



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

Promoting women's empowerment for inclusive and sustainable industrial development in the MENA region – Phase II

UNIDO ID:

170136

02/2024

Contents

| | | |
|-------|--|----|
| I. | PROJECT BACKGROUND AND CONTEXT | 3 |
| 1. | Project factsheet | 3 |
| 2. | Project context | 4 |
| 3. | Project objective and expected outcomes | 7 |
| 4. | Project implementation arrangements | 10 |
| 5. | Main findings of the Mid-term review (MTR)..... | 13 |
| 6. | Budget information | 13 |
| II. | SCOPE AND PURPOSE OF THE EVALUATION | 14 |
| III. | EVALUATION APPROACH AND METHODOLOGY..... | 15 |
| 1. | Data collection methods | 15 |
| 2. | Key evaluation questions and criteria | 16 |
| 3. | Rating system | 17 |
| IV. | EVALUATION PROCESS | 18 |
| V. | TIME SCHEDULE AND DELIVERABLES | 18 |
| VI. | EVALUATION TEAM COMPOSITION..... | 18 |
| VII. | REPORTING..... | 19 |
| VIII. | QUALITY ASSURANCE | 20 |
| | Annex 1: Project Logical Framework (As in Prodoc) | 21 |
| | Annex 2: Job descriptions..... | 30 |
| | Annex 3: List of women business associations (PWE I and II)..... | 34 |
| | Annex 4: Other partners and project stakeholders..... | 34 |
| | Annex 5: Outline of an in-depth project evaluation report | 35 |
| | Annex 6: Quality checklist | 36 |

I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹

| | |
|---|--|
| Project title | Promoting women's empowerment for inclusive and sustainable industrial development in the MENA region – Phase II |
| UNIDO ID | 170136 |
| Country(ies) | Regional (covered countries: Algeria, Egypt, Jordan, Lebanon, Morocco, State of Palestine and Tunisia) |
| Project donor(s) | <ul style="list-style-type: none"> Italian Ministry of Foreign Affairs and Development Cooperation - Directorate General for Development Cooperation (DGCS) Government of the Principality of Monaco |
| Project approval date | 19 July 2018 (Italian Grant) 18 December 2020 (Monaco Grant) |
| Planned project start date (as indicated in project document) | n/a |
| Actual project start date (First PAD issuance date) | 1 February 2019 31 December 2020 (Monaco funded component) |
| Planned project completion date (as indicated in project document/or GEF CEO endorsement document) | 30 June 2022 |
| Actual project completion date (as indicated in UNIDO ERP system) | Monaco Grant: 19 October 2024 Italian Grant: 30 June 2024 |
| Project duration (year): Planned: Actual: | 48 months 78 months (<i>as per Executive Board decision on 18 December 2020 related to a new 48-month contribution to the project's Outcome 1 from the Principality of Monaco</i>) |
| Implementing agency(ies) | UNIDO (and originally FAO and UN Women) |
| Government coordinating agency | Ministries of Industry, Agriculture and Women Affairs of target countries |
| Executing Partners | |
| Donor funding | EUR 1,976,628 (incl. 13% support costs and 1% Levy) |
| Italy | EUR 1,776,628 |
| Principality of Monaco | EUR 200,000 |
| UNIDO input (in kind, EUR) | EUR 50,000 (Preparatory Assistance) |
| Total project cost (EUR), excluding support costs | EUR 1,793,476 excl. support costs and Levy costs |
| Mid-term review date | No MTR conducted |
| Planned terminal evaluation date | March-June 2024 |

(Source: Project document, UNIDO ERP system)

¹ Data to be validated by the Consultant

2. Project context

Gender equality and economic empowerment for women and girls are preconditions for inclusive and sustainable industrial development. Increased women's access to and control over resources generates broad productivity gains and stronger national economies. When women and girls with the right skills are provided with opportunities for work, they support businesses and market growth. Therefore, closing the gender gap in terms of access to economic opportunities and productive resources has a significant impact on women's lives, their communities, and the economy, presenting a great opportunity for Middle Eastern and North African countries at a time when the region is experiencing growing income inequality both within and between countries. Despite the undeniable improvements in women's education, the MENA region registers one of the weakest female labour force participation globally, with a stable and around 20% participation rate for working-age women (15-64) during the past twenty years (modeled ILO estimate, 2022) and an unemployment rate twice as high as men's (modeled ILO estimate, 2022). In addition, relative to the rest of the world, the percentage of women entrepreneurs in the MENA region who own or manage businesses is low compared to the global average (10.2% against 21.7% in 2019 according to ILO).

It is with this context that the regional project "Promoting Women Empowerment for Inclusive and Sustainable Industrial Development in the MENA region" (PWE) was originally developed upon the request of National Women Business Associations (NWBA) and their respective Ministries of Industry in Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia in 2014 (Algeria joined the project in 2017). Between February 2015 and May 2018, UNIDO implemented what is now known as PWE Phase I. The project was labelled by the Union for the Mediterranean (UfM) in 2015 - entailing endorsement of the organization's 43 member countries – with funding contributed by the Italian Ministry of Foreign Affairs and International Cooperation (MAECI).

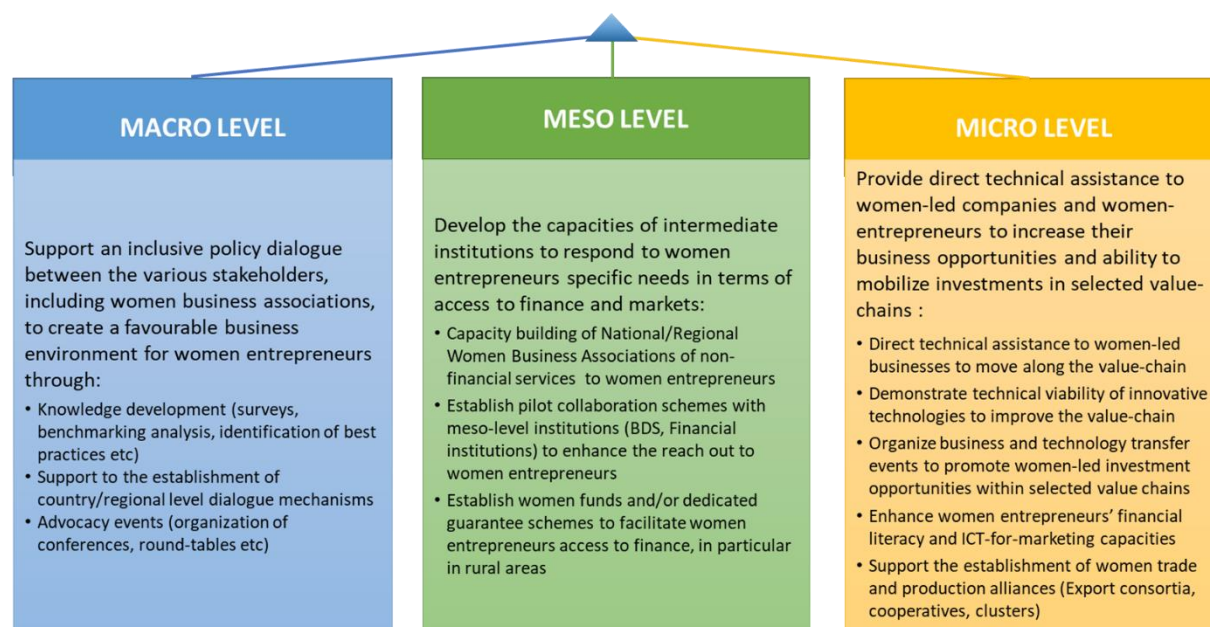
The overall objective of the project was to support women entrepreneurship development in the Middle East and North Africa region, stemming from the fact that female entrepreneurs in the region are confronted to specific gender related constraints in doing business, the most prominent being (1) access to finance, markets and networks, (2) lack of education and training opportunities as well as difficulties in accessing business support services, (3) preconceptions and collective norms which expect women to "shoulder the brunt" of household responsibilities constraining thereof carrier paths' choices and in some cases, and (4) a regulatory and legal framework that further amplified the constraints listed above.

A specific holistic approach to women's economic empowerment was conceived by UNIDO as part of the project design. The three-level approach tackling the macro (policy dialogue), meso (capacity building of intermediary institutions) and micro (capacity building and technical assistance to women entrepreneurs and women-led MSMEs) levels was deemed the most appropriate to address gender inequalities that are deeply engrained in MENA societies (see fig.1).

The project, which has become a flagship of UNIDO's interventions in the area of women's economic empowerment, ended in 2018 and the relevance of designing a second phase (PWE II) originated from successes, challenges and lessons learnt during Phase I. The need to consolidate good practices as well as further expand the outreach of the intervention to benefit a larger number of women entrepreneurs, was highlighted by the counterpart Ministries of Industry and Women's Business Associations at the Regional Steering Committees held in Amman (July 2016) and Rome (April 2017). Recommendations included the need to expand the project intervention in rural areas, given the high involvement and potential for women entrepreneurs and aspiring entrepreneurs in the agri-business and manufacturing sectors. Furthermore, the need to consolidate and scale-up the project emerged as one of the major

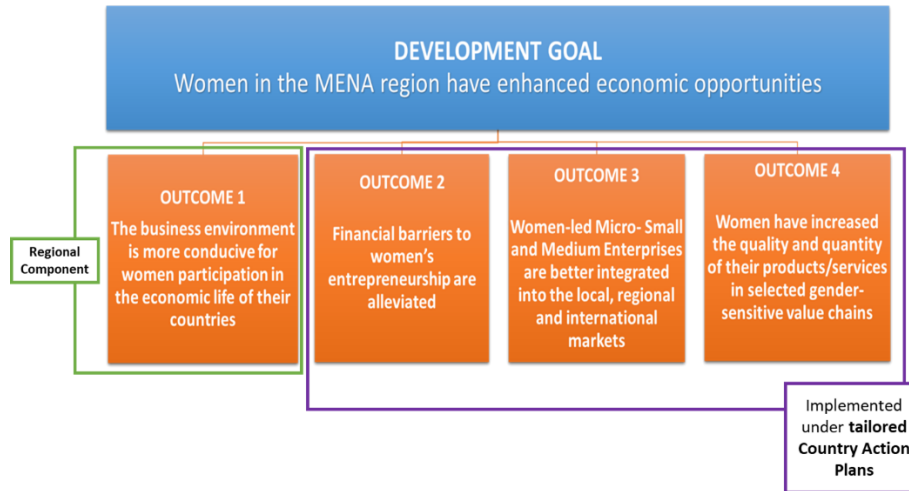
recommendations of the independent evaluation conducted during Phase I. The independent evaluation specifically highlighted the importance of expanding women’s business networks in the recipient countries, of strengthening access to finance, markets, and technology for women entrepreneurs through technical assistance and regional partnership as major levers for women’s economic empowerment in the MENA region.

Figure 1: UNIDO’s approach to Women’s Economic Empowerment



A second phase to the project (PWE II) building on lessons learned and success stories from Phase I was hence designed in close collaboration with UN Women and FAO, considering the complementarities between the three UN organizations. The proposed Phase II was greatly welcomed by national stakeholders, gathered at a stakeholder consultative workshop in Barcelona on 3-4 May 2018. The consultations particularly highlighted the innovative approach of Phase II in playing a critical policy-level convening role at regional level, while being adaptive to the local realities and needs at national level in the seven countries of the project. Furthermore, counterparts confirmed that the project’s focus on improving access to finance and improving market integration at national, regional and international levels, while developing strategic value chains with high growth and job creation potential for women's empowerment, was in line with the respective national priorities, and would contribute to economic well-being at national and regional levels. The project’s architecture included a regional level component (Outcome 1) as an extension of PWE Phase I and country-level interventions aiming at improved (1) access to finance (Outcome 2), (2) access to markets and (3) quality and quantity of production in selected value chains.

Figure 2: PWE Phase II logframe*



* The complete logframe can be found in annex (Annex 1)

The overall project budget² that was submitted and approved by UNIDO's EB in July 2018 was EUR 12,895,560 (incl. 13% psc), of which EUR 6,511,060 (incl. 13% psc) to be mobilized by UNIDO and the rest by FAO and UN WOMEN, each participating agency being expected to do its own fundraising as per below table (fig.3).

Figure 3: Breakdown of PWE Phase II budget per outcome and participating agency

Funds for approval: Total € 12,895,560 incl. 13% psc (see below for detail):

| Outcomes | EUR excl. psc | Agency | Donors & related info |
|----------------------------------|--|----------|---|
| Outcome 1: | € 2,507,000 | UNIDO | <ul style="list-style-type: none"> ▪ € 1.2 million from Italy to launch and cover year 1 of Outcome 1, incl. inception phase; ▪ Other donors expressed interest: Sweden, Norway, Germany, etc. ▪ Each agency will do fundraising, allocating some seed-funding to kick start implementation. ▪ During inception phase, the agencies will commit to close funding gap for remaining intervention, mostly related to Outcomes 2, 3, and 4 at country level. |
| Outcome 2: | € 2,390,000 | UNIDO | |
| Outcome 3: | € 3,115,000 | UN Women | |
| Outcome 4: | € 2,535,000 | FAO | |
| Outcome 5 for Management and M&E | € 865,000 | UNIDO | |
| Grand Total: | € 11,412,000 excl. psc (€ 12,895,560 incl. 13% psc) for all 3 agencies, of which: | | |
| Total for UNIDO: | € 5,762,000 excl. psc (€ 6,511,060 incl. 13% psc) for UNIDO | | |

In February 2019, UNIDO was granted a EUR 1.3 million funding (incl. psc) from the Italian Government to implement the regional component of PWE II (Outcome 1). The grant, that covered approximately 46% of the project's Outcome 1 budget (mostly its inception phase), was then increased twice. First, in 2021, by the transfer of a residual balance of EUR 20,108 (incl. 13% psc) from PWE Phase I. Then, in 2022, the Italian Ministry of Foreign Affairs and International Cooperation (MAECI) granted additional resources of EUR 456,520 (incl. psc and 1% levy) to scale up the ongoing, expand on the successfully

² Excl. Preparatory Assistance

implemented activities and extend PWE's reach at national, regional, and global level. The additional funding included a grant extension of 6 months until the 31 December 2022 and resulted in 63% of originally planned activities under outcome 1 being funded.

Moreover, in 2020, the Principality of Monaco allocated additional EUR 200,000 (incl. psc and 1% levy) to PWE II Outcome 1 to implement a pilot initiative in Tunisia aiming at improving market access for women-led and women-majority companies in the natural and organic cosmetics value chain, as an additional output. The value chain was selected by the national counterparts as highly conducive for women's economic inclusion and empowerment, based on the results of the gender-sensitive screening of value chains conducted by UNIDO as part of PWE II inception phase activities.

In total, EUR 1,743,476 (excl. support costs and 1% levy) out of the EUR 5,762,000 (excl. support costs and 1% levy) planned were raised by UNIDO and were directed solely to the implementation of Outcome 1.

In addition, neither FAO nor UN WOMEN succeeded in raising funds for the project. While coordination mechanism and institutional arrangements were discussed in several Regional Steering Committees (RSC), the fund mobilization modalities between UNIDO, UN Women and FAO have not materialized. This, despite the recommendation to set up a Joint program modality using pass through fund mechanism with the Multi-Partner Trust Fund Office (MPTF) as Administrative Agent (AA) and UNIDO as the Convening Agent (CA), made by a senior expert recruited in 2021 to assist the three agencies in determining the most appropriate institutional agreement and funding modalities.

Since then, and while no official communication from the two sister agencies confirmed their withdrawal from the project, UNIDO is the sole implementing agency of the PWE II project, de facto reduced to its regional component i.e. outcome 1.

3. Project objective and expected outcomes

The main objective of the project is to enhance women's economic empowerment in Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia.

While, as per design, the **project entailed 4 components**, in addition to project management, **only component 1 was funded partly and implemented** to achieve the project objectives:

Component 1: The business environment is more conducive for women participation in the economic life of their countries [implemented]

This outcome, which was to be developed within the first 18 months (including 6 for inception) of the project, clusters activities supporting beneficiaries at regional level. It provides a regional platform to 1) **empower women business networks of the MENA region**, through capacity building and networking opportunities with other regional and international women's business networks; 2) **share knowledge** acquired through mappings, surveys, analyses and benchmarking of good practices; 3) **create opportunities** to enhance business partnerships, **facilitate technology transfer** and **mobilize FDI** through the participation of women entrepreneurs to specialized fairs, technical tours and business meetings; 4) measure and **monitor the advancement of women entrepreneurship development** in the region through gender disaggregated data collection; and 5) **advocate for women economic empowerment** in the MENA region, by promoting role models and facilitate a dialogue amongst relevant private and public stakeholders.

Following additional funds raised from the Principality of Monaco in 2020, this component also includes, as per request of the donor, a pilot initiative in Tunisia aiming at improving market access of selected women-led and women-majority businesses in the natural and organic cosmetics and Para pharmaceutical products value chain.

In addition to component 1, below detailed components 2, 3 and 4 of the project, constituted the backbone of tailored country-action plans developed as distinct project documents according to selected value chains in each target countries. While 7 PWE fully-fledged country action plans were developed and shared with the national counterparts as part of Component 1 activities, none of them was funded. However, and thanks to a contribution from the Principality of Monaco, the pilot project implemented in Tunisia as part of Component 1, was inspired by the rationale of the developed action plan validated by the Ministry of Industry of Tunisia, including by focusing on one of the two selected value chains, i.e. the natural-based cosmetic and para pharmaceutical products value chain (the other one being the plastic recycling value chain).

Component 2: Financial barriers to women’s entrepreneurship are alleviated [not implemented]

To build a more inclusive financial system, the project planned, on one side, to work with banks and financial service providers with the aim to promote more flexible and customised financial services available to women entrepreneurs and, on the other side, to build women entrepreneurs financial literacy and investment-readiness.

Specifically, activities would have sought to support women entrepreneurs’ access to financial services, including affordable long-term finance, e.g. equity finance, to increase their capacity to start and expand businesses. Activities under this outcome would have mainly consisted of: (i) fostering access to financial services for women by promoting financial education and (ii) building the capacity of the financial service providers to be more gender-responsive and therefore expand their outreach to female clients, especially in the rural areas.

Component 3: Women-led Micro- Small and Medium Enterprises are better integrated into the local, regional and international markets [not implemented]

At the macro-level and within the policy framework, competitiveness and export development would be addressed through both horizontal investment climate reforms and a sector lens. The project would have (i) helped policymakers and the public sector in identifying and seizing windows of opportunity for sustained, women-led growth; and (ii) focussed on policies specific to particular industries, with a goal to enable markets accessibility to women. This would have included the promotion of investments towards increasing presence of women-led companies in industrial sectors (i.e. manufacturing) and concrete actions to reduce the gender digital divide that limits (among other factors) women’s access to market opportunities.

At institutional level (**meso-level**) the project intended to provide technical assistance to improve service providers’ functions (i.e. BDS and Women Business Associations), particularly in the field of market studies, information systems and technologies.

At **Micro-level** the project intended to propose a combination of services and/or trainings to facilitate access to market of women-led enterprise according to the development stage of the businesses and experience and skills of entrepreneurs (start-ups, experienced micro- entrepreneurs, or established small to medium enterprises). The proposed direct technical assistance would have included enhancing women entrepreneurs’ Information and Communication Technologies (ICT) capacities to help overcome isolation, developing impactful digital marketing strategies and facilitating business partnerships.

While not implemented, this component has inspired the pilot project implemented in Tunisia within the framework of Outcome 1.

Component 4: Women entrepreneurs have increased the quality and quantity of their production/services in selected gender-sensitive value chains. [not implemented]

Based on the results on the gender-sensitive screening of value chains conducted as part of Outcome 1 and inception phase activities, 2 value chains would have been selected for their ability to drive women business initiatives in both urban and rural areas, and promoted to create a new dynamic of long-lasting productive investments, by facilitating business partnerships and raising awareness. To this end, entrepreneurs in the value chain or aspiring project promoters would have been provided with the required know-how and technical assistance on how to seize business opportunities and make them sustainable, as well as receive coaching to overcome socio-cultural barriers, limiting any exposure to new and innovative sectors.

At the **macro-level** the program would have served as a leverage to facilitate multi-stakeholder dialogue and reforms. It will provide a platform to facilitate dialogue and accelerate the implementation of reforms in areas that require good intra-governmental coordination as well as public-private partnerships and transversal measures to be complemented by support to business opportunities in selected value-chains.

At the **meso level**, the project intended mainly to improve the capacities of women business associations and other relevant BDS providers for these to better serve women producers and women-led SMEs in providing improved access to business development, technical support services and training. This will serve to support women in improve their value-added production, by increasing their capacity for innovation and their access to marketing and distribution networks.

At the **micro level**, it was planned that women producers would have been trained on techniques to increase the quantity and improve the quality of their production, and receive specific trainings for skills upgrading, in addition to support towards certification and labelling. Furthermore, the project also aimed at strengthening women's capacities on a sectoral basis to move up the value chain: training and skills development for female entrepreneurs in specific sectors (i.e. manufacturing), delivery of basic and advanced entrepreneurship training, support in utilizing more productive technology, coaching and mentoring and business information to growth-oriented women entrepreneurs eager to develop their entrepreneurial skills, improve the quality of their product and services, and invest in more productive technology or access new markets.

The following are, in brief, some of the expected results of the project/programme:

Outcome 1

- # of policy reforms to promote women empowerment
- Establishment of a MENA women Business Associations' consortium (Y/N)

Outcome 2

- % change in disbursement to women SMEs from total SMEs
- Increase in number of women clients in formal financial institutions /change in new customer acquisition rate for women in banks portfolio as a whole (%)
- Increase in outreach of financial services for rural women

- # of new mechanisms and/or financial products implemented to facilitate women’s access to finance

Outcome 3

- % of increase in sales (local market/exports),
- # of products of new women-led businesses referenced on international e-commerce platforms,
- # of women trade & production alliances created (export consortia, cooperatives, clusters),
- % of women-led supported MSMEs that have developed new business partnerships or invested in new technologies

Outcome 4

- Change in volume of (i) production and (ii) sales in supported companies (of which women-led companies) %
- Increase in number of registered women-led companies/ income generating activities in the selected value-chains

4. Project implementation arrangements

Coordination mechanisms

PWE II formulation is the result of a joint effort of FAO, and specifically the Social Policies and Rural Institutions Division in HQ with the support of the Regional Office for Near East and North Africa in Cairo (FAO RNE), UN Women Regional Office for the Arab States (ROAS) and UNIDO HQ. The collaboration stemmed from the synergies and respective expertise in the MENA region that PWE II could leverage in the area of women’s economic empowerment.

While the project document was jointly formulated and validated by the three agencies during a workshop held in Barcelona in May 2018, the format this collaboration would shape into was left open. As a matter of fact, the project document only mentions that *“the three agencies will work under a joint declaration (standard form) that will outline the commitments towards women’s economic empowerment in the targeted region.”*

Despite subsequent discussions held to advance on a joint declaration and finalize the project’s coordination mechanisms and institutional arrangements (including project governance, funding modalities, resource mobilization strategy), as well as the recruitment in 2021 of a senior joint programmes’ expert to assist the three agencies in determining the most appropriate institutional agreement and funding modalities, the collaboration never materialized.

Being the only agency having raised funds to implement the project, though partially, UNIDO became de facto the sole project implementing agency.

Main stakeholders

The main stakeholders of the project, identified as counterparts for the country-level interventions, were the following:

| | |
|-----------|--|
| Algeria | Ministry of Industry and Mines, Ministry of Agriculture and Rural Development, Ministry of National Solidarity, Family and Woman Condition, Ministry of Labour, Employment and Social Security. |
| Egypt | Ministry of Trade and Industry, Ministry of Agriculture, National Council for Women. |
| Jordan | Ministry of Industry, Trade and Supply, Ministry of Agriculture, Jordan National Council for Women. |
| Lebanon | Ministry of Industry, Ministry of Labour, Ministry of Agriculture. |
| Morocco | Ministry of Industry, Trade and Investment and the Digital Economy, Ministry of Agriculture, Fisheries, Rural Development, Water and Forests, Ministry of Family, Solidarity, Equality and Social Development, Maroc PME |
| Palestine | Ministry of National Economy, Ministry of Agriculture, Ministry of Women Affairs, |
| Tunisia | Ministry of Industry and SMEs, Ministry of Agriculture, Water Resources and Fisheries, Ministry of Women, Family, Childhood, and the Elderly |

However, and **since none of the country action plans materialized for lack of funding, the engagement of national counterparts in implementing the regional component of the project**, subject to this evaluation, **remained very limited except for Tunisia**, where a pilot country-level intervention is currently being implemented.

Project governance and coordination bodies

It was planned that the project governance would be secured by a Regional Steering Committee (RSC) headed by UNIDO and seven National Steering Committees (NSC) as per below structure agreed by all parties. The Regional Steering Committee would meet every year to advise on the overall implementation of the project's activities, and to ensure its alignment with the priorities of the counterparts while the National Steering Committee would meet in each country on a bi-monthly basis to build synergies, address intersectionality and review progress in the implementation of the country action plans project's activities.

Figure 4: Project Governance structure



A Regional Steering Committee headed by UNIDO and composed of senior programme managers of the three participating agencies, enlarged to respective involved teams when appropriate, has been set up. Two regional Steering Committees were held since the launch of the project, the first one on 13 September 2019 in Vienna and the 2nd one online on 27 January 2021. No further RSC was held since then.

As for National Steering Committees, none was established as Country Action Plans were not implemented. However, meetings with partners and counterparts have taken place in Jordan (October 2019), Tunisia (December 2019), Algeria and Morocco (February 2020) to validate the selection of value chains and country action plans. In Palestine, the NSC was foreseen to take place in March 2020, however, due to the COVID-19 outbreak and the related travel restrictions, the meeting had to be postponed. In Lebanon and Egypt, engagement with the national counterparts has been initiated, and Country Action Plans drafted, however validation meetings did not take place.

Project implementation arrangements

The project was managed from UNIDO's HQ and the project team included, in addition to the Project Manager, a part-time International Project Management Expert (home-based), a Project Associate (Home-based), a part-time Communication Expert (Home-based), a part-time Project Assistant (HQ) and a part-time International Value Chain Development Expert (Tunisia home-based) to support the implementation of the pilot component in Tunisia.

At regional level the project leveraged the strong and steadfast partnership build with the Union for the Mediterranean, with which activities were jointly organized, as well as the strong links established (and extended) with Women Business Associations across the MENA region (Annex 3) during PWE I. Other ad hoc institutional partners (which list can be found in Annex 4) were also involved in different activities.

5. Main findings of the Mid-term review (MTR)

No MTR was conducted

6. Budget information

Table 1. Financing plan summary – Outcome breakdown excluding support costs

| Project outcomes/components | Donor (EUR) | Co-Financing (EUR) | Total (EUR) |
|-----------------------------|-------------------|--------------------|-------------------|
| Project Preparation | | 50,000 | 50,000 |
| Outcome 1 | 2,507,000 | | 2,507,000 |
| Outcome 2* | 2,390,000 | | 2,390,000 |
| Outcome 3* | 3,115,000 | | 3,115,000 |
| Outcome 4* | 2,535,000 | | 2,535,000 |
| Outcome 5 (Management)* | 865,000 | | 865,000 |
| Total (EUR) | 11,412,000 | 50,000 | 11,462,000 |

Source: Project document

*Not funded

Table 2. Co-Financing source breakdown

| Name of Co-financier (source) | In-kind | Cash | Total Amount (EUR) |
|--|---------|---------------|-----------------------|
| UNIDO Regular Programme of Technical Assistance (RPTC) | | 50,000 | 50,000 |
| Total Co-financing (EUR) | | 50,000 | 50,000 |

Source: Project document

**The below figures only refer to Outcome 1, as none of the 4 other outcomes were funded.
70% of the EUR 2,507,000 budget planned for outcome 1, have been raised.**

Table 3. UNIDO budget allocation and expenditure by budget line (EUR)

| Budget line | Items by budget line | Total planned (as in Prodoc) | | Total allocated (2019-2024) | | Total expenditure (on 15/12/2023) | |
|-------------|-----------------------|------------------------------|--------|-----------------------------|-------|-----------------------------------|--------|
| | | (in EUR) | (in %) | (in EUR) | In % | (in EUR) | (in %) |
| 11 | International experts | 415 000 | 17% | 845 294 | 48.5% | 797 293 | 49.1% |
| 15 | Project travel | 65 000 | 3% | 94 324 | 5.4% | 80 723 | 5.0% |
| 16 | Staff travel | 150 000 | 6% | 32 150 | 1.8% | 30 201 | 1.9% |
| 17 | National experts | 330 000 | 13% | 214 621 | 12.3% | 205 200 | 12.6% |
| 21 | Subcontracts | 360 000 | 14% | 339 466 | 19.5% | 326 610 | 20.1% |

| | | | | | | | |
|--------------|---|------------------|-------------|------------------|-------------|------------------|-------------|
| 30 | In-service training. conferences. workshops | 580 000 | 23% | 5 507 | 0.3% | 0 | 0.0% |
| 35 | International Meetings | 460 000 | 18% | 104 116 | 6.0% | 77 001 | 4.7% |
| 43 | Premises | 38 000 | 2% | 0 | 0.0% | 0 | 0.0% |
| 45 | Equipment | 70 000 | 3% | 2 011 | 0.1% | 2 102 | 0.1% |
| 51 | Miscellaneous | 39 000 | 2% | 105 987 | 6.1% | 103 649 | 6.4% |
| Total | | 2 507 000 | 100% | 1 743 476 | 100% | 1 622 778 | 100% |

Source: Project document and UNIDO Project Management ERP database as of 15/12/2023

Table 4. UNIDO budget allocation and expenditure by component (EUR)

| # | Project components | Total planned (as per ProDoc incl. Monaco Grant) | | Total allocation (funds released) | | Total expenditure (on 15/12/2023) | |
|-----|-------------------------|---|--------------|-----------------------------------|-------------|-----------------------------------|-------------|
| | | (in EUR) | (in %) | (in EUR) | (in %) | (in EUR) | (in %) |
| 1 | Outcome 1 | 2,507,000 | 22.0% | 1,743,476 | 100% | 1,622,778 | 100% |
| 1.1 | Output 1 | 602,500 | 5.3% | 577,384 | 33.1% | 542,590 | 33.4% |
| 1.2 | Output 2 | 945,500 | 8.3% | 347,115 | 19.9% | 347,250 | 21.4% |
| 1.3 | Output 3 | 312,500 | 2.7% | 313,639 | 18.0% | 292,703 | 18.0% |
| 1.4 | Output 4 | 646,500 | 5.7% | 330,100 | 18.9% | 329,210 | 20.3% |
| 1.5 | Output 5 (Monaco Grant) | 0 | 0.0% | 175,239 | 10.1% | 111,025 | 6.8% |
| 2 | Outcome 2 | 2,390,000 | 20.9% | 0 | 0% | 0 | 0% |
| 3 | Outcome 3 | 3,115,000 | 27.3% | 0 | 0% | 0 | 0% |
| 4 | Outcome 4 | 2,535,000 | 22.2% | 0 | 0% | 0 | 0% |
| 5 | Project management | 865,000 | 7.6% | 0 | 0% | 0 | 0% |
| | Total | 11,412,000 | | 1,743,476 | | 1,622,778 | |

Source: Project document and UNIDO Project Management ERP database as of 15/12/2023

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 02/2019 to the estimated completion date in 12/2024.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the UNIDO Evaluation Policy³, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁴, and UNIDO [Evaluation Manual](#).

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach⁵ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors, counterparts, and other stakeholders.
- (c) **Field visit** to project sites in Tunisia.⁶
 - On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' representative to the extent that he/she was involved in the project and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods will be used to the extent possible.

³ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11) https://intranet.unido.org/intranet/images/e/e1/Evaluation_Policy_DGB-2021-11.pdf

⁴ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

⁵ For more information on Theory of Change, please see revised UNIDO Evaluation Manual (ref. https://intranet.unido.org/intranet/images/6/6f/UNIDO_Evaluation_Manual_Rev_Jul-2023.pdf)

⁶ Thanks to a contribution from the Principality of Monaco, a pilot project was implemented in Tunisia as part of Component 1, focusing on one of the two selected value chains, i.e. the natural-based cosmetic and pharmaceutical products value chain (the other one being the plastic recycling value chain)

2. Key evaluation questions and criteria

The key evaluation questions are the following:

- 1) **Relevance:** To what extent is the intervention appropriate to address the identified needs of women entrepreneurs in the project's target countries?
- 2) **Coherence:** To what extent does the project fit within UNIDO's Strategy for gender equality and the empowerment of women? Does the project reflect and align with gender equality and women empowerment national strategic plans and normative regional and international frameworks?
- 3) **Effectiveness:** Were the expected outcomes achieved? What are the reasons for the achievement or non-achievement of the project results?
- 4) **Efficiency:** How well were the resources used? Has the project/programme delivered results in an economic and timely manner?
- 5) **Impact:** What difference does the intervention make for women empowerment in the MENA region and female entrepreneurship more specifically? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects regarding gender equality and women's empowerment? Has the project/programme had transformative effects?
- 6) **Sustainability:** Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?
- 7) Has the project adequately addressed environmental and social safeguards, human rights and disability in its design and intervention?

The project being gender-responsive, the evaluation will assess any changes related to gender equality – such as changes in attitudes, social behaviours and power relations, the participation and representation of women in the economy, the access and control over opportunities and resources, and shifts in policies, legislation and organisational rules where applicable.

The evaluation team will further revise the evaluation questions and develop an evaluation matrix in the inception report.

The table below provides the key evaluation criteria to be assessed by the evaluation. Detailed questions to assess each evaluation criterion are in annex 2 of UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

| # | Evaluation criteria | Mandatory rating |
|----------|---|------------------|
| A | Progress to Impact | Yes |
| B | Project design | Yes |
| 1 | • Overall design | Yes |
| 2 | • Project results framework/log frame | Yes |
| C | Project performance and progress towards results | Yes |
| 1 | • Relevance | Yes |
| 2 | • Coherence | Yes |
| 3 | • Effectiveness | Yes |
| 4 | • Efficiency | Yes |
| 5 | • Sustainability of benefits | Yes |
| D | Gender mainstreaming | Yes |
| E | Project implementation management | Yes |

| | | |
|----------|---|-----|
| 1 | • Results-based management (RBM) | Yes |
| 2 | • Monitoring and Evaluation, Reporting | Yes |
| F | Performance of partners | |
| 1 | • UNIDO | Yes |
| 2 | • National counterparts | Yes |
| 3 | • Implementing partner (if applicable) | Yes |
| 4 | • Donor | Yes |
| G | Environmental and Social Safeguards (ESS), Disability and Human Rights | Yes |
| 1 | • Environmental Safeguards | Yes |
| 2 | • Social Safeguards, Disability and Human Rights | Yes |
| H | Overall Assessment | Yes |

These topics should be covered as applicable:

The terminal evaluation will assess the following topics, for which ***ratings are not required:***

- a. **Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts or risks.
- b. **Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per the table below.

Table 6. Project rating criteria

| Score | | Definition |
|-------|---------------------------|---|
| 6 | Highly satisfactory | Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets). |
| 5 | Satisfactory | Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets). |
| 4 | Moderately satisfactory | Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets). |
| 3 | Moderately unsatisfactory | Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets). |
| 2 | Unsatisfactory | Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets). |
| 1 | Highly unsatisfactory | Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets). |

IV. EVALUATION PROCESS

The evaluation will be conducted from [03/2024] to [06/2024]. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from [03/2024] to [06/2024]. The evaluation field mission is tentatively planned for [04/2024]. At the end of the field mission, the evaluation team will present the preliminary findings to key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team will present the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, and other stakeholders for comments. The Evaluation team leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/IEU standards.

Table 7. Tentative timelines

| Timelines | Tasks |
|--------------------------|--|
| 4-12 March 2024 | Desk review and writing of inception report |
| 15 March 2024 | Online briefing with UNIDO project manager and the project team |
| 16 March - 14 April 2024 | First round of data collection (as per agreed methodology) and analysis |
| 15-21 April 2024 | Field visit to Tunisia including 2 nd round of data collection and debriefing |
| 22 April - 16 May 2024 | Preparation of first draft evaluation report |
| 17 May - 5 June 2024 | Internal peer review of the report by UNIDO's Independent Evaluation Unit and other stakeholder comments to draft evaluation report. HQ/Online Debriefing |
| 14 June 2024 | Final evaluation report |

VI. EVALUATION TEAM COMPOSITION

The evaluation will be conducted by an international senior evaluation consultant. The evaluator will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. The evaluator will be contracted by UNIDO.

The tasks are specified in the job descriptions annexed to these terms of reference.

According to UNIDO Evaluation Policy, the evaluator must not have been directly involved in the design and/or implementation of the project under evaluation.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluator and ensure the quality of the evaluation. The UNIDO Project Manager and project team will act as resource persons and provide support to the evaluator and the evaluation manager.

VII. REPORTING

Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable⁷.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO’s Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

⁷ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Unit.

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework (As in Prodoc)

| Outcome 1: The business environment is more conducive for women participation in the economic life of their countries | | | | |
|--|--|--|---|---|
| Indicators: # of policy reforms to promote women empowerment Establishment of a MENA women Business Associations' consortium (Y/N) | | | | |
| Baseline: TBC | | | | |
| Outputs | Assumptions | Activities | Responsibility | |
| | | | UN agencies | National Partners |
| <p>Output 1.1: Multi-stakeholder platforms are established to enhance exchange of analytical work, policy recommendations and good practices.</p> <p>Indicators:</p> <p># stakeholder platforms established and functional</p> <p># gender sensitive assessments/studies, analysis</p> <p># of action plan prepared and adapted to urban/rural needs</p> <p># key actors from public and private sector involved in the events and receive awareness creation trainings</p> <p>Baseline: TBC</p> | <p>Availability of data at all levels</p> <p>Willingness to share information</p> <p>Willingness to promote the reform in key sectors (urban/rural)</p> <p>Inclusiveness of task forces</p> | 1.1.1 Set up a digital multi-stakeholder platform and the mechanisms for sustainability, training and management | <p>Lead Agency:</p> <p>UNIDO</p> <p>Participating agencies:</p> <p>FAO UN men</p> | <p>Ministries of Industry, Agriculture and Women affairs, more to be identified</p> |
| | | 1.1.2 Establish National task Forces | | |
| | | 1.1.3 Map, identify and select useful content to be shared on the platform. | | |
| | | 1.1.4 Gender mapping relating to value chains, market, access to finance, employment opportunities/ entrepreneurship and business / ICTs ⁸ | | |
| | | 1.1.5. Gender sensitive diagnostic studies/ assessment: value chains, access to market, access to finance, employment opportunities/ ICTs/ innovative industrial sector for women/ advisory services | | |
| | | 1.1.6 Carry out complementary baseline data collection where needed | | |
| | | 1.1.7 For sectors covered by diagnostic studies, Formulate recommendations to key stakeholders for improving women's access to finance/ market/ entrepreneurship/ICT | | |
| | | 1.1.8 Organize meetings and workshops to present the results and seek commitment for the implementation of the recommendations. | | |
| | | 1.1.9 Support the formulation of action plans (including AWP and budget) at country level for all sectors analysed above and detailed activities for outcomes 2,3, and 4 at country level. | | |

⁸ Detailed explanation for each sector of analysis/study will be provided in the ToR as annex to the document.

| | | | | |
|---|---|---|---|---|
| <p>Output 1.2: Regional women's networks are expanded and strengthened</p> <p>Indicators</p> <p># of regional policy forums /conferences attended by women business associations representatives</p> <p># and nature of trainings provided to the associations/consortium of associations</p> <p># study tours and regional events organized</p> <p># B2B organized</p> <p>Baseline: TBC</p> | <p>Women have no limitation for travelling and are interested in participating.</p> <p>Sufficient presence of investments to be promoted.</p> | 1.2.1 Identification of female leaders/entrepreneurs in various sectors, and sharing success cases with other women in the occasion of forums and regional conferences. Facilitate experience sharing through organization of study tours and participation to regional events, organize regional consultations and exchange visits for women entrepreneurs, producer organizations and support institutions. | <p>Lead Agency :</p> <p>UN WOMEN</p> <p>Participating agencies:</p> <p>FAO</p> <p>UNIDO</p> | <p>Women business associations, more to be identified</p> |
| | | 1.2.2. Facilitate involvement of national stakeholders in the policy dialogue at regional level (round table/conference); | | |
| | | 1.2.3 Investment promotion activities through technical tours and organisation of B2Bs: identification of business opportunities and promotional events, organization of B2Bs and other business gatherings and follow-up | | |
| | | 1.2.4 Provide trainings (e.g communication for advocacy, design and management of databases, M&E, leadership) | | |
| | | 1.2.5 Implement South-South learning routes with women leaders/producers as well as other relevant value-chain actors, aimed at: facilitating peer-to-peer learning and dissemination of women-led innovations (incl. cross boarder mentoring where relevant); developing a vibrant network of women entrepreneurs and leaders. | | |
| | | 1.2.6 Strengthen advocacy and policy dialogue through Khadija Regional Network on Economic Empowerment of Women in Arab States. | | |
| <p>Output 1.3: Knowledge on women entrepreneurship and decent job opportunities is generated and disseminated</p> <p>Indicator: # baseline reports produced and shared (urban/rural disaggregated)</p> <p>Baseline: TBC</p> | <p>Availability of data</p> <p>Sufficient number of good practices to be shared</p> | 1.3.1 Carry out baseline studies on gender disparities in rural and urban labour markets in agriculture and manufacturing, to generate field-level quantitative and qualitative information on women's economic roles, employment and wellbeing (using inter alia the pro-WEAI methodology ⁹) | <p>Lead Agency :</p> <p>FAO</p> <p>Participating agencies:</p> <p>FAO</p> <p>UN WOMEN</p> | <p>to be identified</p> |
| | | 1.3.2 Identification/documentation of good practices and enabling conditions for the empowerment of female farmers/entrepreneurs and their organizations. | | |
| | | 1.3.3 Mapping of job and investment opportunities for female STEM graduates | | |

⁹ [Women's Empowerment in Agriculture Index](#). The project-level WEAI (Pro-WEAI), was designed to be applicable for use by agriculture and food security projects and activities

| | | | | |
|---|--|---|--|---|
| <p>Output 1.4: Communication and advocacy for the promotion of Women Economic Empowerment (WEE) is carried out.</p> <p>Indicator: # of participations of women role models identified in events</p> <p>#events organized and good practices/experiences shared</p> <p># women participating in events (urban/rural women) of which virtual participation</p> <p>#number of new women's models</p> <p>Baseline: TBC</p> | <p>Women's testimonial/ models exist</p> <p>Target groups are willing to participate in the conferences and round tables</p> <p>Capacity to develop effective communication strategy is in place</p> | 1.4.1 Develop and implement a communication strategy (incl. project's branding). | <p>Lead Agency :</p> <p>UNIDO</p> <p>Participating agencies:</p> <p>FAO UN WOMEN</p> | <p>Ministries of Industry, Agriculture and women affairs , National Women Business Associations</p> |
| | | 1.4.2 Organize conferences and round tables to foster knowledge on women entrepreneurs, provide opportunities for experience sharing and dissemination of best practices. | | |
| | | 1.4.3 Identification of role models and involvement in communication campaigns at both national and regional levels. | | |
| | | 1.4.4 Develop material for communication campaigns (in Arabic/French/English) | | |

Outcome 2: Financial barriers to women's entrepreneurship are alleviated

Indicators:

- % change in disbursement to women SMEs from total SMEs*
- increase in number of women clients in formal financial institutions /change in new customer acquisition rate for women in banks portfolio as a whole (%)*
- increase in outreach of financial services for rural women*
- # of new mechanisms and/or financial products implemented to facilitate women's access to finance*
- Female banks services users' satisfaction rate (scale from 1 to 5 - Survey)*

Baseline: TBC

| Outputs | Assumptions | Activities | UN agency | National Partner |
|---|---|---|--|------------------|
| <p>Output 2.1: Good practices in the area of women's access to finance are identified, disseminated and show-cased (rural/urban disaggregated)</p> <p>Indicator: # workshop with stakeholders organized</p> <p>A guide of good practices is prepared (y/n)</p> <p># of guides disseminated</p> <p>Baseline: TBC</p> | <p>Data is available to determine a baseline for access to finance</p> <p>Sufficient commitment and willingness to participate in the events and to apply the toolkit (guide of good practice)</p> <p>The toolkit is useful and practical</p> | 2.1.1 Roll out of the agreed work plan with stakeholders | <p>Lead Agency :</p> <p>UN WOMEN</p> <p>Participatin g agencies:</p> <p>FAO</p> <p>UNIDO</p> | to be identified |
| | | 2.1.2 Based on good practices identified, preparation of tool kit (collection of successful and replicable approaches and methodologies) to be shared with main stakeholders for women entrepreneurs. | | |
| | | 2.1.3 Organize meetings and workshops to present the good practices and seek commitment for the implementation of the recommendations and application of the tool kit | | |
| | | | | |
| <p>Output 2.2: Women's access to financial products and services is enhanced.</p> <p>Indicator:</p> <p># of Bank staff trained on gender responsiveness and sensitivity</p> <p># of financial entities adopting gender-responsive and non-discriminatory practices (WEPs)</p> <p>#events for women awareness creation organized (breakdown urban/rural)</p> <p># ToT organized</p> | <p>Involved institution and staff are aware of gender responsiveness relevance and therefore interested to participate in trainings</p> <p>Technical trainings are of interest for the target groups</p> | 2.2.1. Sensitize financial institutions on the creation and provision of gender-responsive financial products and services. | <p>Lead Agency :</p> <p>UNIDO</p> <p>Participatin g agencies:</p> <p>FAO</p> <p>UN WOMEN</p> | to be identified |
| | | 2.2.2 Conduct awareness raising and outreach activities to ensure women are widely aware of the opportunities and requirements to benefit from financial sources. | | |
| | | 2.2.3 Provide technical support to entities governing such funds (banks, development funds, ministries etc.), where needed, to develop non-discriminatory regulations. | | |
| | | 2.2.4 Put in place appropriate mechanisms that recognize the needs and constraints that women face to grow as contributors in the economy | | |
| | | 2.2.5 Based on a mapping of existing financial curricula, identify gaps and conduct trainings of trainers (financial literacy and financial management) to service providers | | |

| | | | | |
|--|---|---|--|--|
| <p># of trainees</p> <p># of COMFAR users hubs established (breakdown urban/rural)</p> <p># of bankable business plans prepared (% from rural women)</p> <p># bankable business plans submitted to Bank/Funds by women (% from rural women)</p> <p>Increase in # of rural women accessing financial services %</p> <p>Baseline TBC</p> | <p>Sufficient capacity from partners to deliver trainings is in place</p> <p>Trainings and awareness rising events are conducted in appropriate time and location</p> <p>Training contents are adapted/ adaptable to needs and trainees' capacities</p> | <p>2.2.6 Provide specialized tools to selected services providers (e.g. COMFAR, Color accounting) and establish users centres.</p> <p>2.2.7 In partnership with selected BDS providers, provide tailored trainings/coaching to selected entrepreneurs to prepare bankable business plans. Provide counsel and identify suitable funding opportunities, establish partnerships with financial institutions and other funders, and assist women in their fund-raising activities incl. follow-up</p> <p>2.2.8 Provide training on developing gender-responsive financing products and services</p> <p>2.2.9 Sensitisation training for staff of financial institutions for these to be more gender-sensitive.</p> | | |
|--|---|---|--|--|

Outcome 3: Women-led Micro- Small and Medium Enterprises are better integrated into the local, regional and international markets.

Indicators: *increased number of women entrepreneurs and women-led MSMEs accessing markets at different levels (national/regional/international as well as virtual)*

% of increase in sales (local market/exports),

of products of new women-led businesses referenced on international e-commerce platforms,

of women trade & production alliances created (export consortia, cooperatives, clusters),

% of women-led supported MSMEs that have developed new business partnerships or invested in new technologies

women using the / techniques technologies

South-South partnerships established

Baseline: TBC

| Outputs | Assumptions | Activities | UN agency | National Partners |
|---|--|--|--|---|
| <p>Output 3.1: The capacities of business services providers, including women’s business associations, are enhanced for these to support women entrepreneurs in identifying and seizing market opportunities.</p> <p>Indicators: # training on market skills organized and # of participants (BDS/Women business associations)# BDS/ business women associations provided with new tools to assess market opportunities and related trainings</p> <p>Female users satisfaction level (survey – scale from 1 to 5)</p> <p># new business opportunities identified</p> <p># of toolkits/training material prepared/provided</p> <p>Baseline: TBC</p> | <p>Data available to measure baseline for market access and opportunities</p> <p>Tools and technical trainings respond to the need of target groups based on assessment done</p> | <p>3.1.1 Provide trainings and tools, including ToT to selected BDS, including Women Business Associations, on how to identify market opportunities and how to seize them: product development, standards and compliance with standards, quality, information on sales channels including ecommerce platforms and referencing, labelling (incl. fair trade), legal aspects, import and export procedures etc.</p> <p>3.1.2 Provide counselling and coaching on commercial negotiation, sourcing of inputs, etc.</p> <p>3.1.3 Strengthen business service centres for women entrepreneurs and potential entrepreneurs, according to specific contexts (hubs, training and market counselling services, incubators</p> | <p>Lead Agency : UN WOMEN</p> <p>Participating agencies: FAO UNIDO</p> | <p>Ministries of Industry, Agriculture and Women affairs, more to be identified</p> |
| <p>Output 3.2: Women entrepreneurs have increased marketing capacities to integrate into national, regional and international markets</p> <p>Indicators: # women trained in market and negotiation skills (breakdown rural/urban, company size micro/SMdigital platforms operational (Y/N)</p> | <p>Market related trainings respond fully to women’s needs based on assessment realised.</p> <p>Trainings time and location are</p> | <p>3.2.1 Based on the report developed under outcome 1, develop a program of courses/trainings on ICT market strategies, internet marketing and language in advertising, online sales including acquaintance of payment methods, ability to store and update data and information will be defined etc.</p> <p>3.2.2 Connect, equip (based on identified needs), establish local digital learning hubs (schools, community centers, etc.), provide content and deliver trainings.</p> | <p>Lead Agency : UN WOMEN</p> <p>Participating agencies: FAO</p> | <p>to be identified</p> |

| | | | | |
|---|--|---|---|-------------------------|
| <p>increase in number of women accessing market information and opportunities through platforms (%)</p> <p># of women coached in market negotiation</p> <p># of women advertising products in virtual markets</p> <p># of digital learning hubs established (breakdown urban/rural)</p> <p># of women provided with ICT trainings (breakdown urban/rural) Baseline: TBC</p> | <p>appropriate;</p> <p>ICT capacity is sufficient to enter virtual markets and trainings are developed accordingly, where needed</p> <p>Internet connection is available</p> <p>Sufficient capacity of partners/service provider is in place to develop the trainings.</p> | <p>3.2.3 Support women entrepreneurs in establishing links with existing virtual market places and buyers, and assist them in registering on virtual market places.</p> <p>3.2.4 Provide and train on Agri-Marketplace App (FAO)</p> <p>3.2.5 Design and creation of dedicated digital national/regional platforms to link with buyers.</p> <p>3.2.6 Train and coach women on market assessment and negotiation skills.</p> <p>3.2.7 Identify and foster membership of corporates in the platform.</p> | <p>UNIDO</p> | |
| <p>Outputs 3.3: Women-led business opportunities are promoted to facilitate partnerships and technology transfer</p> <p>Indicator:</p> <p># of new technologies/techniques identified and show-cased.</p> <p># of projects promoted</p> <p># of women in workshops/seminars held</p> <p># of business events facilitated /technical tours</p> <p>Baseline: TBC</p> | <p>Technologies identified responds to women's needs</p> <p>Capacity is in place to take up technologies</p> | <p>3.3.1 Identify and formulate, in partnership with financial and non-financial supporting structures, promising women led business opportunities, based as much as possible on feasibility studies (with use of COMFAR software for project appraisal and analysis).</p> <p>3.3.2 Prepare and disseminate a catalogue of women-led business opportunities among potential investors/business partners.</p> <p>3.3.3 Organize workshops and seminars on innovative technologies and techniques for MENA Women SMEs in specific industrial sectors .</p> <p>3.3.4 Assess the social sustainability of proposed technologies.</p> <p>3.3.5 Organize sectorial technical tours and business missions (with special attention to south-south partnerships opportunities.</p> | <p>Lead Agency :</p> <p>UNIDO</p> <p>Participating agencies:</p> <p>FAO</p> <p>UN WOMEN</p> | <p>to be identified</p> |

Outcome 4: Women have increased the quality and quantity of their products/services in selected gender-sensitive value chains

Indicators:

change in volume of (i) production and (ii) sales in supported companies (of which women-led companies) %

Increase in number of registered women-led companies/ income generating activities in the selected value-chains

Increase in share of women employees contributing to a pension scheme in private companies along the selected value-chains

Baseline: TBC

| Outputs | Assumptions | Activities | UN agency | National Partners |
|---|--|---|---|---|
| <p>Output 4.1 Women along the selected gender-sensitive value chains have better capacities to produce quality products and services</p> <p>Indicators: Increased number of women accessing services: financial, advisory and market) along the value chain %</p> <p># of companies provided with direct TA # promising value chains identified</p> <p># promising sectors and sub-sectors with potentials for women identified</p> <p># skills trainings/ workshops organized</p> | <p>Profitable value chains exist with entry points for women;</p> <p>Identified value chains are interesting for the target groups;</p> <p>BDS are willing to expand and improve their services to clients;</p> <p>Female clients are interested in services offered;</p> <p>Services are affordable and accessible to women;</p> <p>Policy makers are aware of women's potential and willing to facilitate policies and strategies to support their economic and social inclusion ;</p> | <p>4.1.1 Follow-up studies on specific areas identified during the mapping in outcome 1</p> <p>4.1.2 Identify new and projects with high potential for expansion and scaling up, as well as high potential for job creation for women. Organize project contest to select companies for direct technical assistance.</p> <p>4.1.3 Provide direct TA to selected companies: assess needs, including in terms of skills upgrading of employees.</p> <p>4.1.4 Based on identified needs, organize workshops/trainings on product development, quality, packaging, labelling, norms, and public procurement.</p> <p>4.1.5 Reinforce capacities of existing BDS and/or establish new ones based on the identified needs.</p> <p>4.1.6 Build capacities of both female and male farmers to improve productivity and sustainability of their enterprises, engage in lucrative value chains and market opportunities and transform gender relations at the household and community levels.</p> <p>4.1.7 Design and provide trainings for skills upgrading, in partnership with Vocational Technical Centers.</p> <p>4.1.8 Enhance the gender-sensitiveness of rural advisory services for these to be better attuned to the capacities and needs of female farmers.</p> <p>4.1.9 Capacity development support to policy-makers and relevant business actors within the agricultural sector, with special focus on enhancing capacities to implement gender-sensitive agricultural investments and formulate gender-responsive agricultural policies and projects.</p> | <p>Lead Agency :</p> <p>FAO</p> <p>Participating agencies:</p> <p>UNIDO</p> <p>UN WOMEN</p> | <p>Ministries of Industry, Agriculture and Women affairs, more to be identified</p> |

| | | | | |
|---|---|---|--|---|
| <p>Output 4.2 Women have better access to decent jobs and income generation opportunities along the selected value chains</p> <p>Indicators: # of entities signing WEPs</p> <p># number of managers that participated in the gender sensitisation training apply reform to improve working conditions for women.</p> <p># of women participating in skills development trainings</p> <p># of entities applying gender responsive procurement policies</p> <p>Baseline: TBC</p> | <p>Skills trainings for disadvantaged women are appropriate and respond to their needs;</p> <p>Company managers are willing to be sensitized and participate in the training (UN Women’s empowerment principles)</p> | <p>4.2.1. Support labour market integration of women in decent employment opportunities in selected occupations. Utilize active labour market measures to increase economic participation focusing on disadvantaged women</p> <p>4.2.2. Partner with private companies and promote social protection, training and professional development opportunities for women</p> <p>4.2.3 Foster partnerships with meso-level institutions to establish specific packages to support women entrepreneurship and provide trainings to key decision makers of those institutions (i.e. companies’ managers) utilizing the UN Women’s Women Empowerment Principles.</p> <p>4.2.4. Facilitate and expand business relationships with women-owned enterprises, including small businesses, and women entrepreneurs through gender responsive procurement</p> <p>4.2.5. Increase awareness of the private sector on the importance of women economic empowerment for economic development and inclusive growth</p> | <p>Lead Agency : UN WOMEN</p> <p>Participating agencies: FAO UNIDO</p> | <p>Ministries of Industry, Agriculture and Women affairs, more to be identified</p> |
| <p>Outcome 5:</p> <ul style="list-style-type: none"> • Project Management, Monitoring and Evaluation • Independent mid-term and terminal evaluation | | | | |

Annex 2: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

| | |
|--|---|
| Title: | Senior evaluation consultant |
| Main Duty Station and Location: | Home-based |
| Missions: | Mission to [Tunisia] |
| Start of Contract (EOD): | [04/03/2024] |
| End of Contract (COB): | [14/06/2024] |
| Number of Working Days: | 40 working days spread over the contract period |

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

2. PROJECT CONTEXT

Upon request of National Women Business Associations (NWBA) and the Ministries of Industries of Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia, UNIDO has designed and implemented the technical assistance project “Promoting women empowerment for Inclusive and Sustainable Industrial Development in the MENA region” (PWE Phase I). The project that was funded by the Italian Ministry of Foreign Affairs and International Cooperation (MAECI) and the Italian Agency for Development Cooperation (AICS) has been implemented between February 2015 and May 2018.

Based on the lessons learned and the needs identified during the project’s implementation and upon request of the counterparts, a second phase was designed in collaboration with FAO and UN Women.

The overarching goal of Phase II of the project is to empower women in both rural and urban areas of 7 MENA countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia) by supporting the development of women-led MSMEs in selected gender-sensitive value chains to provide working-age women with increased business and job opportunities. Looking at value chain development through a gender-sensitive lens, the project aims at addressing the main challenges faced by women-led MSMEs -

included self-employed women - that are access to finance (including through mobilization of FDIs), markets, technology and networks.

The project's ultimate beneficiaries are hence the women entrepreneurs and aspiring entrepreneurs, including the self-employed, as well as the female workers in selected value chains of both urban and rural areas of 7 MENA countries: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia.

It is expected for PWE Phase II to play a critical policy-level convening role at regional level, while being adaptive to the local realities and needs at national level in the seven countries covered by the project. The project's focus on improving access to finance and improving market integration at national, regional and international levels, while developing strategic value chains with high growth and job creation potential, is in line with the respective national priorities, and will contribute to economic well-being at national and regional levels.

The intervention strategy aimed to achieve the following immediate objectives: (1) Creating a business climate conducive to women entrepreneurship, (2) Alleviating the financial barriers to women's entrepreneurship development, (3) Improving market access for women-led MSMEs and (4) Increasing quality and quantity of products/services in selected gender-sensitive value chains.

Funds however were only mobilized to implement the regional component of the project (Outcome 1), from the Italian Ministry of Foreign Affairs and from the Principality of Monaco for a pilot project in Tunisia aiming at boosting access to market for women-led enterprises in the natural cosmetics value chain.

The proposed assignment falls within the framework of the Terminal Evaluation of the PWE II project. The recruited international evaluation consultant will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

| MAIN DUTIES | Concrete/ Measurable Outputs to be achieved | Working Days | Location |
|--|---|--------------|------------|
| <p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). Define technical issues and questions to be addressed prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project management team, determine the suitable sites to be visited and stakeholders to be interviewed.</p> | <ul style="list-style-type: none"> • Adjusted table of evaluation questions, depending on country specific context; • Draft list of stakeholders to interview during the field missions. • Identify issues and questions to be addressed | 8 days | Home-based |
| <p>2. Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork.</p> | <ul style="list-style-type: none"> • Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. | 2 days | Home based |

| MAIN DUTIES | Concrete/ Measurable Outputs to be achieved | Working Days | Location |
|---|---|----------------------------|--|
| | | | |
| 3. Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ (included in preparation of presentation). | <ul style="list-style-type: none"> Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; | 1 day | Online |
| 4. Conduct field mission to Tunisia ¹⁰ . | <ul style="list-style-type: none"> Conduct meetings with relevant project stakeholders, beneficiaries, etc. for the collection of data and clarifications; | 6 days | (location visited to be identified at inception phase) |
| 5. Present overall findings and recommendations to the stakeholders at UNIDO HQ. | <ul style="list-style-type: none"> After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. | 3 days (incl. preparation) | Online |
| 6. Prepare the evaluation report and share it with UNIDO HQ and national stakeholders for feedback and comments. | <ul style="list-style-type: none"> Draft evaluation report. | 18 days | Home-based |
| 7. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and edit the language and form of the final version according to UNIDO standards. | <ul style="list-style-type: none"> Final evaluation report. | 2 days | Home-based |

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in Political or Social Sciences, specifically Statistics or Economics, with a specialization in International Economics and Development Studies.

¹⁰ The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

Technical and functional experience:

- Minimum of 15-20 years' experience in evaluation of development projects and programmes
- Good working knowledge in Tunisia
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies
- Working experience in developing countries

Languages: Fluency in written and spoken English and French is required. Fluency and/or working knowledge of Arabic is an asset. The reports will be written in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES**Core values:**

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

Annex 3: List of women business associations (PWE I and II)

| Country | Association |
|-----------|--|
| Algeria | ANFDR |
| Algeria | AFEV |
| Algeria | SEVE |
| Algeria | CAPC |
| Egypt | AWTAD |
| Egypt | BWE21 |
| Jordan | BPWA |
| Jordan | Jordan Forum for Business and Professional Women |
| Lebanon | Al Majmoua |
| Lebanon | LLWB |
| Morocco | AFEM |
| Morocco | CGEM |
| Palestine | BWF |
| Tunisia | F&L |
| Tunisia | CNFCE |

Annex 4: Other partners and project stakeholders

| | |
|---|---|
| Innovation Hubs and Incubation Programs | Bridge for Billions Business Club Africa Female Factor L'Atelier Innovation (Tunisia) EY incubator (Tunisia) Sylabs (Algeria) TCSE (Tunisia) La StartUp Station (Morrocco) |
| Institutional partners | BUSINESSMED <i>European Investment Bank (EIB) (in process of exploration)</i> OECD Union for the Mediterranean |
| National institutions | Centre Technique de la Chimie (Tunisia) |

Annex 5: Outline of an in-depth project evaluation report

Abstract

Contents

Acknowledgements

Abbreviations and acronyms

Glossary of Evaluation Related Terms

Executive summary

1. Introduction
 - 1.1 Evaluation Purpose
 - 1.2 Evaluation Objectives and Scope
 - 1.3 Theory of Change
 - 1.4 Methodology
 - 1.5 Limitations
2. Project Background and Context
 - 2.1. Project factsheet
3. Findings
 - 3.1. Project Design
 - 3.2 Relevance
 - 3.3 Coherence
 - 3.4 Effectiveness
 - 3.5 Efficiency
 - 3.6 Sustainability
 - 3.7 Progress to Impact
 - 3.8 Gender Mainstreaming
 - 3.9 Environmental Impacts
 - 3.10 Human Rights/Social Impact
 - 3.11 Performance of Partners
 - 3.12 Results-based Management
 - 3.13 Monitoring & Reporting
 - 3.14 Project Ratings
4. Conclusions and Recommendations
 - 4.1 Conclusions
 - 4.2 Recommendations and Management Response
5. Lessons Learned
6. Annexes
 - Annex 1: Evaluation Terms of Reference
 - Annex 2: Evaluation Framework / Matrix
 - Annex 3: List of Documentation Reviewed
 - Annex 4: List of Stakeholders Consulted
 - Annex 5: Project Theory of Change / Logframe
 - Annex 6: Primary Data Collection Instruments
 - Annex 7: Survey / Questionnaire
 - Annex 8: Statistical Data from Evaluation Survey / Questionnaire Analysis

Annex 6: Quality checklist

| Quality criteria | | UNIDO EIO/IEU assessment notes | Rating |
|---|---|--------------------------------|--------|
| 1 | The inception report is well-structured, logical, clear, and complete. | | |
| 2 | The evaluation report is well-structured, logical, clear, concise, complete and timely. | | |
| 3 | The report presents a clear and full description of the 'object' of the evaluation. | | |
| 4 | The evaluation's purpose, objectives, and scope are fully explained. | | |
| 5 | The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented. | | |
| 6 | Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions. | | |
| 7 | Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation. | | |
| 8 | Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders. | | |
| 9 | Lessons learned are relevant, linked to specific findings, and replicable in the organizational context. | | |
| 10 | The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact. | | |
| <p><u>Rating system for quality of evaluation reports</u></p> <p>A number rating of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.</p> | | | |