



Final Evaluation

**Transformative Financing for Gender Equality and Women's
Empowerment in Ethiopia Programme**

INCEPTION REPORT

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Table of Contents

List of Acronyms	3
1 Introduction.....	4
1.1 Overview of the Evaluation Subject	4
1.2 Programme Background.....	5
1.3 Country Context	6
2. Evaluation Scope and Objectives.....	11
2.1 Objectives of the Evaluation.....	11
2.2 Scope of the Evaluation	12
2.3 Evaluation Criteria and Questions	12
3 Approach and Methodology.....	15
3.1 Evaluation Approach	15
3.2 Sampling and Sample Size Determination.....	18
3.3 Ensuring quality	19
3.4 Ethical issues	19
3.5 Evaluation Team Composition.....	20
3.6 Challenges and limitations	20
4. Evaluation Work Plan.....	21
Schedule of work.....	21
ANNEXES	21
Annex 1: List of Documents Reviewed	21
Annex 2: Terms of Reference(ToR).....	22
Annex 3: Evaluation Matrix	23
Annex 4: Consultation/Key Informant Interview Question Guides	30

Acronyms

BDPFA	Beijing Declaration and Platform for Action
BOWCA	Bureau of Women and Children Affairs
CIA	Central Intelligence Agency
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CPD	Country Programme Document
CSO	Civil Society Organization
DAC	Development Assistance Committee
ESDP	Education Sector Development Plan
ERG	Evaluation Reference Group
FDRE	Federal Democratic Republic of Ethiopia
GDP	Gross Domestic Product
GE	Gender Equality
GEWE	Gender Equality and Women's Empowerment
GNI	Gender Inequality Index
GRB	Gender Responsive Budgeting
GoE	Government of Ethiopia
GTP	Growth and Transformation Plan
HDI	Human Development Index
HSDP	Health Sector Development Plan
HR	Human Rights
IP	Implementing Partner
IMF	International Monetary Fund
KII	Key Informant Interview
MoF	Ministry of Finance
MWCYA	Ministry of Women, Children and Youth Affairs
M & E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
OECD	Organization for Economic Co-Operation and Development
PFM	Public Finance Management
SNNPR	Southern Nations, Nationalities and People's Region
SMART	Specific, Measurable, Attainable, Relevant, Time-Bound
SDGs	Sustainable Development Goals
ToR	Terms of Reference
ToC	Theory of Change
UNEG	UN Evaluation Group
UEWCA	Union of Ethiopian Women and Children Association
UN	United Nations
UNDAF	United Nations Development Assistance Framework
WB	World Bank

1 Introduction

1.1 Overview of the Evaluation Subject

UN Women in partnership with the Ministry of Finance (MoF) and with support from the governments of Sweden, Norway, and the Netherlands (among other donors) implemented a four-year “Transformative Financing for Gender Equality and Women’s Empowerment” programme (July 2017-2021) in Ethiopia with an estimated budget of USD 2.99 million (actual budget allocation of USD 2,848,233) for the entire programme period. The overall goal of the programme is to ensure that new and existing internationally and nationally agreed commitments on gender equality and women’s empowerment are adequately and effectively financed in Ethiopia. The programme aims at establishing a gender-responsive planning and budgeting system in Ethiopia to ensure that resources are allocated to adequately and effectively finance gender equality and women’s empowerment commitments. UN Women supports efforts to mainstream gender in national development plans and strategies as well as sectoral strategies through the provision of technical support to national partners. To achieve this goal, four major focus areas have been identified:

- 1) Creating political consensus by the Government of Ethiopia on the need to systematically address Gender Responsive Budgeting (GRB);
- 2) Supporting the reform of fiscal laws, policies and national action plans to prioritize budgetary allocations in favour of gender equality and women empowerment (GEWE);
- 3) Ensuring equitable distribution of international financing to address gender inequalities and the empowerment of women, and for increased resources for GEWE; and
- 4) Strengthening oversight mechanisms for allocations for GEWE, and ensuring the inclusion of parliamentarians, civil society, and women’s organizations in GRB.

The programme was designed using the opportunities, best practices, and learning from previous initiatives ensuring that a system is established for increasing financing for gender equality so that women and girls can equitably benefit from the allocation of resources. This system is realized through evidence generated by gender gap analyses, engendered public financial management and donor funding, and the creation of an accountability mechanism with multi-stakeholder coordination and engagement of gender advocates.

The program was implemented at the federal and in the three regions of Ethiopia including Amhara, Southern Nations and Nationalities and People’s Region (SNNPR), and Oromia regions. To achieve the expected outcomes, the programme has deployed the following strategies of evidence-based advocacy, capacity development, knowledge building and information sharing, and partnership building, coordination, and engaging with different stakeholders. The programme design and implementation ensured collaboration with international organizations such as International Monetary Fund (IMF) by bringing experiences to relevant forums on financing for development. It enhanced collaborative partnerships with the International Monetary Fund (IMF) and World Bank (WB) towards bringing gender-responsive Public Finance Management (PFM) system of the country and women’s contribution towards the economy.

Stakeholders and implementing partners (IPs) in this programme are federal and regional governments, as well as non-governmental actors. UN Women has worked with the Ministry of Women, Children and Youth Affairs (MWCYA) and Ministry of Finance (MoF) and its regional structures in Amhara, Oromia, SNNPR, and Tigray, to promote gender-responsive budgeting. UN Women partnered with a Civil Society Organization (CSO), Union of Ethiopian Women and Children Association (UEWCA) to build the capacity of women associations to advocate on GRB at the federal and regional level.

The program also produced different knowledge products such as the Gender Gap Analysis of the Public Finance Management system In Ethiopia; Gender Responsive Budgeting toolkit for Women and Children and Budget Standing Committees of Parliament to track budgeting from gender perspective during the budget hearing; gender and aid effectiveness manual and toolkit for external resource mobilization directorate on how to mobilize aid from a gender perspective; and gender equality audit manual for Office of the Federal Auditor General are among the few knowledge products within the programme period. Additional knowledge products are being developed such as gender equality strategy for MoF and assessment report on gender-responsive budget allocation and implementation within GTPII.

An external team of two consultants was engaged to independently evaluate the programme using UN Women evaluation guidelines including, but not limited to, the UN Evaluation Group (UNEG) Norms and Standards for evaluations and Global Evaluation Reports Assessment and Analysis System (GERAAS). An Evaluation Reference Group (ERG) was also established to provide quality assurance of the evaluation process.

1.2 Programme Background

Countries identify and articulate development priorities through national development plans and strategies. Often, gender equality commitments are not sufficiently considered or included during the design and financing stages of planning, which exacerbates gender inequality in many countries.¹ Adequate financing of national development plans and strategies is a condition for the achievement of national development priorities. The implementation of gender equality commitments at the country level requires governments to formulate policies and strategies that actively promote gender equality and guarantee women's rights while allocating sufficient financial resources for this purpose. Therefore, a gender equality perspective needs to be properly considered during the design and budgeting stages of the planning process to ensure that resources and interventions equally benefit women and men.

Gender Responsive Budgeting (GRB) aims at mainstreaming gender into public budgets, looking into how financial resources are collected taking into consideration women and men. GRB is used to shape policies, set priorities, and provide the means to meet the social and economic needs of all citizens. It helps governments understand potential adjustments in resources needed to achieve their priorities and commitments to achieve gender equality and advance women's rights as stipulated in international conventions, commitments, and goals, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action and the

¹ See: <http://gender-financing.unwomen.org/en/areas-of-work/planning-and-budgeting>.

Sustainable Development Goals (SDGs)². Beyond ensuring accountability to women’s rights, GRB is also a step towards improved public transparency and economic efficiency.

Increasing financing for gender equality recognizes that planning, resource allocation, and prioritization of development initiatives have to be disaggregated, by sex, among other parameters, to understand where the greatest needs are, to direct resources to those areas, and to monitor how resources and planning bridge gender gaps and contribute to the empowerment of women.

1.3 Country Context

1.3.1 Political context

Ethiopia is the second-most populous country in the African continent with a population of 108 million (51 percent female population) and a population growth rate of 2.85 percent (CIA World Factbook, December 2019). Located in north-eastern Africa, also referred to as the Horn of Africa, Ethiopia is a federal state subdivided into ten ethno-linguistically-based regional states and two city administrations. The Federal Democratic Republic of Ethiopia comprises the Federal Government and state members³, both with legislative, executive, and judicial powers. The House of Peoples’ Representatives is the highest authority of the Federal Government⁴. Women representatives hold 39 percent of the total of 547 seats (2015 election). The House has the power to legislate in all matters assigned by the Constitution to federal jurisdiction⁵. Accordingly, it enacts specific laws on different matters, including ratifying the federal budget. In the states, the State Council is the highest organ of authority. Its powers and functions include administering the state budget.

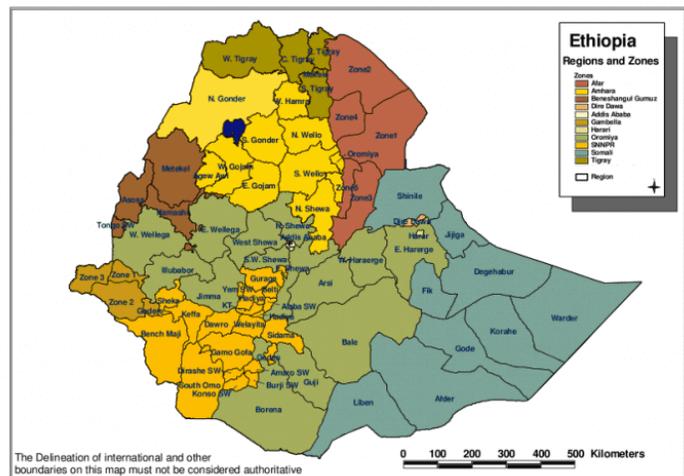


Figure 1: Ethiopia: Regions and Zones (Ethiopia/ReliefWeb reliefweb.int)

Following weeks of conflict, Ethiopian federal forces declared victory over the northern Tigray region’s leadership after taking the capital Mekelle on 28 Nov

² National Democratic Institute, *Gender Informed Governance: Gender Responsive Budgeting*.

³ See: www.ethiopia.gov.et/web/pages/the-structure-and-division-of-power.

⁴ See: <http://country.eiu.com/article.aspx?articleid=251907609&Country=Ethiopia&topic=Summary&subtopic=Political+structure>.

⁵ See: www.ethiopia.gov.et/the-house-of-peoples-representatives.

mber 2020. The war has killed thousands and displaced maybe a third of Tigray's population amid reports of atrocities by all sides. Federal troops are backed by Amhara factions claiming areas they say Tigray annexed in the early 1990s. All sides in the conflict in Ethiopia's northernmost region appear to be girding for a protracted battle. The Tigrayan leadership, though driven from power in Mekelle, the region's capital, has rallied under the banner of the Tigray Defence Forces, an armed resistance group. It is led by the removed Tigrayan leaders and commanded by former high-ranking Ethiopian National Defence Force officers. It currently operates primarily from rural areas in central and southern Tigray, while federal troops control the main roads and urban areas. Eritrean soldiers have their heaviest presence in northern Tigray and Amhara forces patrol western Tigray and the far south.⁶

Though Ethiopia's federal government claimed the war in the country's Tigray region was over in November, fighting continues – at great cost to a stricken population trapped in a multi-sided conflict. Tigray's ousted leadership appears to have consolidated its position in rural areas and its resistance commands support from a Tigrayan population that values the region's autonomy. As part of the federal war effort, Prime Minister Abiy Ahmed enlisted forces from Eritrea and also from Ethiopia's Amhara region. This move added to Tigrayans' sense of injustice and broadened backing for the rebellion, particularly as Eritrean and Amhara combatants stand accused of atrocities against civilians. While mounting evidence of abuses and international pressure has forced concessions from Addis Ababa, including an announcement that Eritrean forces will withdraw, the war looks set to continue.⁷

1.3.2 Economic and Social Context

Ethiopia has seen remarkable economic growth, poverty reduction, and progress in social development in the last decades. In the past decades, its average annual growth rate far exceeded the regional average, which is over 10 percent relative to a regional 5 percent growth. Agriculture grew at 7 percent, services at 12 percent, and industry at 21 percent. While Ethiopia remains predominantly agricultural, with 80 percent of its population living in rural areas⁸. Despite significant economic growth, development indicators and reports indicate the country remains among the set of low human development countries around the world and has seen little change relative to other countries. Ethiopia's Human Development Index (HDI) value for 2019 was 0.485, which put the country in the low human development category, ranking at 173 out of 189 countries and territories. The 2018 global human development report shows that Ethiopia is among countries with low Gender Development Index (ratio of female to male HDI values) scoring 0.846. The same report indicates that Ethiopia's Gender Inequality Index (GNI) score is one of the lowest. Ethiopia ranked 121st out of 160 countries on GNI scoring 0.502.

A key concern is that economic growth has been driven by the growth in agriculture and services sectors, contributing 37 and 47 percent of Gross Domestic Product (GDP) in 2015/16. Education continues to lag with close to half of Ethiopians unable to read or write and low mean years of schooling rate. And significant barriers to gender equality and women's economic empowerment remains, with high unemployment and segregation into low-skilled and informal works⁹. Though women make up more than

⁶ <https://www.crisisgroup.org/africa/horn-africa/ethiopia>

⁷ <https://www.crisisgroup.org/africa/horn-africa/ethiopia>

⁸ World Bank. 2019 Ethiopia Gender Diagnostic Report: Gender Innovation Policy Initiative

⁹ UNDP. 2018 Ethiopia National Human Development Report 2018: Industrialization with a Human Face

40 percent of the agricultural labor force and head approximately 25 percent of all farming households, they have less access to land and other factors of production than men. Women continue to face significant barriers in the workforce. Women experience high rates of unemployment (50 percent), seasonal employment, and temporary employment. Researches also evidence that women are also less likely than men to be paid for their work. Furthermore, for women active in the workforce, their productivity lags behind that of men. According to the World Bank study (WB 2019: Gender Diagnostic Report), female farmers have lower rates of agricultural productivity than their male counterparts, and in entrepreneurship, women-owned firms underperform those owned by men in an array of critical dimensions including profitability, survival rate, average size, and growth trajectory.

1.3.3 Gender and Human Rights context

Though women make up more than 40 percent of the agricultural labor force and head approximately 25 percent of all farming households, they have less access to land and other factors of production than men. Women continue to face significant barriers in the workforce. Women experience high rates of unemployment (50 percent) seasonal employment, and temporary employment. Researches also evidence that women are also less likely than men to be paid for their work. Furthermore, for women active in the workforce, their productivity lags behind that of men. According to the World Bank study (WB 2019: Gender Diagnostic Report), female farmers have lower rates of agricultural productivity than their male counterparts, and in entrepreneurship, women-owned firms underperform those owned by men in an array of critical dimensions including profitability, survival rate, average size, and growth trajectory.

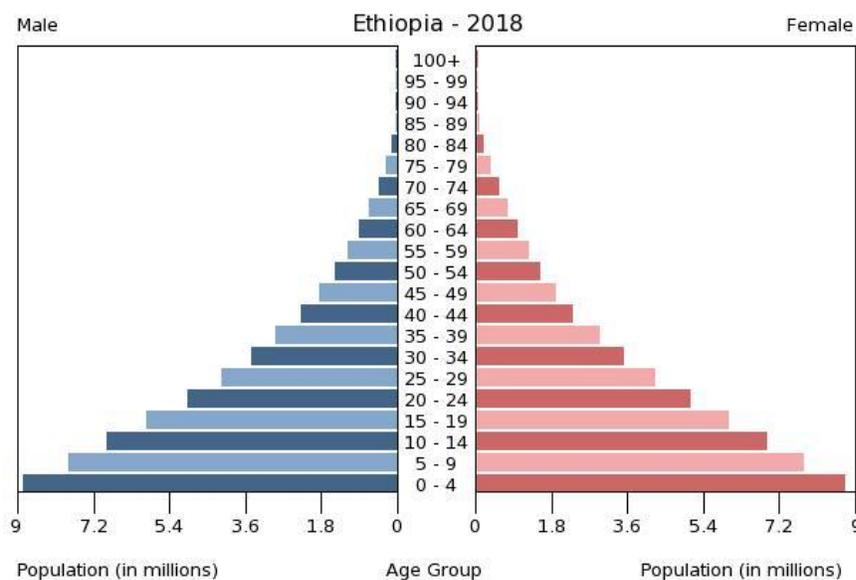


Figure 2: Ethiopian population by Sex and Age group(CIA World factbook)

Gender inequality exacts a significant toll on multiple dimensions of development in Ethiopia. More than 58 percent of girls between the ages of 15 and 19 give birth. Mean years of schooling for females is just 1.6, less than half of the already low mean years of schooling for males, at 3.7 years. In the economic sphere, women are acutely affected by discriminatory policies and gender norms.

The economic empowerment of women is a critical gateway for many other development results. Women are nearly

three times as likely as men to be unemployed. Women are obliged to take on vulnerable forms of employment that fail to protect their basic labour rights. Unpaid care and domestic work also serve as a

severe constraint to gender equality and women's empowerment. These and other drivers of inequality between women and men and girls and boys determine gender inequality trends in Ethiopia.¹⁰

On the other hand, the Government of Ethiopia (GoE) is strongly committed to promoting gender equality and women's empowerment to address the existing inequalities in the social, economic, and political sectors since the ratification of the national constitution. Accordingly, the government has adopted several institutional and policy measures that support these goals. Gender equality and empowerment of women (GEWE) is positioned as a national priority and at the center of all policy, legal and institutional frameworks. It has been integrated into ongoing development processes yielding momentous achievements over the past years. This is anchored in the national policy framework by mainstreaming gender within key national development plans such as the Growth and Transformation Plan (GTP)-both GTPI and GTPII and sector-specific plans such as the Education Sector Development Plan (ESDP), the Health Sector Development Plan (HSDP), Industrial Strategic Plan, etc.

The Ministry of Women, Children, and Youth Affairs of the Federal Democratic Republic of Ethiopia (FDRE) is re-formed under Proclamation No. 1097/2018 mandated to have power and duties to address women, children, and youth affairs in the preparation of policies, laws and development programs and project to ensure the overall well-being and equal rights of women, children and youth of the country. Recently, The Ministry has prepared the Ten Years Perspectives Plan of the country on women, children, and youth development. The perspective plan was developed based on the key challenges and achievements observed in the social, political, and economic sectors in addressing gender inequalities. Similarly, the perspective plan was designed to address the existing gaps and challenges faced in addressing the rights and development aspects of women, children, and youth in the social, economic, and political spheres. Looking at the existing gaps will enable the Ministry to design appropriate strategies and plans for the advancement of the larger portion of the society who are women, children, and youth.

The perspective plan focuses on *Right, Representation* and *Resource* centered approaches in the following strategic/focus areas;

- Strengthen and ensure women and children rights and protection
- Ensure fair participation and representation of women and youth in leadership and decision-making
- Address the existing attitudes and practices of the society to increase the full participation and benefit of women, children, and youth
- To ensure the equitable benefit of women, children, and youth in the economic and social sectors
- Enabling women and youth to play an active role in the economic and social spheres;

Since Ethiopia adopted international human rights standards on gender equality and the rights of women and girls including the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action (BDPFA), and the Protocol to the African Charter

¹⁰ UNDP. 2018 Ethiopia National Human Development Report 2018: Industrialization with a Human Face

on the Rights of Women in Africa (Maputo Protocol), some measures have been introduced to create an enabling environment for the advancement of women and girls. Important gains have been made towards achieving the formal equality of women through the reform of several laws including family law, labor law, pension law, and criminal law. Gender equality and women's empowerment has also featured in the nation's development and poverty reduction policies and strategies. Several institutional arrangements and valuable measures have been introduced to operationalize the commitments made at the national and international levels.

Increasing financing for gender equality is crucial to ensure that women and men, and girls and boys have access to and benefit from all social and economic development initiatives and allocated resources of the country. To address current gender gaps, the Government, in alignment with SDG 5 on gender equality, has a pillar on women and youth empowerment in the GTP II.

The Government has integrated a Gender Responsive Budgeting (GRB) in the programme budget process in the Amended Finance Administration Proclamation No. 970/2016 (Article 20, sub-article 3).¹¹ The Proclamation requires sectors to integrate gender perspectives into the preparation of budget programmes to enhance the participation and benefit of women from the economy.

Despite the government putting policies, strategies, and programmes to support gender equality mainstreaming and women empowerment initiatives, the lack of strong institutionalizing of these efforts left the gender equality gap still to be a challenge advancing in the social, economic and political spheres. Following the amended Finance Administration Proclamation No. 970/2016 to consider gender issues in public budget preparation, with the support of UN Women the Ministry of Finance has developed and launched Gender Responsive Budgeting (GRB) Guidelines that facilitate the efforts to increase and track national planning and budget allocations related to achieving GEWE. Accordingly, steps have been taken to integrate gender into budget calls in all sectors at the federal level and the regions, such as Amhara and the Southern Nations, Nationalities and Peoples Region (SNNPR), followed by the identification of gender issues in sectors important to economic growth and the design of interventions in annual ministerial plans.

UN Women in collaboration with other development agencies has been supporting the Government of Ethiopia in planning and implementing GRB. Most of the organization's support has been through capacity-building regarding gender-responsive budgeting. During the GTPI implementation, the Government, in partnership with UN Women CO and the European Commission (EC), implemented a programme, "Increasing Accountability in Financing for Gender Equality," from 2011 to 2015. It sought to enhance both the scale and scope of financing for national gender equality commitments and to strengthen government and donor accountability for implementing gender equality commitments in financing decisions and practices. As a result, the Government pursued a variety of GRB initiatives to integrate gender issues into national policies, strategies, and budgets.

The programme, Transformative Financing for Gender Equality, was initiated to contribute to the overall goal of adequate and effective financing of new and existing national and international commitments on

¹¹ Federal Government of Ethiopia Financial Administration (Amendment) Proclamation 9167. Proclamation No. 970/2016

Gender Equality and Women Empowerment. The focus is on enhancing the capacity of experts on Gender Responsive Budgeting to enable them to consider gender during planning and budgeting through training and South-South experience sharing. The programme is in line with UN Women's Global Strategic Plan 2018-2021, particularly **outcome 2**: women lead, participate in and benefit equally from governance systems which contributes to **SDGs** Goal no, 1,2,3,5,10,16 and 17. At the national level, it was designed in alignment with **UNDAF 2016-2020** i.e. pillar 4 on good governance, participation, and capacity development and pillar 5 equality and empowerment, Ethiopia's Growth and Transformation Plan II (2016-2020) i.e. strategic pillar 7 on the promotion of gender and youth empowerment and equity; and the country strategy of UN Women Ethiopia.

According to the Gender Gap Analysis of the Public Finance Management System¹², some of the major gaps identified include; limited progress in implementing approved budgets by sector offices, lack of consistent integration of gender equality in the development of fiscal policy in general and in revenue generation, gender issues have not been adequately covered in the performance audits of the OFAG (Office of the Federal Auditor General Ethiopia). The study also noted the key challenges in devising gender-responsive PFM including the following: limited GRB awareness and skill, lack of GRB ownership, weak accountability system, high turnover of trained staff, and gaps in gender-disaggregated data.

The Beijing 25+ Ethiopia report also highlighted that there is a lack of disaggregated data on the implementation of measures under the GRB provisions of the Finance Proclamation and its impact in drawing significant resource mobilization to eliminated discrimination of all forms. Studies still show a wide gender gap in the budget in many sectors and budget constraints continued to be a major challenge for gender equality and the advancement of women in Ethiopia.¹³

2. Evaluation Scope and Objectives

2.1 Objectives of the Evaluation

The general objective of this evaluation is to assess the programme's contributions towards financing gender equality and women empowerment initiatives. The evaluation is also expected to provide an in-depth assessment of the results against the four outcomes of the programme and performance in terms of relevance, effectiveness, efficiency, sustainability, impact, inclusiveness, coherence, participation, equality, non-discrimination, and social transformation.

The specific objectives of the evaluation as stated in the Terms of Reference (ToR) are to:

- a) Assess the extent to which the results of the programme are achieved and examine to what extent the programme is aligned with relevant international agreements and conventions, national needs, government priorities as well as the UNDAF.
- b) Review the programme design, implementation strategy, institutional arrangements as well as management and operational systems.
- c) To analyze and reflect on the overall progress of the programme and the validity of its identified

¹² UN Women, MoF, August 2018: Gender Gap Analysis of the Public Finance Management System of Ethiopia

¹³ EFDRE, May 2019: Fifth National Report on Progress made in the Implementation of the Beijing Declaration and Platform for Action (Beijing +25)

strategies.

- d) Assess the effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the intervention.
- e) Assess the relevance of the contribution of the programme to the national measures to establish a gender-responsive planning and budgeting system in Ethiopia to ensure that resources are allocated to adequately and effectively finance gender equality and women's empowerment commitments.
- f) Assess the sustainability of the intervention in achieving sustained gender equality and women's empowerment.
- g) Determine the impact of the intervention in terms of gender equality and women's empowerment.
- h) Analyze how the human rights approach and gender equality principles were integrated into the programme implementation.
- i) Document good practices, innovations, and lessons learned and provide concrete and actionable recommendations for future programming.

2.2 Scope of the Evaluation

The programme end evaluation will cover the implementation of the programme from July 2017 - July 2021 under its four outcomes. This final evaluation is expected to highlight the achievements as well as actionable recommendations for sustainability and improvement of future programme implementation. The evaluation will focus on all activities undertaken and geographical locations covered by the programme during the above-mentioned period. The evaluation assessment will be conducted both at the Federal and Regional levels. The evaluation will be undertaken with the following key stakeholders in mind: relevant staff from IPs; including federal and regional (SNNP, Amhara & Oromia) bureaus; CSOs; UN Women ECO programme staff; International organizations such as the International Monetary Fund (IMF) and World Bank; and Development partners who have worked directly with the programme.

2.3 Evaluation Criteria and Questions

The evaluation seeks to answer the following questions focused around the UN Women criteria of relevance, effectiveness, efficiency, sustainability, impact, inclusiveness, coherence, participation, equality, non-discrimination, and social transformation. These criteria are aligned with the OECD/DAC¹⁴ criteria and the UNEG evaluation criteria as outlined in the UNEG Norms and standards of Evaluations. The evaluation findings shall be presented as per each of these criteria.

A. Relevance

1. To what extent is the programme aligned with and contributes to the relevant national, regional and international policies and normative frameworks on human rights, gender equality, and women's empowerment such as the Convention on Elimination of all forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, the SDGs including Ethiopia country development priorities, GTP II, UN Women CPD, UNDAF Ethiopia 2016-2020.

¹⁴ The Organization for Economic Co-Operation and Development(OECD) and Development Assistance Committee (DAC)

2. To what extent is the programme intervention logic/strategy relevant to the context of gender equality and women empowerment in Ethiopia?
3. To what extent do the main strategic components of the programme logically link and contribute to the programme's Theory of Change (ToC)? Is the intervention logic coherent and realistic?
4. To what extent is the programme responsive to the context and defined needs and priorities of key stakeholders and beneficiaries in Ethiopia?
5. How strategic are partners in terms of mandate, influence, capacities, and commitment?
6. To what extent is the programme results framework (indicators) plausible and doable (using SMART Criteria)?
7. What is the relevance in relation to the UN-Women Strategic Plan, the Human Rights-Based Approach to Programming, Gender Mainstreaming, and Results-Based Management?

B. Effectiveness

1. Is the programme being implemented as designed? To what extent were the programme outputs and outcomes achieved?
2. What factors contributed to the achievement or non-achievement of these results?
3. To what extent did the programme contribute to the achievement of results in terms of ensuring that new and existing internationally and nationally agreed commitments on gender quality and women's empowerment are adequately and effectively financed in Ethiopia?
4. What challenges (if any) emerged during the programme implementation? Has the programme adapted to changes in the context and emerging challenges during programme implementation?
5. Were there any unintended or unexpected results achieved by the programme that can be documented as lessons learned?
6. To what extent did the programme have an effective and reliable M&E strategy?
7. How were the stakeholders involved in the programme implementation?

C. Efficiency

1. To what extent is the programme management structure and coordination mechanism, as outlined in the programme document, efficient in generating the expected results? What specific modes of engagement have been most efficient?
2. To what extent has there been an economical use of financial and human resources?
3. Are there enough resources (funds, human resources, time, expertise, etc.)? Have resources been allocated strategically to achieve the desired outputs and outcomes?
4. Were there any constraints (e.g political, practical, and bureaucratic) to addressing the rights of women efficiently during implementation? What level of effort was made to overcome these challenges?
5. The extent to which adequate resources were made available for integrating HR & GE in the intervention as an investment in short-term, medium-term, and long-term benefits.

D. Sustainability

1. To what extent are the programme initiatives and achievements sustainable beyond the programme period?
2. To what extent does the programme design promote ownership, mutual accountability, inclusivity, and managing for GRB results to ensure the sustainability of efforts and benefits?
3. Have the programme interventions and institutional framework created adequate capacities for sustained results? Did the design include appropriate sustainability and an exit strategy?
4. Are there any economic, social, or political risks and challenges that may jeopardize the sustainability of the programme outcomes? How will the benefits of the interventions be secured for rights holders?
5. What best practices and lessons learned from the programme should be documented for future programming?
6. What recommendations could be considered in future programming or to ensure the sustainability of programme achievements? Are there innovative approaches that the programme could adapt?

E. Impact

1. To what extent was gender equality and women's empowerment advanced as a result of the programme implementation? What were the unintended effects, if any, of the intervention?
2. To what extent can the changes that have occurred as a result of the programme be identified and measured?
3. What are the notable impacts of the programme on the lives of women and men?

F. Coherence

1. To what extent does the programme relate or interact with other projects/programmes implemented by UN Women (Internal coherence)?
2. To what extent does the programme relate to similar projects/programmes implemented by other actors in Ethiopia (external coherence)? Has the programme been able to provide complementary support to other GRB or GEWE initiatives in Ethiopia?

G. Human rights and Gender equality

1. To what extent have gender and human rights been integrated into the programme design, implementation, and monitoring of the results?
2. To what extent has the programme interventions been following equality and non-discrimination principles at all time?
3. How has the programme promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

H. Inclusiveness and participation

1. To what extent were good practices and lessons learned from other relevant programmes considered in the programme design and implementation?
2. Was the designing, implementation, and monitoring process of the programme inclusive and participatory?

I. Social transformation

1. How has the programme contributed to the intended social transformation in terms of building capacity to ensure that public financial management is gender-responsive?
2. What were the key strategies used to bring about an attitudinal change in society towards promoting transformative financing for GEWE?

The above evaluation questions have been refined by the evaluation team to develop seven key evaluation questions to guide the evaluation process;

1. How appropriate and relevant is the programme **(Relevance)**?
2. To what extent is the programme successful in achieving its planned outcomes and targeted results **(Effectiveness)**?
3. How efficient is the programme implementation**(Efficiency)**?
4. How sustainable are programme interventions and results**(Sustainability)**?
5. How coherent is the programme with other programmes and actors**(Coherence)**?
6. What are the intended and unintended changes that have occurred as a result of the Programme interventions **(Impact)**?
7. To what extent has the programme strategy and implementation integrated cross-cutting issues **(gender equality and human rights; Inclusiveness and participation; and Social transformation)**?

3 Approach and Methodology

3.1 Performance Indicators

The indicators that will be used for measuring performance results at the outcome and output levels are indicated in Table 1 below;

Table 1

NO	OUTCOMES/OUTPUTS	INDICATORS
1	Outcome 1: Political consensus created by the Government to address the GEWE financing gap	<ul style="list-style-type: none"> • Improved allocation of specific resources in national financing strategies to implement SDG 5 and Pillar 8 of the GTP II
	Output 1.1: Availability of data and evidence on gender financing gaps increased	<ul style="list-style-type: none"> • Gender gap analysis of the last five years (2012-2016) of the budget of the agriculture sector conducted • Gender gap analysis of the last five years (2013-2017) of the budget of the job creation sector conducted • Published gender gap analysis for advocacy
	Output 1.2: Agriculture and Job Creation sectors address the gender budget gap and increase financing for gender equality in their programmes	<ul style="list-style-type: none"> • Percentage increase in financing for gender equality to adequately address gaps in the agriculture and job creation sectors
	Output 1.3: Awareness created on the benefits of GEWE to achieve sustainable development using the evidence of the gender gap analysis	<ul style="list-style-type: none"> • Number of policy briefs published and disseminated widely • Number of awareness-raising events held • Positive feedback received from users of policy briefs and event participants
2	Outcome 2: Fiscal laws, policies, and	<ul style="list-style-type: none"> • Availability of budgetary laws that have specific provisions

	national action plans of the Government prioritize budgetary allocations in favour of GEWE	for gender equality and women's empowerment
	Output 2.1 The institutional capacity of MoFEC and its regional structures in selected regions as well as city administrations built for gender-responsive public financial management and planning	<ul style="list-style-type: none"> • Accountability tools on gender-responsive public financial management developed and implemented • MoF and selected regional BoFECs capacitated on gender-responsive public finance management using the tools • Capacity of the Gender Directorate in MoFEC and gender departments in selected BoFECs enhanced
	Output 2.2 Institutionalization of the engendered training curriculum on programme budgeting by MoFEC in partnership with the Civil Service University ensured	<ul style="list-style-type: none"> • Gender-responsive training curriculum on programme budgeting available at the Civil Service University • Number of experts at the university providing training based on the training curriculum
3	Outcome 3: Additional financing for gender equality and women's empowerment mobilized, including from private and international financing sources	<ul style="list-style-type: none"> • Evidence of measures in place to ensure an increase in resource allocation for GEWE from international resources
	Output 3.1 Enhanced capacity of the External Resources Mobilization Directorate of MoFEC to ensure the gender responsiveness of donor fund allocation	<ul style="list-style-type: none"> • Guideline developed with/for MoFEC to ensure gender-responsiveness of international resources allocation • Number of MoFEC experts trained on gender-responsive resource allocation based on the guideline
	Output 3.2 Innovative financing mechanisms and instruments identified for Increased resources for gender equality and women's empowerment	Findings of the assessment published and disseminated
4	Outcome 4: Accountability on spending for results is increased in Ethiopia.	<ul style="list-style-type: none"> • Availability of system to track public GEWE allocation
	Output 4.1 Capacity of gender advocates (including Budget and Finance, Women and Children Standing Committees of Parliamentarians) to advocate for increasing financing for gender equality and to demand accountability and transparency on spending enhanced	<ul style="list-style-type: none"> • Number of gender advocates who have reported increased knowledge on advocacy for increasing Financing for gender equality and women's empowerment • Number of sector plans that received comments at the budget hearing relating to GRB
	Output 4.2 Multi-stakeholder group set up to provide oversight of GEWE allocations, and members' capacities built	<ul style="list-style-type: none"> • Multi-stakeholder group set up • Number of institutions with strong capacity to analyze the impact of their investment on gender • Number of review meetings held by the multi-stakeholder group to assess their progress

3.2 Evaluation Approach

The evaluation approach and methodology is drawn from the objective, scope, and purpose of the evaluation outlined in the Terms of Reference (ToR). The evaluation team has reviewed the ToR, programme documents, and progress reports and held a kick-off consultative meeting with the UN Women Ethiopia programme team and Evaluation Reference Group (ERG). The evaluation process is

guided by participatory and inclusive approaches. The team will use mixed methods to address the evaluation criteria¹⁵ and answer the key evaluation questions using credible and gender-responsive data collection methods and analysis techniques. Using a mixed methodology will help the evaluation team to deep dive into programme activities and results that are both qualitative and quantitative and to gather evidence-based information on the performance of the various dimensions of the programme interventions, outputs, and outcomes. Though the evaluation will mainly apply qualitative evaluation methods, where possible, quantitative data gathered from secondary data sources will be included and referenced. The evaluation team will undertake a thorough documentation review of programme documents, monitoring reports, and other relevant literature.

To measure outcomes and change induced by the programme interventions and gaps, the key informant interview (KII) question guides will include specific questions to describe outcomes and how, and to what extent, the programme interventions contributed to those outcomes. Process tracing will be used to enable the evaluation team to identify the mechanisms of change and the probable contributions of the programme interventions. Data analysis will involve triangulation and the team will ensure interpretation of results/findings remains objective and is not influenced by the evaluators' judgement and perspectives. Generally, the evaluation will be more focused on deepening understanding and explaining how planned results have been achieved; establish change induced by the programme interventions and gaps; identify failure and success factors and their respective contributions to the expected and unexpected outcomes; lessons learned; and recommendations for sustainability and future programming.

Phases of the Evaluation

Generally, the evaluation will be undertaken in three phases.

i) Phase One: Evaluation Planning Phase

This phase will include the following tasks (a) preliminary desk review of relevant literature and programme documents; review of the current situation -context analysis (b) development of the inception report alongside data collection tools. The documents to be reviewed include the programme document, performance progress reports, Theory of Change (ToC), results framework, agreements, and reports from implementing partners. The evaluators will also consider the entire internal and external environment of the programme implementation.

ii) Phase Two: Data Collection/Validation Phase

Both primary and secondary data collection methods will be applied during the data collection phase.

Secondary data (Desk review): This shall include a detailed review of inter alia; relevant literature; programme documents/proposals; the programme's Theory of Change/intervention logic; results framework/log frame; programme performance progress reports (monthly, quarterly, and/or annual); Implementation strategy and work plans; budgets and financial statements.

Primary data (Stakeholder consultations): The evaluation will use a participatory approach where key stakeholders involved or impacted by the programme (directly or indirectly) will be consulted/interviewed. This approach will involve engaging the stakeholders through interactive meetings

¹⁵ Relevance; Effectiveness; Efficiency; Impact; Sustainability; Coherence; and cross cutting issues

where discussions on the evaluation issues/questions will be held. Specifically, the evaluation will use data collection methods and questions related to outcome harvesting, most significant change, objective inquiry, context analysis, etc. The primary data collected shall be qualitative and will ensure flexibility especially by giving the participants the opportunity to input into the evaluation process. Primary data collection shall be guided by approved interview guides for each category of respondents. The evaluators shall apply the conceptual framework of assessing outcomes and changes in behavior and relationships among target groups as a result of the programme activities and actions. The evaluation team will use participative and interactive methods to assess the program performance, outputs and outcomes, and factors enabling or hindering positive outcomes.

The consultants will interview and hold consultative meetings and in-depth interviews (face to face or virtual/remote) with key stakeholders including programme staff, implementing partners, donors, parliament standing committees, CSOs, etc. The evaluation will also conduct case studies and testimonies of initiatives established to promote GRB and GEWE. The methodology used will be gender-sensitive, conflict-sensitive, and respect the principles of “Do No Harm” and “Leave No One Behind”. Data collected from different sources will be synthesized, analyzed and findings triangulated against the available programme documents and reports to draw sound recommendations and lessons learned. This approach will enable the team to assess many aspects of the programme and the perceptions of key stakeholders and their recommendations.

iii) Phase 3: Analysis, Debriefing, and Report Writing

A debriefing meeting will be conducted remotely at the end of the data collection phase where the consultants will give a presentation to UN Women on the evaluation preliminary findings and any emerging issues. Data collected from different sources will be synthesized, analyzed and findings triangulated to draw sound recommendations and lessons learned. Data analysis will involve triangulation and content analysis and the team will ensure interpretation of results/findings remains objective and is not influenced by the evaluators’ judgement and perspectives. During consultations with key stakeholders, the evaluation team will accurately take notes of feedback from the respondents and thereafter keenly read through and summarize the data to identify key findings that directly answer the evaluation questions. The team will then develop a framework by identifying broad ideas, phrases and assign codes to them. Once the data is coded, the team will identify themes looking for the most common responses to questions, identifying observations or patterns that can answer the evaluation questions, and including areas that can be explored further. The final report, incorporating feedback and input from UN Women, will then be submitted as the last deliverable. UN Women Ethiopia shall facilitate a debriefing session and any other consultative meetings-including coordination of stakeholders’ input and feedback on the draft evaluation report.

3.3 Sampling and Sample Size Determination

The list of stakeholders to be consulted will be determined using purposeful sampling in consultation with the UN Women programme team. The evaluation team will ensure data collected is adequate, reliable, and representative.

Sampling Frame

No	Respondents	No. of KIIs	Location/Category
1	Ministry of Finance (MoF), Gender Directorate, Budget Preparation, and Administration Directorate, Public Finance Management Reform Directorate, Macro-Economic Policy, and Management Directorate	4	Federal
2	UN Women	2	
3	Office of the Federal Auditor General	2	Federal
4	Ministry of Agriculture	1	Federal
5	Federal Urban Job Creation and Food Security Agency	1	Federal
6	Ministry of Women, Children and Youth	1	Federal
7	SNNPR Bureau of Women and Children Affairs (BOWCA)	1	SNNP Region
8	Women Caucus	1	Parliament
9	Women and Youth Social Affairs Standing Committee	1	Parliament
10	Oromia Bureau of Women and Children Affairs (BOWCA)	1	Oromia Region
11	Amhara Bureau of Women and Children Affairs (BOWCA)	1	Amhara Region
12	Tigray BoFED (Bureau of Finance and Economic Development)	1	Tigray Region
13	Secretariat of House of Peoples Representatives	1	House of Peoples representatives
14	World Bank	1	International Organization
15	IMF	1	International Organization
16	Union of Ethiopian Women and Children Associations (UEWCA)	1	CSO
17	Embassies of Norway, Sweden, and the Netherlands	3	Donors
	Total KIIs	24	

3.4 Ensuring quality

The evaluation team will seek to always use best evaluation practices to the best of their abilities. This will include adhering to the UN Evaluation Group (UNEG) Norms and Standards and conducting regular consultations with the established evaluation reference group. The evaluation criteria and the preliminary evaluation questions as outlined in the ToR have been further refined and organized into an evaluation matrix annexed to this report. The evaluation team will always remain independent from UN Women and the evaluation reference group. Clear reasons for evaluative judgements and the acceptance or rejection of comments on evaluation products will be given. The final report will make clear that it is the view of the evaluation team, and not necessarily that UN Women- who may articulate their voice through a Management Response.

3.5 Ethical issues

The evaluators shall respect the Ethical code of conduct of the UN Evaluation Group (UNEG). These include evaluator obligations of independence, confidentiality, impartiality, credibility, honesty and integrity, competence, accountability, obligations to participants, avoidance of harm, accuracy, completeness, and reliability, omissions, and wrongdoing. Where necessary, real names and personal details of respondents shall not be disclosed by the evaluation team during and after interviews-pseudo names may be used. The Evaluators will at all times be sensitive to identify any potential ethical issues and approaches that might compromise the evaluation process. Before Interviews, the evaluation team shall clearly explain to

respondents the objective of the evaluation, data collection methodology and seek their informed consent.

3.6 Evaluation Team Composition

UN Women hired a team of independent external consultants (one national and one international) to conduct the evaluation within the given scope of work and objectives of the evaluation. The two-person team selected for the evaluation has a balance of international and local context expertise in monitoring and evaluating development programmes. They are:

- ❖ **Mr. John Kimote** is an International Monitoring, Evaluation, Reporting, and Learning Specialist with over 15 years of experience dedicated to monitoring and evaluation consultancies (Formative, Mid, and Summative), project design, baseline surveys, needs assessment, learning, and reporting. He has consulted for international organizations and UN agencies including UNDP, UNICEF, UNFPA, WWF, USAID, World Bank, Care International, SRC, among others. He has a Master's in Monitoring & Evaluation and Bachelor's degree in Social Sciences (Psychology) among other certifications. John has international working experience in countries such as Myanmar, Syria, Eswatini, Uganda, Tajikistan, Kenya, Burundi, Somalia, Somaliland, Central African Republic (CAR), Democratic Republic of Congo (DRC), Malawi, South Sudan, Rwanda, and Ethiopia. He has experience in different thematic areas including Governance, Child Protection, Resilience, Peace and Security, Gender, Health, Environment, Livelihoods, WASH, Nutrition, Disaster Risk management, and resilience.
- ❖ **Rahel Tessema** has experience working as a gender expert with several national and international organizations in different capacities. She is an experienced person with a multi-discipline profession with both educational and work experience in development management, agriculture, livelihood (including pastoral areas), conservation, and food security in gender equality expertise. She has paramount understanding and experience of Ethiopian rural development and food security programs and has exposure to the rural setting of the country (both highland and low land areas) and the gender dynamics of different communities and is well acquainted with national policies, strategies, and programs. Her experience working with several international organizations as Gender Equality Advisor such as on USAID funded ACDI/VOCA AGP – Agribusiness Market Development Program, SNV, and Oxfam Great Britain; has given her the opportunity to work for Ethiopian women smallholder farmers and entrepreneurs. Rahel has worked as a freelance consultant with UNDP Ethiopia, Institute of International Education (IIE) and The David and Lucile Packard Foundation, Global Affairs Canada, Canada Food Grain Banks, SOS Children Village, Canada Lutheran World Relief (CLWR), and Lutheran World Federation Ethiopia, and Ethiopia-Netherlands Trade Facility for Agricultural Growth (ENTAG).

The evaluation team will work closely with the Evaluation Management Group consisting of UN Women programme staff, M&E Officer, and national government partners (a representative from MoF). The Evaluation Management Group will guide and supervise the evaluation process, provide timely feedback and facilitate the evaluation data collection process by providing the necessary documents and lists of focal points.

3.7 Challenges and limitations

1. Due to the covid-19 global pandemic and the resultant travel restrictions, the evaluation team may not be able to conduct face-to-face interviews with some of the stakeholders and therefore some of the interviews will be conducted remotely.
2. Due to the political context especially the upcoming general elections in Ethiopia, some key stakeholders might not be available for interviews due to time constraints and therefore the evaluation team might face challenges scheduling KII meetings with some of the key stakeholders. To mitigate this challenge, the team will be flexible and work around their schedules.

4. Evaluation Work Plan

The evaluation process will be undertaken in three phases;

Schedule of work

No	Phase	Deliverable	Working days	Timeline
1	Inception phase-Desk review of programme documents, kick-off meeting, Inception report (methodology, evaluation matrix, data collection interview guides, and work plan)	Approved inception report	8	By May 25, 2021
2	Primary data collection and analysis	Primary data collection, debriefing	12	June 30, 2021
3	Draft Evaluation Report, Incorporating ERG feedback, and Final report	Submission of draft and final Reports	10	July 25, 2021
	Total number of working days		30	

ANNEXES

Annex 1: List of Documents Reviewed

- ❖ Terms of Reference
- ❖ Transformative Financing for Gender Equality and Women’s Empowerment in Ethiopia Programme Document
- ❖ UN evaluation Group (UNEG) Norms and Standards for evaluations
- ❖ UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)
- ❖ National Democratic Institute, Gender Informed Governance: Gender Responsive Budgeting.
- ❖ World Bank. 2019 Ethiopia Gender Diagnostic Report: Gender Innovation Policy Initiative
- ❖ UNDP. 2018 Ethiopia National Human Development Report 2018: Industrialization with a Human Face
- ❖ World Bank 2019: Gender Diagnostic Report
- ❖ UNDP. 2018 Ethiopia National Human Development Report 2018: Industrialization with a Human Face
- ❖ Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)
- ❖ The Beijing Declaration and Platform for Action (BDPFA)
- ❖ The Protocol to the African Charter on the Rights of Women in Africa (Maputo Protocol)
- ❖ Federal Government of Ethiopia Financial Administration (Amendment) Proclamation 9167.

Proclamation No. 970/2016

- ❖ UN Women, MoF, August 2018: Gender Gap Analysis of the Public Finance Management System of Ethiopia
- ❖ EFDRE, May 2019: Fifth National Report on Progress made in the implementation of the Beijing Declaration and Platform for Action (Beijing +25)

Annex 2: Terms of Reference(ToR)

Annex 3: Evaluation Matrix

Evaluation Criteria	Evaluation questions	What to look for	Data sources	Data Collection Methods	Analysis methods and criteria for comparisons
Relevance	1. To what extent is the programme aligned with and contributes to the relevant national, regional and international normative frameworks (including Ethiopia country development priorities, GTP II, UN Women CDP, UNDAF Ethiopia 2016-2020, and the SDGs) for gender equality and women empowerment in Ethiopia?	<ul style="list-style-type: none"> • How the programme is aligned with the relevant national, regional and international instruments, and normative frameworks. 	<ul style="list-style-type: none"> • Programme documents and relevant literature • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Context analysis • Triangulation
	2. To what extent is the programme intervention logic/strategy relevant to the context of gender equality and women empowerment in Ethiopia? How were women’s needs and priorities identified and addressed in the different GRB initiatives?	<ul style="list-style-type: none"> • How the programme is responsive to the needs and priorities of women particularly financing for GEWE. 	<ul style="list-style-type: none"> • Programme documents and relevant literature • Theory of Change (ToC) and results framework • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Context analysis
	3. To what extent do the main strategic components of the programme logically link and contribute to the programme’s Theory of Change (ToC)? Is the intervention logic coherent and realistic?	<ul style="list-style-type: none"> • If the programme Theory of Change (ToC) is plausible and realistic. 	<ul style="list-style-type: none"> • Theory of Change (ToC) and results framework • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Context analysis • Contribution analysis

	4. How strategic are partners in terms of mandate, influence, capacities, and commitment?	<ul style="list-style-type: none"> Stakeholder mapping and their respective mandate, influence, capacities, and commitment 	<ul style="list-style-type: none"> Programme documents and progress reports Consultations with key stakeholders. 	<ul style="list-style-type: none"> Documentation review Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> Stakeholder mapping
	5. To what extent is the programme results framework (indicators) plausible and doable (using SMART Criteria)?	<ul style="list-style-type: none"> Whether the results framework has SMART indicators and targets. 	<ul style="list-style-type: none"> Results framework Progress reports Consultations with key stakeholders. 	<ul style="list-style-type: none"> Documentation review Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> Evaluability assessment
Effectiveness	1. Is the programme being implemented as designed? To what extent were the programme outputs and outcomes achieved?	<ul style="list-style-type: none"> The intervention logic against progress reports Achievement of planned programme results (outputs and outcomes) 	<ul style="list-style-type: none"> Pogramme documents and progress reports Consultations with key stakeholders 	<ul style="list-style-type: none"> Documentation review Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> Document synthesis Triangulation
	2. What factors contributed to the achievement or non-achievement of these results.	<ul style="list-style-type: none"> Analysis/evidence gathering work undertaken by UNW and IPs as part of GRB work 	<ul style="list-style-type: none"> Progress results Consultations with key stakeholders 	<ul style="list-style-type: none"> Documentation review Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> Document synthesis Triangulation
	3. To what extent did the programme contribute to the achievement of results in terms of ensuring that new and existing internationally and nationally agreed commitments on gender quality and women's empowerment are adequately and effectively financed in Ethiopia?	<ul style="list-style-type: none"> Initiatives and activities carried out and changes in sectorial (Agriculture and job creation) budgeting processes, MoF instruments, allocations, and capacities as a result of the programme implementation 	<ul style="list-style-type: none"> Relevant national and international instruments and normative frameworks. Programme documents Consultations with key stakeholders. 	<ul style="list-style-type: none"> Documentation review Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> Contribution analysis Outcome mapping/harvesting Most Significant Change
	4. What challenges (if any) emerged during the programme implementation? Has the	<ul style="list-style-type: none"> Programme results- Planned and achieved 	<ul style="list-style-type: none"> Pogramme documents and progress reports 	<ul style="list-style-type: none"> Documentation review 	<ul style="list-style-type: none"> Context analysis

	programme adapted to changes in the context and emerging challenges during programme implementation?	<ul style="list-style-type: none"> • Factors that may have affected programme results. 	<ul style="list-style-type: none"> • Achievement of indicator targets • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Document synthesis and triangulation
	5. Were there any unintended or unexpected results achieved by the programme that can be documented as lessons learned?	<ul style="list-style-type: none"> • Unexpected results • Factors that may have affected programme results. • Any unintended or unexpected results 	<ul style="list-style-type: none"> • Achievement of indicator targets-Results framework and progress reports • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Contribution analysis • Document synthesis and triangulation
	6. To what extent did the programme have an effective and reliable M & E strategy?	<ul style="list-style-type: none"> • M & E strategy • monitoring and evaluation mechanisms 	<ul style="list-style-type: none"> • Programme documents and monitoring reports • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Document synthesis and triangulation
Efficiency	1. To what extent is the programme management structure and coordination mechanism, as outlined in the programme document, efficient in generating the expected results? What specific modes of engagement have been most efficient?	<ul style="list-style-type: none"> • Programme management and coordination mechanisms • Effectiveness and efficiency of programme monitoring systems and programme data management protocols. 	<ul style="list-style-type: none"> • Programme documents- management structure, work plans, progress reports. • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Document synthesis and triangulation • Process tracing
	2. To what extent has there been an economical use of financial and human resources?	<ul style="list-style-type: none"> • Is expenditure according to the planned budget? Was there over/under expenditure? 	<ul style="list-style-type: none"> • Budgets, financial statements, and accountability systems • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Document synthesis and triangulation

	3. Are there enough resources (funds, human resources, time, expertise, etc.)? Have resources been allocated strategically to achieve the desired outputs and outcomes?	<ul style="list-style-type: none"> • If the programme is being implemented according to design and if there are any delays. 	<ul style="list-style-type: none"> • Budgets, financial statements, and accountability systems • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Document synthesis and triangulation • Contribution analysis
	4. Were there any constraints (e.g. political, practical, and bureaucratic) to addressing the rights of women efficiently during implementation? What level of effort was made to overcome these challenges?	<ul style="list-style-type: none"> • Criteria used in resource allocations and any constraints to addressing the rights of women. 	<ul style="list-style-type: none"> • Progress reports • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Context analysis • Contribution analysis
Sustainability	1. To what extent are the programme initiatives and achievements sustainable beyond the programme period?	<ul style="list-style-type: none"> • Involvement, commitment, and ownership of programme interventions by key stakeholders • Collaboration with government and other actors 	<ul style="list-style-type: none"> • Programme documents and Progress reports. • Relevant literature • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Context and situational analysis. • Document synthesis and triangulation
	2. To what extent does the programme design promote ownership, mutual accountability, inclusivity, and managing for GRB results to ensure the sustainability of efforts and benefits?	<ul style="list-style-type: none"> • Involvement, commitment, and ownership of programme interventions by key stakeholders 	<ul style="list-style-type: none"> • Programme documents- Theory of Change and results framework • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Document synthesis and triangulation • Stakeholder mapping/analysis
	3. Have the programme interventions and institutional framework created adequate capacities for sustained results? Did the design include appropriate sustainability and an exit strategy?	<ul style="list-style-type: none"> • Institutional capacities of key stakeholders to continue with GRB • Whether the programme has an exit plan/strategy 	<ul style="list-style-type: none"> • Programme documents and intervention logic • Progress reports • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Document synthesis and triangulation • Stakeholder mapping/analysis

	4. Are there any economic, social, or political risks and challenges that may jeopardize the sustainability of the programme outcomes? How will the benefits of the interventions be secured for rights holders?	<ul style="list-style-type: none"> • Risks, threats, and challenges in adopting GRB and GEWE initiatives • Availability of Funding for relevant GRB activities post programme 	<ul style="list-style-type: none"> • Programme documents and theory of change and assumptions • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Document synthesis and triangulation • Context and situation analysis
	5. What best practices and lessons learned from the programme should be documented for future programming?	<ul style="list-style-type: none"> • Best practices and lessons learned. 	<ul style="list-style-type: none"> • Progress reports • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Contribution analysis • Triangulation
	6. What recommendations could be considered in future programming or to ensure the sustainability of programme achievements? Are there innovative approaches that the programme could adapt?	<ul style="list-style-type: none"> • Stakeholder Recommendations 	<ul style="list-style-type: none"> • Progress reports • Consultations with key stakeholders. 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews (KIIs) 	<ul style="list-style-type: none"> • Triangulation
Impact	1. What identifiable changes have occurred as a result of the Programme?	<ul style="list-style-type: none"> • Changes and outcomes in budget processes and instruments; budget allocation; and capacity for GRB and any other results observed as a result of the programme interventions. 	<ul style="list-style-type: none"> • Programme documents and progress reports • Relevant literature • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Outcome harvesting • Most significant change • Objective inquiry
	2. To what extent was gender equality and women's empowerment advanced as a result of the programme implementation? What were the unintended effects, if any, of the intervention?	<ul style="list-style-type: none"> • How the programme contributed to changes in gender equality and women's empowerment • Unintended results and their contributing factors 	<ul style="list-style-type: none"> • Programme documents and progress reports • Relevant literature • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Outcome harvesting • Most significant change • Objective inquiry

	3. What are the notable impacts of the programme on the lives of women and men?	<ul style="list-style-type: none"> • Long term effects of the programme on the lives of women and men 	<ul style="list-style-type: none"> • Programme documents and progress reports • Relevant literature • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Outcome harvesting • Most significant change • Objective inquiry
Human rights and Gender equality	1. To what extent have gender and human rights been integrated into the programme design, implementation, and monitoring of the results?	<ul style="list-style-type: none"> • Gender equality and human rights principles are taken into consideration during programme design and implementation. 	<ul style="list-style-type: none"> • Programme documents • Theory of change • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Contribution analysis • Most significant change stories • Objective inquiry
	2. To what extent has the programme interventions been following equality and non-discrimination principles at all time?	<ul style="list-style-type: none"> • Human rights-based approach (HRBA) principles are taken into consideration during programme implementation. 	<ul style="list-style-type: none"> • Programme documents and progress reports • Theory of change • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Objective inquiry • Document synthesis and triangulation
	3. How has the programme promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?	<ul style="list-style-type: none"> • Positive changes in gender equality and women empowerment as a result of the programme 	<ul style="list-style-type: none"> • Programme documents and progress reports • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Contribution analysis • Most significant change stories
Inclusiveness and participation	3. To what extent were good practices and lessons learned from other relevant programmes considered in the programme design and implementation?	<ul style="list-style-type: none"> • Good practices and lessons learned from similar programmes considered in the programme design. 	<ul style="list-style-type: none"> • Programme documents • Relevant literature • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Documentation synthesis and triangulation • Objective inquiry
	4. Was the designing, implementation, and monitoring process of the programme inclusive and participatory?	<ul style="list-style-type: none"> • Stakeholder engagement during programme design and implementation. 	<ul style="list-style-type: none"> • Programme documents • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Documentation synthesis and triangulation • Objective inquiry

Social transformation	1. How has the programme contributed to the intended social transformation in terms of building capacity to ensure that public financial management is gender-responsive?	<ul style="list-style-type: none"> • Capacity to ensure that public financial management is gender-responsive? 	<ul style="list-style-type: none"> • Programme documents and progress reports • Relevant literature • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Objective inquiry • Documentation synthesis and triangulation • Contribution analysis
	2. What were the key strategies used to bring about an attitudinal change in society towards promoting transformative financing for GEWE?	<ul style="list-style-type: none"> • Communication and Data management strategies and protocols for public financial management 	<ul style="list-style-type: none"> • Programme documents and progress reports • Relevant literature • Consultations with key stakeholders 	<ul style="list-style-type: none"> • Documentation review • Key Informant Interviews(KIIs) 	<ul style="list-style-type: none"> • Objective inquiry • Documentation synthesis and triangulation • Outcome harvesting

Annex 4: Consultation/Key Informant Interview Question Guides

Transformative Financing for Gender Equality and Women's Empowerment in Ethiopia Programme- UN Women Ethiopia

(Note: The guiding questions listed below are meant to guide the discussions and will not be limited to the guiding questions. The data collection approach will encourage discussions around these guiding questions.)

Relevance

1. How has this programme been responsive to the country context, needs, and priorities of women in Ethiopia in terms of promoting GRB and gender equality, and women empowerment?

Effectiveness

1. What evidence exists to prove that UN Women's GRB initiatives are contributing to gender equality and women empowerment and making an impact on the advancement of women's rights in Ethiopia?
2. What key indicators, processes, and variables are strategic for tracking and measuring progress in GRB processes in Ethiopia?
3. What are the results and achievements of the "transformative financing for gender equality and women empowerment" programme? Why and how were these results achieved? What are the good practices, lessons learned, challenges, and recommendations that can be documented?

Efficiency

1. To what extent has UN Women's (including IPs) organizational structure, managerial support, and coordination mechanisms effectively supported the delivery of the programme?
2. What measures have been taken during planning and implementation to ensure that resources are efficiently used towards the achievement of results?
3. To what extent have the outputs been delivered on time?

Impact

1. What are the notable impacts of the programme on the lives of women and men?
2. To what extent was gender equality and women's empowerment advanced as a result of the programme implementation? What were the unintended effects (if any) of the intervention?

Sustainability

1. In the current context in Ethiopia, what evidence is there to show that GRB achievements will be sustained after the programme? What specific activities are you able and willing to continue doing regardless of whether the programme continues?
2. To what extent have the different GRB initiatives and components been successful in making the necessary linkages, agreements, and policy frameworks that would ensure the continuation of work on the GRB post programme? What factors are/will be critical to sustainability?

Cross-cutting issues

1. What evidence is there to indicate GRB initiatives have created an enabling environment for addressing the underlying causes of gender inequality and women marginalization?
2. To what extent has the programme contributed to the progressive realization of HRBA in terms of protecting human rights and refraining from retrogressive measures.
3. How has the programme addressed and promoted Inclusiveness, participation, and Social transformation during its design and implementation?