methodology such as guides, questioners/tools to be used with the key informants/interviewees;
- To conduct field visit combined with individual interviews and focus groups discussions with the relevant stakeholders, with the reservation that the international flights are available and situation in the host country regarding Covid-19 is stabilized; if the situation is not stabilized, the interviews and focus group discussions will be organized on-line or through the support of the national consultant;
- To prepare a Power Point Presentation and an outline on preliminary findings and present to ERG and reflect the feedback shared at this presentation in the final report;
- To produce and submit the draft and final evaluation reports in English. Format of the final evaluation report shall include the following chapters: Executive Summary, Project description, Evaluation purpose, Evaluation methodology, Findings, Lessons learned, Recommendations and Annexes (including interview list - without identifying names for confidentiality, data collection instruments, key documents consulted, Terms of Reference);
- Guide and supervise the work of the national consultant during the assignment.

The International Consultant will act as the team leader of this evaluation process and will be supported by a National Consultant/Gender and WEE Expert during this assignment. The National Consultant/Gender and WEE Expert will work under the direct supervision of the International Consultant (team leader for the assignment) and will benefit from technical and operational support of UN Women Country Office in Georgia. Her or his profile is expected to complement the profile of the International Consultant and National Consultant is expected to have deep knowledge of national, development and gender context in Georgia.

Deliverables

1. **Detailed Inception Report**, which contains evaluation objectives and scope, findings from inception meetings with all relevant stakeholders, initial desk review, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. It should include a clear evaluation matrix linking all these aspects - by 17 September 2020 (10 working days, home-based)
2. **Data collected** through interviews and focus group discussions - by 15 October 2020 (10 working days, in Georgia or home-based, depending on epidemiological situation around Covid-19)
3. **Data analyzed and Power Point Presentation on preliminary findings** conducted to highlight key evaluation findings and conclusions, lessons learnt and recommendations - by 30 October 2020 (7 working days, in Georgia or home-based)
4. **Draft and Final Evaluation report & Evaluation brief that reflects key findings, conclusions and recommendations and deployed methodology (indicative samples will be provided by UN Women)** in English taking into consideration comments and feedback collected from the presentation of preliminary findings. The report shall include the following chapters: Executive Summary, Introduction and Background, Evaluation approach and methodology, Findings, Conclusions, Lessons learnt, Recommendations and relevant Annexes - by 30 November 2020 (12 working days, home based). The evaluation team has to submit the initial draft of the evaluation report to Evaluation Reference Group after 7 working days and use the additional 2 days to address ERG comments/feedback and resubmit the final version to the Evaluation Task Manager).
5. **Evaluation brief that reflects key findings, conclusions and recommendations and deployed methodology (indicative samples will be provided by UN Women)** - by 8 December (1 working day).

Terms of Reference

National Consultant / Gender and Wee Expert to Support the Final Evaluation of the UN Women Project “A Joint Action for Women’s Economic Empowerment in Georgia”

Background

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

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

Women’s rights to economic equality and opportunities and their critical importance for sustainable development are enshrined in a number of multilateral normative frameworks, including CEDAW, the Beijing Platform for Action, and in proposed Sustainable Development Goals (SDGs). The Agreed Conclusions of the 61st Commission on the Status of Women (2017) recognize that women’s equal economic rights and economic empowerment are essential to the achievement of the 2030 Agenda. The global consensus has been reached also on the fact that without the engagement of the private sector, which accounts for 90% of jobs in the developing countries, the Sustainable Development Goals will not be reached.

To strengthen the private sector’s role in women’s economic empowerment, with the support of the Norwegian Ministry of Foreign Affairs, UN Women launched the project “**A Joint Action for Women’s Economic Empowerment in Georgia**” (JAWE) with the **total budget** of USD 3,114,823.10 on 1 December 2017. The overall goal of the 37-month project is to ensure that women, particularly the poorest and most excluded, are economically empowered and benefit from development in Georgia. When it comes to the **geographical scope**, the project is implemented in Georgia with a focus on the grassroots mobilization work and entrepreneurship support in the regions of Guria, Imereti, Racha-Lechkhumi, Adjara, Shida Kartli and Samegrelo-Zemo Svaneti.

The project’s **theory of change** is as follows: if (1) private businesses have increased understanding of the gender dimension of corporate sustainability and strengthened capacities to implement the Women’s Empowerment Principles; and if (2) government and other actors are supported in applying international standards and creating an enabling environment for women’s economic empowerment; and if (3) women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women business enterprises are more active in the market; then (4) women realize their economic rights; because (5) the state legislative and economic environment will be enabling for this, and the private sector will be more gender-responsible.

The project therefore has **three outputs**, all outputs contributing to one outcome, for women to fully realize their economic rights with the support of a gender-responsive private sector and an enabling State legislative and economic environment:

Output 1: Private businesses have an increased understanding of the gender dimension of corporate sustainability and have strengthened capacities to implement the WEPEs.

Output 2. Government and other actors are supported in applying international standards and creating an enabling environment for women’s economic empowerment in partnership with the private sector.

Output 3. Women, particularly the most vulnerable, have increased capacities, skills and opportunities to access decent work, and women enterprises are more active in the market.

Compliant to UN Women's Strategic Note 2016-2020, the project ensured realization of project results with interventions on policy, institutions and grassroots' levels to bring about interrelated positive change and contribute to the achievement of the overall, as well as the specific objectives of the action. On **policies and legislation level**, government and other actors were supported to apply international standards and create an enabling environment for women's economic empowerment in partnership with the private sector. On the institutional level, through the UN Women/UN Global Compact Women's Empowerment Principles (WEPs), the JAWE project provided companies information on why gender equality is critical to business performance and helped them identify and implement further actions. Gender-sensitive recruitment practices, workplace mentoring programmes for women, targeted job placement and the establishment of sexual harassment complaints mechanisms are just a few examples from the menu of actions offered to the companies. At the **community level**, the project supported women to improve their job skills and their access to financial and economic services. Women entrepreneurs who were already engaged in business and interested in scaling up their businesses were linked to larger cooperatives and corporate value chains.

Evaluation Purpose and Use:

After three years of the project implementation, as established in the Project Document, a mandatory external final evaluation is to be conducted by UN Women for accountability and learning purposes. This final evaluation will take place towards the end of the implementation of the intervention (August 2020 – November 2020) and its main purpose is assessing the achievement of project results and performance of the above described intervention. Findings of the final external evaluation will inform UN Women Georgia's future work in the area of women's economic empowerment. The external evaluation will further identify lessons learned, best

practices and challenges of the JAWE project and will greatly inform the development of the follow-up programmatic interventions.

The information generated by the evaluation will be used by different stakeholders to contribute to building of the evidence base on effective strategies for WEE in Georgia and to facilitate UN Women's strategic reflection and learning for programming in the area.

The information generated by the evaluation will be used by different stakeholders to:

- Contribute to building of the evidence base on effective strategies for economic empowerment of women;
- Facilitate strategic reflection, learning and further planning for programming in the area of economic empowerment of women;
- Strengthen national stakeholders and structures with the aim to increase sustainability of the results beyond the project.

Main evaluation users include UN Women Country Office in Georgia as well as Government of Norway (project donor) and key national stakeholders. Furthermore, national stakeholders – NGO partners, Parliamentary counterparts and targeted state and non-state agencies will be also closely involved in the evaluation process to increase ownership of findings, draw lessons learned and make and greater use of this final evaluation results.

Evaluation Objectives:

The specific evaluation objectives are as follows:

- Analyze the relevance and coherence of the implementation strategy and approaches of the "A Joint Action for Women's Economic Empowerment in Georgia" project;
- Assess effectiveness and organizational efficiency in progressing towards the achievement of the project's results as defined in the intervention;
- Validate the project results in terms of achievements and/or weaknesses toward the outcome and outputs;
- Determine the impact of the intervention with respect to gender equality and women's

- empowerment;
- Assess the sustainability of the results achieved by the project;
- Document lessons learned, best practices, success stories and challenges to inform future work of UN Women and the Norwegian Ministry of Foreign Affairs in addressing women's economic empowerment;
- Identify strategies for replication and up-scaling of the project's best practices;
- Provide actionable recommendations for future programmatic developments and maximize ownership by partners in the country covered by the project;

To assess how the project and its results relate and contribute to commitments and achievement of Sustainable Development Goals (SDGs) in Georgia.

Scope of the Evaluation:

The final evaluation of the project is to be conducted externally by an international consultant and a national consultant.

The final evaluation will include all aspects of the project and will cover almost the full project implementation period starting from December 2017 till the end of November 2020.

The evaluation will be conducted in Georgia, with a focus on the grassroots mobilization work in the regions of Guria, Imereti, Racha-Lechkhumi and Samegrelo-Zemo Svaneti, as well as entrepreneurship support component in the regions of Adjara and Shida Kartli, in addition to the regions of grassroots mobilization.

Evaluation Methodology:

The evaluation methodology will be mixed (quantitative and qualitative research methods and analytical approaches) to account for complexity of

gender relations and to ensure participatory and inclusive processes that are culturally appropriate. A theory of change approach will be followed, and the consultant is expected to reconstruct, validate, and identify the gaps in the project's theory of change. The reconstructed theory of change should elaborate on following how JAWE project has contributed to creating an enabling legislative, policy, institutional and economically enabling environment in line with internationally binding standards on women's economic empowerment in Georgia. Assumptions should be tested and explain both the connections between early, intermediate, and long-term project outcomes and the expectations about how and why the project has brought them about. By reconstructing the Theory of Change the evaluator is also expected to identify challenges and gaps in the implementation of the project for future improvement. Hence an eventual next phase of the project will benefit from a refined and tested Theory of Change.

Interviews and focus group discussions with all key stakeholders involved in the project implementation, including but not limited to JAWE project team, local NGO partners, government partners, beneficiaries, etc. shall also take place¹²⁴.

The evaluation team should develop a sampling frame (area and population represented, rationale for selection, mechanism of selection, limitations of the sample) and specify how it will address the diversity of stakeholders in the intervention. The evaluation team should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

124 On site data collection will be contingent to potential mobility restrictions. Alternatives will be explored by the Evaluation Team and UN Women during the inception phase of the evaluation.

A methodological framework will be fully developed by the evaluation team and presented in the Evaluation Inception Report, including an evaluation matrix that will consider and refine as needed the initial evaluation questions outlined below.

Evaluation Criteria and Questions:

The evaluation will address the criteria of Project Relevance, Coherence, Effectiveness, Efficiency, and Sustainability. More specifically, the evaluation will address the key evaluation questions:

Relevance:

- How does the project design match with the complexity of national structures, systems, and decision-making processes?
- How does the project reflect and align with gender equality national strategic plans and normative frameworks as well as Georgia's international obligations and commitments including national plan to achieve SDGs?
- To what extent is the project consistent with the national development strategies in the area of gender equality and women's empowerment, reflect national and local priorities and commitments on GEWE/WEE and the UNDAF?
- Is the project design based on equality analysis, including gender and human rights-based analysis, risk assessments, socio-cultural and political analysis?
- To what extent has the project been catalytic in addressing some of the root causes of inequalities related to WEE?
- Were the programmatic strategies appropriate to address the identified needs of beneficiaries including most vulnerable groups?

Coherence:

- To what extent does the project fit within UN Women's Strategic Plan and interrelated threefold mandate?
- Are there any synergies and inter-linkages between the project and other interventions of UN Women?
- To what extent the project is in complementarity, harmonisation and coordination with the interventions of other actors' interventions in the same context?

- To what extent the implementation of project ensures synergies and coordination with Government's and key partners relevant efforts while avoiding duplications?
- To what extent are the interventions achieving synergies with the work of the UN Country Team?
- What is UN Women's current comparative advantage in this area of work compared with other UN entities and key partners in Georgia?

Effectiveness:

- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- What are the reasons for the achievement or non-achievement of the project results?
- Does the project have effective monitoring mechanisms in place to measure progress towards results?
- What is the influence of the specific country context and circumstances on the achievement of results and operational effectiveness?
- How adaptable and rapidly does the project react to changing situations?
- Has the project achieved any unforeseen results, either positive or negative? For whom?
- What are the good practices and the obstacles or shortcomings encountered? How were they overcome?
- To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?
- What -if any- types of innovative good practices have been introduced in the project for the achievement of WEE results?

Efficiency:

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
- Are the interventions implemented within the intended timeframe and budget? Are there mechanisms in place to ensure this?
- To what extent is the project's implementation cost effective and providing value for money?
- To what extent did the allocation of resources to targeted groups take into account the need to prioritize those most marginalized?

- To what degree were adequate resources provided for integrating human rights and gender equality in the interventions?

Sustainability:

- How effectively has the project been able to contribute to the generation of national ownership of the project outputs?
- To what extent were relevant stakeholders and actors included in the project planning and implementation?
- What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out?
- To what extent has the project identified strategic partners that could pick up on supporting continued government and non-governmental action when the project comes to an end?
- Do national/local institutions demonstrate leadership commitment and technical capacity to continue to replicate some project activities?
- To what extent have the project's exit strategy been well planned and successful?
- To what extent has UN Women been able to promote replication of project successes?

The questions outlined above are preliminary and are expected to be revised and refined by the evaluation team during the inception phase of the evaluation. Detailed evaluation matrix with revised and refined questions will be included in the evaluation Inception Report.

Evaluation processes in UN Women are divided in four main phases:

1) Preparation, mainly devoted to structuring the evaluation approach, establishing reference group, preparing the TOR, compiling project documentation, and recruitment of the evaluation team;

2) Conduct, which involves reconstruction of theory of change, organizing inception meetings, drafting inception report and finalization of evaluation methodology, data collection and analysis, including desk research and preparation of interviews and focus groups, preparation of field missions and

visits to project sites (with the reservation that the international flights are available and situation in the host country regarding Covid-19 is stabilized);

3) Reporting, focusing on presentation of preliminary findings, developing draft and final reports and any additional communication product;

4) Use and follow-up, which will entail the development of management response by UN Women team and follow-up to the implementation of the management response.

The consultant will be responsible only for **Conduct and Reporting phases**.

- **Conduct phase:** at the beginning of the consultancy, the consultant will be provided with key sources of information for an initial desk review. The online inception meetings will be conducted with JAWE team. At the end of this phase an inception report that will include the refined evaluation methodology will be delivered. The inception report will be validated and approved by UN Women. Based on the inception phase, the consultant will carry out further in-depth desk review. Field missions will be conducted to complete data collection and triangulation of information with the reservation that the international flights are available and situation in the host country regarding Covid-19 is stabilized. Online or face-to-face interviews and focus group discussions with key stakeholders, as relevant, will take place.
- **Reporting phase:** The collected information will be analyzed and final evaluation report will be delivered. A validation meeting will be organized where the consultant will validate the final report with UN Women and Evaluation Reference Group (ERG) and submit for approval by UN Women.

UN Women IEO has developed the GERAAS, which has adapted UNEG Standards for Evaluation in the UN System to guide evaluation managers and evaluators on what constitutes a 'good quality' report at UN Women. All evaluations in UN Women are annually assessed against the framework adopted in

GERAAS and hence the consultant should be familiar with GERAAS quality standards.

In addition, UN Women is an UN-SWAP reporting entity and the consultant will take into consideration that all the evaluation in UN Women are annually assessed against the UN-SWAP Evaluation Performance Indicator and its related scorecard. The evaluation will be conducted in accordance with UN Women evaluation guidelines and UNEG Norms and Standards for evaluation and the UNEG Code of Conduct for Evaluations in the UN System.¹²⁵

Stakeholders Participation and Evaluation Management Structure:

The evaluation will be a consultative, inclusive, and participatory process and will ensure the participation of stakeholders engaged in the implementation of the project.

The evaluation will be Human Rights and Gender responsible and an Evaluation Reference Group (ERG) will be established.

The **Evaluation Reference Group** is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results. The Evaluation Reference Group will be engaged throughout the process and will be composed of relevant representatives of state and non-state stakeholders. The ERG group will review the draft evaluation report and provide substantive feedback to ensure quality and completeness of the report and will participate in the inception and validation meeting of the final evaluation report.

The UN Women Georgia Monitoring and Evaluation Focal Point will serve as the **Evaluation Task**

Manager, who will be responsible for day-to-day management of the evaluation and ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key relevant guidance documents. The evaluation process will be supported by the UN Women Europe and Central Asia Regional Evaluation Specialist.

Coordination in the field including logistical support will be the responsibility of UN Women.

Within six weeks upon completion of the evaluation, UN Women has the responsibility to prepare a **management response** that addresses the findings and recommendations to ensure future learning and inform implementation of relevant projects.

This is a consultative/participatory final project evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders are consulted.

Description of Responsibilities

The national consultant/gender and WEE expert will work under the direct supervision of the International Consultant / Evaluator (team leader for the assignment) and will benefit from technical and operational support of UN Women Country Office in Georgia. Her or his profile is expected to complement the profile of the International Consultant and is expected to have deep knowledge of national, development and gender context in Georgia. In more specific terms, the national consultant will be providing support to the international consultant in the process of the project evaluation in Georgia and will be responsible for the following tasks:

- To collect and review all relevant materials, such as reports, assessments, studies and draft laws, etc.
- Provide in depth analysis and key inputs on

125 UNEG Ethical Guidelines : http://uneval.org/papersand-pubs/documentdetail.jsp?doc_id=102; The UNEG Code of Conduct for Evaluation: http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

national, development and gender situation in the country;

- Review of all key Georgian documents, as needed and relevant information to be systematized in English to make it accessible to the team leader;
- To support in arrangement of meetings, focus group discussions, interviews with key beneficiaries and stakeholders of the project together and in consultation with UN Women with the reservation that the situation regarding Covid-19 is stabilized in Georgia and taking into account relevant recommendations/rules established by the Government of Georgia.
- To participate in all the meetings, focus group discussions and interviews, provide interpretation as needed, take notes and prepare minutes in English with the reservation that situation regarding Covid-19 is stabilized in Georgia and taking into account relevant recommendations/rules established by the Government of Georgia;
- To provide relevant inputs for the presentation and completion of the different deliverables;
- To be available if further clarification is needed by the international consultant during the drafting and finalization process of the evaluation and provide inputs to the evaluation report as needed;

- To prepare a brief narrative report on fulfillment of all the tasks assigned by this ToR.

Deliverables

1. Desk review of all relevant materials such as reports, assessments, studies, draft laws, etc. completed – 7 September 2020 (5 working days);
2. Review of all key Georgian documents, as needed and relevant information to be systematized in English to make it accessible to the team leader – 17 September 2020 (5 working days);
3. Meetings, interviews and focus group discussions in consultations with the international consultant arranged – 25 September 2020 (2 working day);
4. Support provided in data collection, including interpretation provided in the meetings, interviews and focus group discussions, and relevant minutes prepared – 15 October 2020 (10 working days);
5. Follow up on pending interviews and additional data collection in the country after field mission (3 working days);
6. Support the team leader while undertaking the analysis the evidence (2 working days);
7. Inputs and clarifications provided to the evaluation report prepared by the international consultant – 8 December 2020 (3 working days);



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and the Empowerment of Women

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