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independent  
evaluation

Independent Terminal Evaluation of the project  
“Promoting Women’s Empowerment for Inclusive and Sustainable  
Industrial Development in the MENA Region (Phase II)”

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Office of Evaluation and Internal Oversight

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT  
INDEPENDENT EVALUATION UNIT**

**Independent Terminal Evaluation  
“Promoting Women’s Empowerment for Inclusive and Sustainable  
Industrial Development in the MENA Region (Phase II)”**

UNIDO SAP ID: 170136



**UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION**

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## Abstract

The project "Promoting Women's Empowerment for Inclusive and Sustainable Industrial Development in the MENA Region, Phase II" (PWE II), aimed at enhancing access to finance, market integration, and strategic value chain development for women's empowerment across Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia. It focused on five key outcomes: creating an enabling environment for women's entrepreneurship, reducing financial barriers, improving market access, increasing product/service quality and quantity in selected gender-sensitive value chains, and ensuring effective project management and monitoring.

Despite initial plans for collaboration with UN Women and FAO, UNIDO became the sole implementing agency. Consequently, the project centered on its regional component (Outcome 1: Building a more conducive environment for women entrepreneurship development) funded by the Italian Government, with a pilot project in Tunisia funded by the Government of Monaco. The Tunisian pilot aimed to create market opportunities for MSMEs in natural cosmetics and parapharmaceuticals through enhanced management, packaging, marketing strategies, and business partnerships.

The independent terminal evaluation, conducted in 2024, found that the PWE II project successfully addressed some significant challenges for women's entrepreneurship in the MENA region, demonstrating its high relevance to national needs and priorities. It effectively generated and shared knowledge, raised awareness among stakeholders, built capacity, and showcased successful market access strategies in the Tunisian pilot. Despite limited financial and human resources, the project was managed efficiently, optimizing resource use and cost-sharing for joint activities.

The sustainability of the pilot project in Tunisia appears likely, but broader regional results face uncertainty due to political and economic instability and weak stakeholder ownership in countries with minimal project activities. Progress towards empowering women in the MENA region remains limited, hindered by slow behavioural changes and regulatory reforms. The project addressed gender-specific gaps and needs, providing valuable data and information through targeted surveys and studies. Environmental and social impacts were considered in the selection of gender-sensitive value chains and the pilot incubation program in Tunisia, aiming to formalize women's work and reduce precariousness.

Recommendations for future projects include securing formal commitments and budgets from co-implementers prior to the start of the project, capitalizing on results and lessons learned from women's entrepreneurship projects implemented in the MENA region, involving national actors in regional governance structures, adopting an integrated and individualized approach for final beneficiaries (women entrepreneurs), utilizing risk matrices and maintaining constant adaptability and flexibility in the face of challenges.

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The evaluator acknowledges and highly values the support provided by all stakeholders at the international and national levels in the MENA region and outside, who contributed to this terminal evaluation with their time and insightful inputs. The evaluator would like to express its sincere appreciation to the UNIDO project team for its continuous support throughout the evaluation process and thank those, who participated in discussions and gave written feedback on report drafts. Particular thanks are given to the project team in Tunisia who spared no effort to ensure that the evaluation mission takes place in the best conditions. The views expressed greatly contributed to this terminal evaluation, although its final version and recommendations are the responsibility of the evaluator.

### **Evaluator:**

Ms. Nadia BECHRAOUI-LUZY, International Senior Evaluator.

## Abbreviations and Acronyms

Abbreviation	Meaning
CAP	Country Action Plan
CEDAW	UN Convention on the Elimination of All Forms of Discrimination against Women
CNFCE	National Chamber of Women Entrepreneurs
CO	Country Office
CSSF	Conflict, Security, Stability Fund
CTC	Technical center for chemistry
EBRD	European Bank for Reconstruction and Development
EU	European Union
FAO	UN Food and Agriculture Organization
FCDO	Foreign, Commonwealth & Development Office
GEWE	Gender Equality and Women Empowerment
IEU	Independent Evaluation Unit
ICT	Information and Communication Technologies
MENA	Middle East and North Africa
MWBC	MENA Women Business Club
MPTF	Multi-Partner Trust Fund
MSME	Micro and Small and Medium Enterprise
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
NSC	National Steering Committee
OECD	Organisation for Economic Co-operation and Development
PAMPAT	UNIDO Project for Market Access and Typical Agrofood Products
PMU	Programme Management Unit
PRF	Project Result Framework
PSC	Project Support Cost
RSc	Regional Steering Committee
SDG	Sustainable Development Goal
TBC	To be confirmed
TBD	To be determined
TE	Terminal Evaluation
TOC	Theory of Change
ToR	Terms of Reference
UfM	Union for the Mediterranean
UNDG	United Nations Development Group
UNIDO	United Nations Industrial Development Organization
WBA	Women Business Association
WBC	Women Business Club
WBF	Women Business Forum
WE	Women Entrepreneurs

## Glossary of Evaluation Related Terms

Term	Definition
Assumptions	The conditions that need to be in place to achieve the results as will or may affect progress or success at different levels of an intervention's causal pathway. The assumptions can be internal or external to UNIDO or the particular programme or project and usually connect outputs to outcomes, and outcomes to impact.
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the objectives of a development intervention were or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Environmental and social safeguards (ESS)	The extent to which environmental, climate change and social risks and impacts of a UNIDO product, service or process have been assessed and addressed (in line with respective administrative issuances).
Gender mainstreaming	The extent to which an adequate gender analysis has been conducted for a UNIDO product, service or process, its findings have been included in its design and monitoring and reporting data is sex-disaggregated where feasible.
Impact	Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured.
Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances.



Term	Definition
Logframe (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results-based management) principles.
Outcome	The achieved or likely short-term and medium-term effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Results-Based Management (RBM)	A management strategy focusing on performance and achievement of outputs, outcomes and impacts.
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Note: Frequently "evaluation" is used for a more comprehensive and/or more in-depth assessment than "review". Reviews tend to emphasize operational aspects. Sometimes the terms "review" and "evaluation" are used as synonyms.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of change	Theory of change or programme theory is similar to a logic model but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes.

## Executive Summary

The project entitled "Promoting Women's Empowerment for Inclusive and Sustainable Industrial Development in the MENA Region, Phase II", hereafter referred to as the PWE II project, aimed to improve access to finance, market integration and development of strategic value chains for women's empowerment in Algeria, Egypt, Jordan, Lebanon, Morocco, the State of Palestine and Tunisia, by consolidating and expanding on the results of Phase I and addressing critical challenges still faced by women entrepreneurs or aspiring entrepreneurs.

It included five outcomes:

1. Creating an enabling environment for women's entrepreneurship development
2. Reducing financial barriers to women's entrepreneurship development
3. Improving market access for women entrepreneurs, and
4. Increasing the quality and quantity of products/services in selected gender-sensitive value chains.
5. Project management and M&E

The PWE II project was designed jointly with UN Women Arab States and FAO in Near East and North Africa, both based in Cairo, which were expected to be co-implementers, particularly of outcomes 2, 3 and 4, mainly through their country offices. However, the three UN agencies were unable to agree on the institutional arrangements and modalities for mobilizing funds. As a result, UNIDO became the sole implementing agency of the PWE II project, which was de facto reduced to its regional component, i.e. Outcome 1, thanks to resources mobilized from the Italian Government.

Furthermore, as part of Outcome 1, a pilot project was added upon request of the Government of Monaco, to be implemented in Tunisia with the aim to create new market opportunities for selected MSMEs in a selected gender-sensitive value chain of natural cosmetics and parapharmaceutical products through (1) improved management skills and certification, (2) improved packaging, (3) improved marketing strategies, and (4) facilitation of business partnerships (particularly through the organization of business missions).

As the PWE II project, including the Tunisian pilot project, was nearing completion, UNIDO commissioned a terminal evaluation (TE) to be conducted by an independent evaluator from April to June 2024 to assess the project design and performance and to provide a set of findings, lessons learned, and constructive and actionable recommendations for future phases or projects.

The methodology used was based on an evaluation matrix containing questions pertaining to criteria under review and various data collection tools such as a desk review of all relevant project related documents, semi-structured interviews conducted with 31 key interlocutors, an online survey designed in English and French that was sent twice to 283 people in order to reach a larger and more diversified audience, and for which 46 responses were received and analyzed; and a country visit to Tunisia, which was the only example of country-specific intervention of the PWE II project, during which 16 national stakeholders were interviewed and two production sites of women entrepreneurs involved in the pilot project were visited.

The main difficulty was to define the scope of the project to be evaluated, taking into account the circumstances under which the PWE II project was implemented, i.e. the partial mobilization of project funds and the lack of involvement of FAO and UN Women country offices in most of the target countries, which only allowed the implementation of the

regional component. It was decided that the evaluation would examine the project as originally designed, wherever relevant, and focus on the **results achieved by the regional component** (Outcome 1 and the pilot project in Tunisia).

### **Main conclusions:**

1. The PWE II project is a multi-country, multi-actor project with a complex architecture (regional and national components, intervention at macro, meso, and micro levels, involving three implementing agencies), with an ambitious but highly relevant objective, as it responds to well-identified and still current challenges for the development of women's entrepreneurship in the MENA region.
2. The PWE II project was not fully implemented (as originally planned) due to a lack of financial resources and understanding among the three implementing agencies. As a result, the project had to focus on the regional component and could only implement a pilot project in one of the seven countries.
3. Nevertheless, the project achieved the expected results in terms of 1) generating and sharing knowledge on women's entrepreneurship in the MENA region, 2) raising awareness among stakeholders of the challenges and opportunities for developing women's entrepreneurship in the region, 3) building the capacity of stakeholders, especially women entrepreneurs, through training and networking development, 4) demonstrating the validity of the recommended and tested approach to facilitate market access for women-owned businesses in Tunisia, with a view to scaling up.
4. With limited resources (financial and human), the PWE II project was managed efficiently, in particular thanks to a partnership strategy that allowed the pooling of costs for some joint activities.
5. The sustainability of the results, while likely for the pilot project, is moderately likely or unlikely at the level of the other target countries, due to the political and economic risks in the region and the weak ownership of stakeholders in those countries where few or no activities have been initiated at the national level.
6. Progress towards impact, i.e. the empowerment of women in the MENA region, is still limited, mainly due to the slow pace of change in mindsets and the lack of regulatory reforms. In addition, the project has not reached a critical mass of beneficiaries due to its demonstrative nature (limited number of women entrepreneurs supported and no scaling up yet). On the other hand, knowledge and innovative tools/methods were transferred to the beneficiaries (women entrepreneurs, businesswomen associations, and service providers) for reuse. As a result, an entrepreneurial culture and self-confidence were developed among the beneficiaries. The numerous recommendations from stakeholders and lessons learned from the PWE II project and the previous phase as well should contribute to reforms that, when implemented, should create a favorable environment for women's entrepreneurship in the MENA region.

7. The PWE II project, classified as 2B according to the UNIDO's Gender Marker Scoring<sup>1</sup>, was able to identify the differentiated gaps and needs of women in terms of entrepreneurship. The PWE II project proposed interventions to address the challenges and inform women about the opportunities available. The surveys/studies conducted filled the gap in existing data/information on this issue.
8. Consideration of environmental and social impacts was limited, but taken into account in the selection of priority gender-sensitive value chains in each country and the pilot incubation programme in Tunisia, through the introduction of environmental selection criteria. The aim was also to help the many women working informally to access formal work and thus escape precariousness.
9. The PWE II project overcame its difficulties mainly thanks to a high degree of adaptability and responsiveness, especially during the COVID-19 crisis. It was effectively managed and monitored without an M&E system and a governance structure adapted to a project of this size.
10. Both donors met their financial commitments, but the phased disbursement of (limited) funds was not optimal for the planning and management of the PWE II project.

**Main recommendations:**

1. The design of a follow-up project addressing women's entrepreneurship issues is highly recommended to consolidate and extend the benefits of the PWE II project and to respond to the priorities not yet addressed by the previous phases.
2. A mapping of initiatives on women's entrepreneurship in the MENA region (both at the regional and national levels and by UNIDO or other actors) should be carried out in order to avoid duplication and to identify strategic and/or innovative niches where UNIDO can add value.
3. Develop a strategic approach to resource mobilization, taking stock of donors and their criteria and exploring non-traditional financial partners such as investment funds, large private companies, and non-bank instruments (crowdfunding, diaspora).
4. Ensure that the governance structure includes representatives of all stakeholders at both regional and national levels (concerned ministries, women's associations, UNIDO including UNIDO COs, other implementing partners, if any, private sector, donors, UfM) in order to obtain their full commitment and ownership.
5. Include a thorough competitive selection mode to identify the most motivated beneficiaries and provide them with an integrated support plan (training, coaching, consulting services) until they reach the expected target.

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<sup>1</sup> As per UNIDO Gender Marker categorization, 2b indicates that Gender is the central focus of output

6. Include more environmental and social considerations in the project by targeting activities in the green economy or green transition, young people, rural areas, and helping female artisans to become small businesses in the formal sector.

**Main lessons learned:**

- The lack of formalized commitment from co-implementers and of secured budget prior to project approval can jeopardize the implementation of a project in its totality.
- Conducting gender analyses (during the design phase or at the beginning of implementation) is necessary to guide project activities and ensure that gender-specific barriers and entry points are adequately identified in the project.
- It is difficult to involve national actors in a regional project if neither the presence of the project on the ground nor their presence in the governance structures is guaranteed.
- An individualized and comprehensive approach, including diagnosis, advisory services, tailored or on-the-job training to meet needs, coaching during implementation, etc., for the beneficiaries (entrepreneurs) proves effective and motivates and incentivizes them to achieve the expected results.
- The risk matrix and the mid-term review are tools that must be fully exploited to ensure reactive management, especially when difficulties arise, and to provide for corrective measures or changes if necessary.
- Adaptability and agility are critical to overcome challenges that may arise during implementation and to respond to the changing context.

PWE II project ratings

#	Evaluation criteria	Rating
<b>A</b>	<b>Progress to Impact</b>	MS
<b>B</b>	<b>Project design</b>	
1	<ul style="list-style-type: none"> <li>Overall design</li> </ul>	MS
2	<ul style="list-style-type: none"> <li>Project results framework/log frame</li> </ul>	MS
<b>C</b>	<b>Project performance and progress towards results (Outcome 1 and 5)</b>	
1	<ul style="list-style-type: none"> <li>Relevance</li> </ul>	HS
2	<ul style="list-style-type: none"> <li>Coherence</li> </ul>	HS
3	<ul style="list-style-type: none"> <li>Effectiveness</li> </ul>	HS
4	<ul style="list-style-type: none"> <li>Efficiency</li> </ul>	HS
5	<ul style="list-style-type: none"> <li>Sustainability</li> </ul>	ML to UL
<b>D</b>	<b>Gender mainstreaming</b>	HS
<b>E</b>	<b>Project implementation management</b>	
1	<ul style="list-style-type: none"> <li>Results-based management (RBM)</li> </ul>	S
2	<ul style="list-style-type: none"> <li>Monitoring and Evaluation, Reporting</li> </ul>	S
<b>F</b>	<b>Performance of partners</b>	
1	<ul style="list-style-type: none"> <li>UNIDO</li> </ul>	HS
2	<ul style="list-style-type: none"> <li>National counterparts</li> </ul>	MU
3	<ul style="list-style-type: none"> <li>Donors</li> </ul>	S
<b>G</b>	<b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b>	
<b>1</b>	<ul style="list-style-type: none"> <li>Environmental and Social safeguards</li> </ul>	MS
<b>H</b>	<b>Overall Assessment</b>	<b>S</b>

HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; ML: Moderately Likely; UL: Unlikely.



## Introduction

Gender Equality and Women Empowerment (GEWE) are crucial for inclusive and sustainable industrial development. Women's access to resources and opportunities leads to productivity gains and stronger economies. Closing the gender gap in economic opportunities has a significant impact on women, their communities, and the economy, especially in the Middle East and North Africa (MENA) region, where income inequality is increasing.

Indeed, women entrepreneurs (WE) in the MENA region face barriers to doing business, including preconceptions, cultural norms, limited access to finance, lack of market access, and a lack of networks and business partnerships. Access to education and training opportunities is also limited for women-led businesses.

Furthermore, the regulatory and legal framework in some countries in the region poses obstacles for women entrepreneurship, such as discriminatory property laws, inheritance rules, mobility restrictions, and difficulties in registering a business.

Addressing these barriers and empowering women entrepreneurs in the MENA region requires increased support in terms of access to resources, including finance, markets, networks, and education and training opportunities. Advocating for gender equality and creating an enabling environment for women to thrive as entrepreneurs will not only benefit women individually but also contribute to the overall economic growth and development of the region.

The project entitled “Promoting Women's Empowerment for Inclusive and Sustainable Industrial Development in the MENA Region, Phase II”, hereafter referred to as the PWE II project, aimed to improve access to finance, market integration, and develop strategic value chains for women's empowerment, in Algeria, Egypt, Jordan, Lebanon, Morocco, State of Palestine and Tunisia, by consolidating and expanding the results of Phase I and addressing critical challenges that women entrepreneurs or aspiring entrepreneurs still face. The PWE II project was jointly developed by UNIDO, FAO and UN Women.

It included five outcomes:

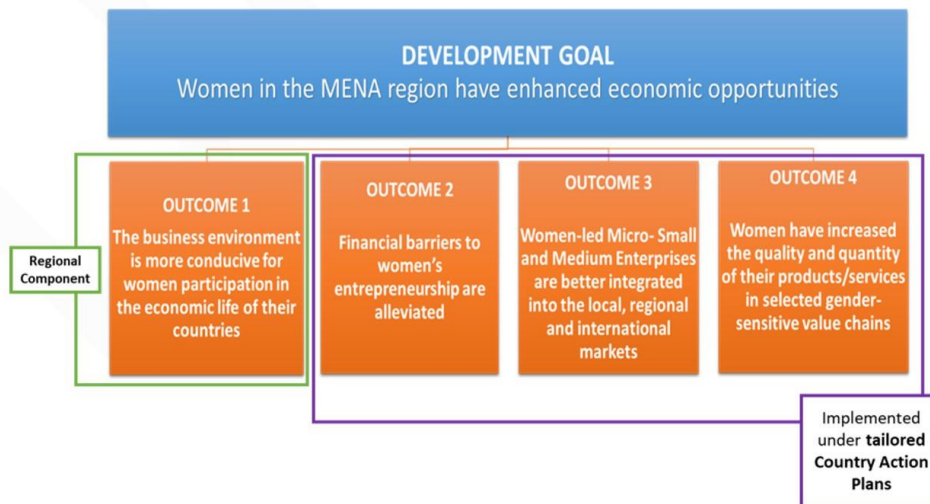
1. Building a more conducive environment for women entrepreneurship development
2. Alleviating the financial barriers to women's entrepreneurship development
3. Improving market access for women entrepreneurs and
4. Increasing the quality and quantity of products/services in selected gender-sensitive value chains.
5. Project management and M&E

Outcome 1 was a regional component, while outcomes 2, 3 and 4 were to be achieved through nationally tailored action plans.

As part of the PWE II project, and more specifically of Outcome 1, a pilot project was added and implemented in Tunisia upon request of the Government of Monaco, to strengthen market access for women-owned enterprises in the value chain of cosmetics and parapharmaceuticals based on natural products, whose best practices were to be highlighted for up-scaling and replication. Specifically, through capacity building and

direct technical assistance, the Tunisian pilot was aimed to create new market opportunities for selected MSMEs through (1) improved management skills and certification, (2) improved packaging, (3) improved marketing strategies, and (4) facilitation of business partnerships (particularly through the organization of business missions).

**Figure: 1 PWE II project framework**



**Source: PWE II inception report**

The PWE II project was a follow-up to the first phase, which ran from 2015-2018 and aimed to promote the development of women's entrepreneurship in the MENA region with the support of UNIDO. This first phase "facilitated the establishment of strategic partnerships with ministries, regional intergovernmental organizations, academia and research centers to promote policy and regulatory reforms, supported Women Business Associations (WBAs) in the seven project countries to become enablers of women's entrepreneurship development, and reached out to women entrepreneurs through WBAs to support them in starting and growing their businesses"<sup>2</sup>.

According to the project document, the PWE II project's main target groups fell into three categories:

- At the micro-level, the activities were to benefit women entrepreneurs, including aspiring entrepreneurs, living in urban and rural areas of seven MENA countries: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia.
- At the meso-level, the beneficiaries were the financial and non-financial business development service providers, women's associations and consortia, NGOs and meso institutions that provide support to entrepreneurs with special focus on women (mentoring, incubation, acceleration, and business advisory services).
- At the macro-level, the PWE II project was to benefit, directly and indirectly, a broad set of stakeholders involved in gender equality, inclusive and sustainable economic development (with a focus on industry and agriculture).

The main stakeholders for the PWE II project from each participating country were the public sector such as the ministry of Industry, the ministry of Agriculture and the ministry of Women affairs and/or Labour/Social Development, National Councils and the private

<sup>2</sup> Source : White paper on promoting women's empowerment for inclusive and sustainable industrial development in the MENA region, UNIDO.

sector and NGOs including Chambers of commerce, Women business networks and associations, Banks, Micro-finance institutions, Rural women’s associations and groups.

## Project Fact sheet:

PROJECT IDENTIFICATION		
<b>UNIDO SAP ID:</b>	170136	
<b>Region:</b>	Middle East & North Africa (MENA)	
<b>Countries:</b>	Regional (Algeria, Egypt, Jordan, Lebanon, Morocco, State of Palestine, and Tunisia)	
<b>Project Title:</b>	Promoting women’s empowerment for inclusive and sustainable industrial development in the MENA region – Phase II	
<b>Project Donor(s):</b>	<ul style="list-style-type: none"> <li>Italian Ministry of Foreign Affairs and International Cooperation - Directorate General for Development Cooperation (DGCS)</li> <li>Government of the Principality of Monaco</li> </ul>	
<b>Implementing Agency</b>	<ul style="list-style-type: none"> <li>UNIDO</li> </ul>	
<b>Government Coordinating Agency</b>	<ul style="list-style-type: none"> <li>Ministries of Industry, Agriculture and Women/Social Affairs in the seven countries</li> </ul>	
DATES		
Milestone	Planned	Actual
<b>Project approval date</b>		19 July 2018
<b>Project start date:</b>	01 July 2018	1 February 2019 (First PAD issuance) 31 December 2020 (Monaco funded component)
<b>Project completion date:</b>	30 June 2022	30 December 2024 19 October 2024 (Monaco grant)
<b>Project duration:</b>	48 months	71 months 48 months (Monaco grant)
<b>Midterm evaluation</b>	No Mid-term review conducted	
<b>Terminal evaluation</b>		March - June 2024
PROJECT INPUTS		
	Planned (as per project document)	Actual
<b>Donor Funding (including 13% PSC and 1% UN Levy):</b>	EUR 12 895 560	EUR 1 976 628

▪ <b>Government of Italy</b>		EUR 1 776 628
▪ <b>Principality of Monaco</b>		EUR 200 000
<b>UNIDO (Preparatory Assistance):</b>		50 000 EUR

The PWE II project was designed in close cooperation with the regional bureaus of UN Women Arab States and FAO in Near East and North Africa, both based in Cairo, which were expected to be co-implementers, in particular through their country offices. Despite several discussions conducted and the hiring of a senior expert by UNIDO in 2021 to support the three UN agencies in determining the most appropriate agreement to work together, the joint coordination and fund mobilization modalities never materialized. As a result, UNIDO became the sole implementing agency of the PWE II project, de facto reduced to its regional component, i.e Outcome 1.

## 1.1 Evaluation Purpose

As the PWE II project is about to conclude, UNIDO commissioned an independent evaluator, who was neither involved in the project design nor in its implementation, to conduct this TE. As a key learning and accountability tool, the TE provides stakeholders, including UNIDO, the donors (the Government of Italy, and the Principality of Monaco), as well as national stakeholders in the seven recipient countries, with an independent assessment of the results achieved by the PWE II project. The lessons learned and recommendations from this TE are intended to inform a potential new phase of the PWE II project, including potential adjustments to the management approach, scope, and content.

## 1.2 Evaluation Objectives and Scope

The main objectives of the TE are the following:

- Assess the project design
- Assess the project performance in terms of relevance, coherence, effectiveness, efficiency, sustainability, and progress towards impact
- Develop a series of findings, lessons and constructive and actionable recommendations for enhancing the design of new and the implementation of ongoing projects by UNIDO.

More specifically, the TE also assessed:

- The extent to which recommendations and lessons learned from the previous phase of the project were taken into account.
- The extent to which the project mainstreamed Gender Equality and Women Empowerment (GEWE) issues and brought about related transformational changes.

The TE covered the PWE II project from its start date in February 2019 to its planned completion date in December 2024. The TE also reviewed the pilot project implemented in Tunisia<sup>3</sup>, which is still under implementation, but as a component of the overall project.

In addition, the TE focused on Outcome 1 and the UNIDO-led activities, as these were the ones that were implemented, given that only part of the expected funds were mobilized

<sup>3</sup> Entitled « Faciliter l'accès aux marchés des entreprises féminines de la chaîne de valeur produits cosmétiques et parapharmaceutiques à base de produits naturels » (Facilitating market access for women's businesses in the natural cosmetics and parapharmaceuticals value chain).

(which covered about half of the Outcome 1 budget at the start of the project) and that the donor's priority was to support the regional component and UNIDO.

The TE was carried out over the period of April to June 2024.

### 1.3 Theory of Change

Since the project document did not contain a Theory of Change (TOC) per se, the evaluation reconstructed it (ref. next page). However, the PWE II project rationale was well articulated and outlined. Based on this, the project TOC can also be narratively reconstructed as follows:

- If key decision-makers and stakeholders in the MENA region are engaged in policy dialogue, and if they are sensitized to the importance of a women-friendly business environment at national and regional levels,
- If meso-level institutions (including financial institutions) adopt practices and develop products and services that are more gender-responsive,
- If women entrepreneurs (in selected gender-sensitive value chains) in the target countries are supported through training, coaching and activities that help them to build self-confidence, awareness and gradually break the gender stereotypes that limit their potential, to improve their financial and digital literacy, their capacities to network and access markets and their product competitiveness,

Then,

- Behavioral changes will be observed, enabling formulating recommendations and taking decisions to create a more favorable environment for women entrepreneurs,
- The capacity to act of urban and rural women entrepreneurs in Algeria, Egypt, Jordan, Lebanon, Morocco, State of Palestine and Tunisia will be enhanced and they will have increasing business opportunities in selected value chains and more access to finance and markets,

Therefore,

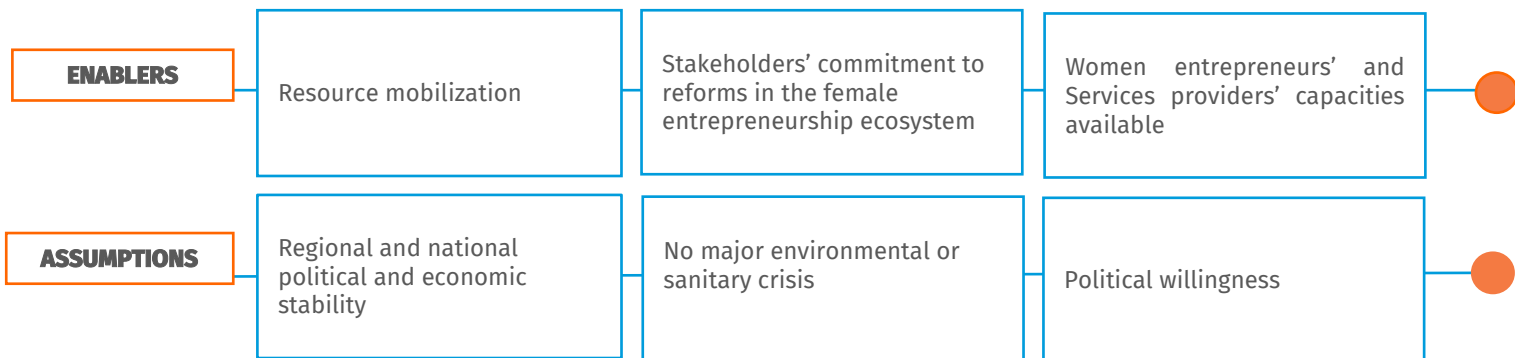
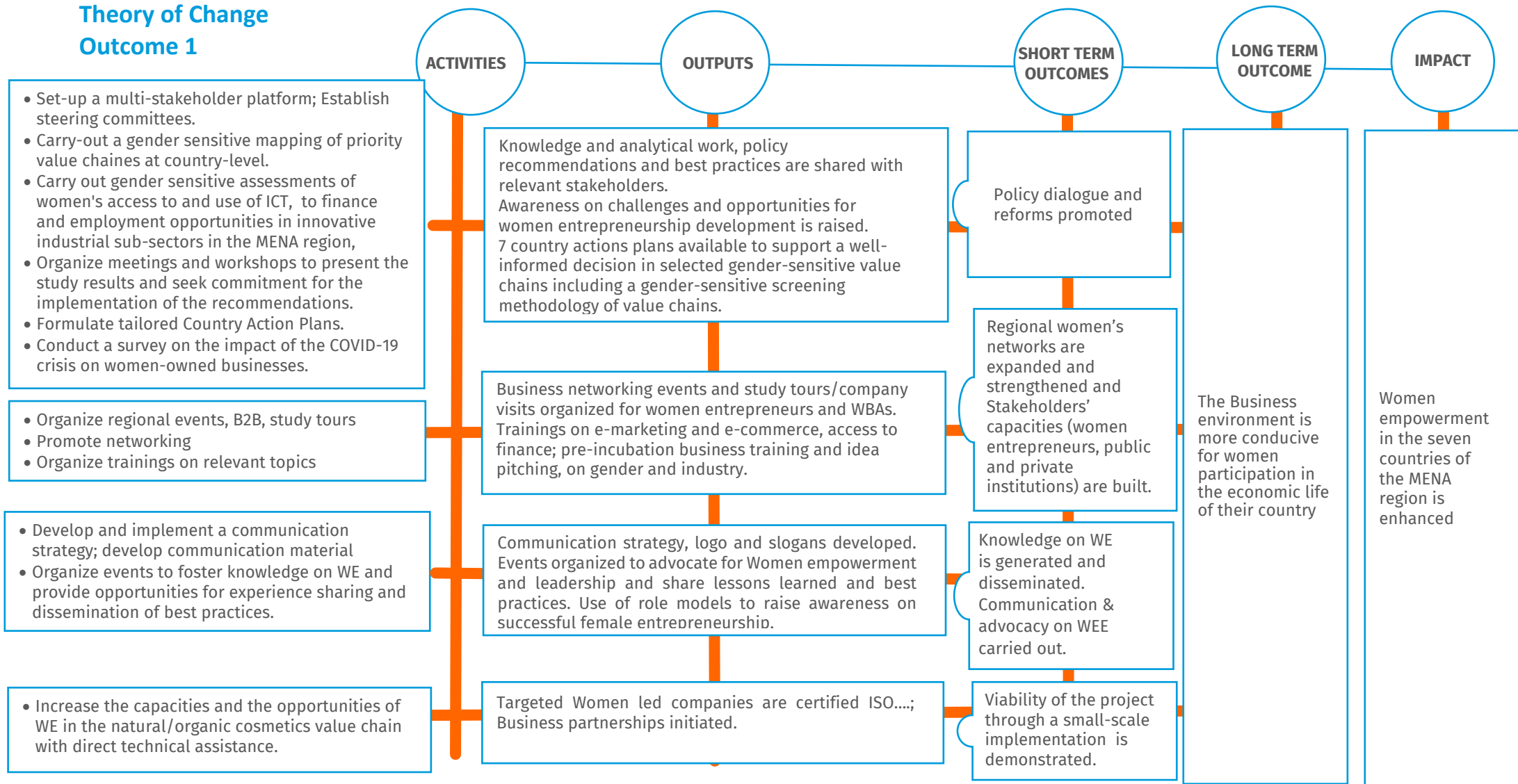
- The generation of income and the economic integration of women entrepreneurs in rural and urban areas in the target countries will be promoted, leading to an empowerment of women for a sustainable industrial development of the MENA region.

The project's approach was to work at three levels: at macro-level towards policy makers, at meso-level towards supporting institutions and at micro-enterprises level.

However, since only the regional component of the project was implemented, the evaluator decided to reconstruct the TOC only for Outcome 1 and the UNIDO-led activities (see the diagram ).

# Theory of Change

## Outcome 1





## 1.4 Methodology

This TE was conducted in accordance with the "Charter of the Office of Evaluation and Internal Oversight", the "UNIDO Evaluation Policy", the "UNIDO Evaluation Manual" and the "UNIDO Guidelines for the Technical Cooperation Project and Project Cycle" as well as the ToR developed by the UNIDO team (see annex 1).

A preliminary meeting was held with the project team and UNIDO Independent Evaluation Unit's member to agree on the methodology and to collect the necessary data and information (project documentation and deliverables) as well as contacts of stakeholders and beneficiaries involved in the PWE II project.

The methodology used was based on two key elements: the Evaluation matrix and the various tools for data collection (desk review, interviews with key stakeholders, an online survey and field visits).

- The *Evaluation matrix* includes the questions that the evaluation sought to answer for the 12 selected criteria, including those of the DAC/OECD (see annex 2).
- The *Desk review* focused on the documents produced as part of the project design and implementation (project document, annual work plans, consolidated quarterly and annual reports, minutes of project steering committee meetings, project deliverables, other relevant documents, see list of documents reviewed in annex 3).
- *Semi-structured interviews* conducted with key interlocutors (see list of interviewees in the annex 4), remotely or face-to-face, using a protocol of questions adapted to the person's role in the project (see interview protocol in the annex 5). 31 persons were interviewed during this TE.
- *An online survey* based on a limited number of questions (9 multiple-response questions and 2 open questions) in order to reach a larger and more diverse audience, using the free Google Forms software (see survey protocol in Annex 6). The questionnaire was designed in English and French and sent twice to 283 persons. 46 answers were received. (See the results of the survey in annex 7).
- *A country visit* to Tunisia, which was the only example of a country-specific intervention under the PWE II project where national stakeholders were interviewed (see list of persons consulted in annex 4) and two production sites of women beneficiaries involved in the pilot project were visited.

The evaluation methodology was based on a consistent triangulation of factual elements drawn mainly from all the above sources.

The data analysis was both qualitative and quantitative.

*The qualitative analysis* was based on a common evaluation practice, which consists of the evaluator developing preliminary hypotheses from the information gathered during the preliminary desk review and interviews, and from the reconstruction of the TOC. These preliminary hypotheses are then triangulated with the information gathered from the interviews, survey results and field observations before becoming the findings of the evaluation.

Regarding the *quantitative analysis*, two means were used: 1) informing the project performance indicators and calculating the percentage of achievement against the pre-defined targets, 2) calculating, *the efficiency index*, expressed as the ratio of the percentage of physical achievement of project outputs (against indicators) to the percentage of financial disbursements, was calculated. The efficiency index is considered satisfactory if it is equal to or greater than 1, which means that the project achieved its expected results or

more with the available budget or less. It is a proxy for estimating the project's value for money.

In addition, a six-point satisfaction scale was applied to the different evaluation criteria to quantify the Evaluator's judgment.

The six-point rating system used to assess the criteria is as follows:

SCORE		DEFINITION	CATEGORY
6	Highly satisfactory	Level of achievement presents no shortcomings (90-100% achievement rate of planned expectations and targets)	Satisfactory
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)	Unsatisfactory
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)	

## 1.5 Limitations

The main difficulty for the evaluator was to define the scope of the project to be evaluated, taking into account the circumstances<sup>4</sup> in which the PWE II project was implemented. After discussion with the project team and the representative of UNIDO's independent evaluation unit, it was decided that the evaluation would examine the project as originally designed, wherever relevant, and focus on the results achieved by the regional component (outcome 1 and the pilot project in Tunisia).

Another limitation was the fact that only one of the seven beneficiary countries was visited, as there were no national activities in the other six. However, relevant stakeholders from these countries involved in the PWE II project were surveyed or consulted through individual interviews.

The last limitation was the unavailability of some of the planned interviewees at the time of the evaluation. This was offset by the fact that the evaluation relied on a large number of other resource persons and a survey, which, together with the documentary analysis, still allowed for sound judgements to be made.

<sup>4</sup> The partial project funds mobilization that just allowed to implement the regional component and the lack of involvement of the country offices of FAO and UN Women in most target countries.

## Project Background and Context

From 2015 to 2018, thanks to a financial support from the Italian government, UNIDO implemented the project “Promoting Women’s Empowerment for Inclusive and Sustainable Industrial Development in the MENA region”. This project was labelled<sup>5</sup> by the Union for the Mediterranean (UfM).

However, it was observed that despite the many successes achieved, challenges that limit women’s economic empowerment still persist, in both economic and social sectors, and additional efforts are needed to ensure their full socio-economic empowerment.

Indeed, women are confronted like men to general barriers to doing business, particularly for smaller firms but they also face specific gender-related constraints such as cultural norms and preconceptions that hinder their access to different economic opportunities, difficulties in accessing to finance, getting bank loans and dealing with lenders, in accessing both local and international markets.

The need to consolidate good practices as well as further expand the outreach of the intervention benefiting a larger number of women entrepreneurs was highlighted by the Ministries of Industry and Women’s Business Associations at the Steering Committees held in Amman (July 2016) and Rome (April 2017). Recommendations included, among others, 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 expand the project emerged as one of the major recommendations of the project’s independent evaluation, which was conducted in October 2017.

In this respect, a strong interest to support a second phase of the project was expressed by the involved project partners of PWE I as well as by new partners, namely, UN Women and FAO, willing to provide their contribution to the second phase on the basis of their comparative advantages. As a result of the common interest, the agencies worked together and, in December 2017, developed a joint results framework for action, to guide the development of PWE’s second phase (PWE II). UNIDO carried out formulation missions in the seven target countries and with the budget was able to mobilize: Algeria, Egypt, Jordan, Lebanon, Morocco, the State of Palestine and Tunisia. However, due to budgetary constraints, the focal points of the regional offices of FAO and UN Women were not able to

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<sup>5</sup> The UfM label is attributed to regional cooperation projects by the unanimous endorsement of the 43 UfM countries. The UfM label:

- Brings the support of 43 countries : this awareness and visibility helps the project promoters to further raise support and mobilise partners.
- Helps to find solutions for complex regional projects in mobilizing governments and stakeholders towards a project’s success.
- Facilitates access to finance: the UfM Secretariat helps project promoters gain access to a strong network of donors and financial institutions, from the Mediterranean region and beyond.
- Makes a project idea become a reality: the Secretariat’s network of Euro-Mediterranean partners as well as in-house and external expertise help a project idea become a reality on the ground.

Source : [medblueconomyplatform.org](http://medblueconomyplatform.org)

participate in these missions that nevertheless enabled preliminary consultations with potential partners, such as national and international counterparts, local associations and future beneficiaries, as well as with the national offices of FAO and UN Women in the respective countries, which were notified about this new project shortly before the mission took place.

According to the project document, the overall project budget<sup>6</sup> that was submitted and approved by UNIDO’s Executive Board in July 2018, was EUR 12,895,560 (EUR 11, 412,000 for the project activities and EUR 1,483,560 as 13% PSC). The breakdown by outcome and by participating agency was as follows:

**Table 1: Breakdown of PWE Phase II planned budget per outcome and participating agency**

		<b>Amount (Excl. 13% psc)</b>	<b>Amount (Incl. 13% psc)</b>	<b>Agency</b>
<b>#</b>	<b>Project components</b>	<b>(in EUR)</b>	<b>(in EUR)</b>	
1	Outcome 1	2,507,000	2,832,910	<b>UNIDO</b>
2	Outcome 2	2,390,000	2,700,700	<b>UNIDO</b>
3	Outcome 3	3,115,000	3,519,950	<b>UN Women</b>
4	Outcome 4	2,535,000	2,864,550	<b>FAO</b>
5	Outcome 5 (mgt, M&E)	865,000	977,450	<b>UNIDO</b>
	<b>TOTAL</b>	<b>11,412,000</b>	<b>12,895,560</b>	

Source: Project document

Of this total budget, UNIDO was to raise 6,511,060 Euros (incl. 13% psc), with the remainder to be raised by FAO and UN WOMEN, with each participating agency expected to do its own fundraising. However, although this breakdown was jointly formulated, it was never officially endorsed by FAO and UN Women.

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). This amount, that covered approximately 46% of the project’s Outcome 1 budget (mostly the project 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 implemented activities and extend PWE’s reach at national, regional, and global level. Thanks to this additional funding, 63% of the initially planned budget for Outcome 1 was mobilized

Moreover, in 2020, the Principality of Monaco allocated an additional EUR 200,000 (incl. psc and 1% levy) to PWE II Outcome 1 to be disbursed in four annual installments, to implement an initially unplanned 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.

<sup>6</sup> Excl. Preparatory Assistance

**Table 2: Breakdown of planned budget vs actual per outcome**

#	Project components	Total planned ( as per ProDoc incl. Monaco Grant) (excl. psc)		Total allocation (funds released) (excl. psc)	
		(in EUR)	(in %)	(in EUR)	(in %)
1	<b>Outcome 1</b>	<b>2,507,000</b>	<b>22%</b>	<b>1,743,476</b>	<b>70%</b>
2	Outcome 2*	2,390,000	21%	0	0%
3	Outcome 3*	3,115,000	27%	0	0%
4	Outcome 4*	2,535,000	22%	0	0%
5	Project management and M&E*	865,000	8%	0	0%
	<b>Total</b>	<b>11,412,000</b>	<b>100%</b>	<b>1,743,476</b>	15%

Source: Project document and UNIDO Project Management ERP database

\*: Not funded.

As per the table above, the actual available budget (excluding PSC) for the PWE II Project was 15.3% of the originally planned budget. The amount mobilized was able to cover 70% of the cost of outcome 1.

## Findings

### 3.1 Design

*Q1: Were the problems addressed by the project the correct ones? Did the problems evolve over time? What is the degree of coherence with the situational context analysis and the problems posed?*

**Finding 1.1: PWE II is an ambitious and innovative project, which addresses key persisting challenges that limit women’s economic empowerment in the MENA region.**

The PWE II project was designed to address the many challenges to women economic empowerment in the MENA entrepreneurial ecosystem.

It was an ambitious project in terms of its complex architecture, involving an intervention at both regional and national levels, which was holistic, as well as targeting beneficiaries at macro, meso and micro-levels, and co-implementation by three UN agencies according to their experience and comparative advantages, but with different modus operandi.

Its approach was innovative in that the project aimed to play a critical role in policy-level convening at the regional level, while at the same time adapting to local realities and needs at the national level in the seven targeted countries. The PWE II project also focused on women's entrepreneurship, which is an added value compared to other women's empowerment activities carried out by other organizations, and built on the success of a first project implemented by UNIDO between 2015 and 2018, which is one of the few regional projects with such a long-term perspective.

The challenges faced by women entrepreneurs in the MENA region have been properly identified through diagnostic studies and surveys initiated during Phase 1 of the PWE project and complemented during the inception phase of PWE II. The identification of these challenges also took into account the recommendations made during the events held during Phase 1 and the final evaluation of the previous project. These challenges can be grouped

into nine categories, including cultural factors and gender norms, the legal framework, access to finance, access to markets, lack of networks and business partnership opportunities, lack of education and training opportunities, and lack of gender statistics and sex-disaggregated data.

*Q2: Is the project results framework coherent and does it adequately reflect the theory of change to which the project intends to contribute? Is there an adequacy in the description of the different components of the results framework and adequate hierarchy among them.*

**Finding 1.2: The Project Results Framework (PRF) reflects the expected synergies among the three UN agencies to complement each other's work and contribute to the overall work and specific objectives of the PWE II project.**

The PRF includes four expected outcomes having a responsible lead agency for each (UNIDO for outcomes 1 and 2, UN Women for outcome 3 and FAO for outcome 4). Overall, FAO was expected to create an enabling environment for competitive, market-oriented agricultural and food systems that are gender-equitable and environmentally and socially sustainable and UN Women to provide its experience in advocating for women's rights through legal reforms and in empowering women's groups to claim these rights.

Participating agencies are also mentioned under each output. Some activities within Outputs 1.2 and 1.3 refer specifically to UN Women and FAO tools and/or approaches, but overall the level of involvement of each is not always well specified.

Expected results (outcomes, outputs and activities) are extensively outlined in the project document. If outcomes 2, 3 and 4 aimed at achieving specific results, outcome 1 is rather broad in terms of scope. Activities implemented under outcome 1 support project beneficiaries (i.e women individual entrepreneurs, members of women business associations, some public and private sectors representatives from the target countries, etc.) at regional level and are preliminary steps for the development of subsequent interventions at country level. The knowledge generated is to be widely disseminated to support the policy dialogue and induce policy reforms at national level.

The narrative part of the project document on the PWE II project strategy and the clear and precise description of the expected results make it possible to clearly establish the relationships between the outputs and the links that exist between these outputs and the expected changes.

*Q3: Were the assumptions/risks (implicit & explicit) correctly assessed? (Number of assumptions validated; Presence/absence of unforeseen assumptions that may have influenced results)*

**Finding 1.3: The risk matrix was not used as a management tool to inform senior management and for decision making as it was not regularly revised or updated.**

Fourteen risks that could affect the expected performance of the PWE II implementation were identified in the project document. They can be divided into four categories:

- Risks related to an unfavorable economic environment
- Risks related to lack of stakeholder commitment
- Risk related to cultural and social resistance
- Risk related to inadequate acquired skills



Some of these risks can be influenced by the PWE II project, such as stakeholder engagement and capacity building, while the political and economic context is beyond the control of the project, and reducing cultural and social resistance is a long process that takes much longer than the life of a project.

The risk statement was updated only once, in 2021, for Outcome 1, whereas this exercise should be carried out at least annually or whenever necessary and brought to the attention of the senior management of the implementing agencies and the donors. In fact, two major risks faced by the project were not highlighted, namely the lack of financial resources and the inability to find the institutional arrangements necessary for an effective cooperation between the three UN agencies involved, resulting in a de facto reduction in the scope of the project's intervention.

*Q4: Are the indicators well designed or SMART. Do they tell the story of the project? Do they facilitate monitoring and evaluation? Can they be measured?*

**Finding 1.4: Indicators adequately measure the quantitative achievements of the PWE II project, but underestimate the qualitative dimensions that are also important for a policy-oriented and demonstration project and to measure progress to impact.**

A set of indicators was defined in the project results framework, both at the outcome and output levels. They all met the SMART criteria. They were reported on an annual basis, and final achievements and completion rates were duly reported in the final project report. However, most of them are quantitative in nature and do not capture all the achievements of the project. Moreover, this is reductive, especially for a project with limited resources and more political and demonstrative objectives.

Only one indicator, an IRPF indicator, was used to measure progress towards the development objective, but this was not reported at the end of the project. Neither a baseline nor a target was defined for this objective level, which is a weakness.

*Q5: To what extent were lessons learned from other relevant projects considered in the design?*

**Finding 1.5: The PWE II project successfully built on lessons learned from the first phase and from other UNIDO approaches to entrepreneurship development in general.**

This project is the second phase of a project, implemented over the period 2015-2018, that aimed to support women's economic empowerment through entrepreneurship development in the MENA region. It is the result of the successes, lessons learned and challenges identified during the first phase. Indeed, it was necessary to consolidate the good practices developed during the first phase, to further broaden the scope of the intervention to benefit a large number of women entrepreneurs, particularly in rural areas, and to include women entrepreneurs and aspiring entrepreneurs in the agri-food and manufacturing sectors (project document).

Furthermore, the PWE II project relied on tools and methodologies successfully used in other UNIDO projects in the area entrepreneurship development, such as the holistic approach<sup>7</sup>

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<sup>7</sup> For instance, the INOE project in Senegal and in Ethiopia.

(interventions at macro, meso and micro levels) or the online incubation program (IDEA Appl)<sup>8</sup>.

On the other hand, there seems to be no evidence that lessons learned or best practices from other UNIDO projects dealing with women's entrepreneurship have been taken into account, and vice versa.

## 3.2 Relevance

*Q1: To what extent is the project appropriate to address the identified needs of women entrepreneurs in the target countries?*

**Finding 2.1: PWE II's support is clearly in line with women beneficiaries' needs and directly addresses most challenges identified.**

The PWE II project design was based on a review of existing literature concerning female entrepreneurship in the MENA region, in-depth feasibility studies substantiated by survey results conducted during the PWE I and the PWE II inception phase, many consultations, including those with the direct project beneficiaries, such as women's business associations and women entrepreneurs, and it took into account the recommendations from the terminal evaluation report of phase I of the project. These factors collectively constitute an invaluable strength of the project.

*Q2: How does the project relate to the SDGs, to the national development priorities and UNIDO and donors' priorities?*

**Finding 2.2: The PWE II project's interventions contribute directly to SDGs 5, 8 and 9, even if the results obtained were below expectations due to the failure to implement outcomes 2, 3 and 4 for the reasons already mentioned.**

These contributions are outlined in the following table :

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<sup>8</sup> IDEA programs have been completed in Senegal, Guinea-Bissau, Kenya, Zambia, Jordan and Armenia, supporting 252 entrepreneurs. According to a survey conducted by UNIDO's partner, BridgeforBillions, 82% of IDEA alumni are still active, they have created 50% more jobs, generated 7 times more revenue and increased their funds by 15 times.

**Table 3: Summary of SDGs targeted by PWE II**

SDG	Targets	Project corresponding outcomes
SDG 5	5.1 “End all forms of discrimination against all women and girls everywhere”	Outcome 1
SDG 8	<p>8.2 “Achieve higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labor-intensive sectors”</p> <p>8.3 “Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p> <p>8.5 “By 2030 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value »</p>	<p>Outcome 3</p> <p>Outcome 4</p> <p>Outcome 2</p> <p>Outcome 1</p> <p>Outcome 4</p>
SDG 9	<p>9.2 “Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry’s share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries”</p> <p>9.3 ““Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets”</p>	<p>Outcome 1</p> <p>Outcome 3</p> <p>Outcome 1</p> <p>Outcome 2</p>

Source: TE

**Finding 2.3: PWE II project is aligned with the national priorities of the seven targeted countries.**

Employment creation, poverty reduction and private sector development are among the key priorities of policy makers in the MENA region. In addition, all countries have ratified the CEDAW Convention and have developed national strategies that include several of the following gender-related issues: women's rights and equality, economic and social empowerment, combating gender-based violence, and promoting women's participation in public life and governance.

**Table 4: National gender-related priorities**

<b>Countries</b>	<b>Gender legal framework</b>	<b>Gender related strategies/policies</b>
Algeria	CEDAW ratified with reservations in January 1996	<p><b>The National Strategy to Combat Violence against Women (2008).</b></p> <p><b>The UN Strategic Cooperation Framework (2016-2020)</b> which includes among its priorities ensuring a more prominent place for women in the political, economic and social spheres.</p> <p><b>The National Strategy for the Integration and Advancement of Women</b> and its action plan (PANPIF 2010-2014).</p> <p><b>The 2019-2029 Strategy for the Protection of Women</b> (ongoing).</p>
Egypt	CEDAW ratified in 1981 with reservations	<p><b>The National Strategy for the empowerment of Egyptian Women (2017-2030).</b></p> <p><b>Egypt's Vision 2030</b> which puts women's financial inclusion and economic empowerment at the heart of the national development reform agenda.</p> <p><b>The strategy for sustainable agricultural development by 2030</b> which focuses on rural women.</p> <p><b>The UN Partnership Development Framework) 2018-2022</b>, that devotes an outcome to women's empowerment with the objective to address the underlying societal and cultural causes of discrimination against women and ensure rigorous mainstreaming of women's needs throughout the country program.</p>
Jordan	CEDAW ratified in 1992 with reservations lifted in 2009.	<p><b>The National Strategy for Women</b> in 1993, followed by an updated strategy in 1999, and the revised strategy was then developed by the government in 2006, followed by the <b>2013-2017 strategy</b>.</p> <p><b>The Jordan's vision 2025</b> which encourages increased participation in the workforce, including of women and targets an increase of female participation rate in Jordan economy through private sector development.</p> <p><b>The Jordan's Poverty Reduction Strategy (2013-2020)</b>, which aims to adopt a holistic approach to the promotion of human development, by including social inclusion and gender equality, amongst other things.</p> <p><b>The Jordan's National Employment Strategy (2011-2020)</b> aimed at improving the standards of living for Jordanians, particularly of youth and women, through increased employment, wages and benefits and productivity improvements.</p> <p><b>The Jordan's Economic Growth Plan (2018-2022)</b>, which includes the empowerment of women through increasing their contribution to the labor force and their economic potential among its objectives.</p> <p><b>The National Strategy for Human Resource Development (2016-2025)</b> which includes consideration of gender parity and aims to increase the female participation in the workforce.</p>
Lebanon	CEDAW ratified in 1996 with reservations	<p><b>The National strategy for the development and promotion of women</b> in society and their achievement of equality and full human rights in Lebanon (2011-2021)</p>

		The activities of the UN in Lebanon which are framed by <b>Resolution 1325</b> and subsequent resolutions on women, peace and security, which call for increased participation and inclusion of women in security, peace and stabilization efforts.
Morocco	CEDAW ratified in 1993 and reservations withdrawn in 2011.	<b>The Government plan for Gender equality IKRAM 2012-2016 and 2017 2021</b> <b>The Strategy for institutionalizing gender mainstreaming in the field of environment and sustainable development.</b> <b>The National Plan for Democracy and Human Rights, 2018-2021</b> , which includes measures related to equality, equity and non-discrimination at work, and the protection and promotion of non-discrimination, tolerance and equality. <b>The National strategy for financial inclusion</b> which sets among its objectives the reduction of the gender gap.
Palestine	CEDAW ratified in 2014 without reservations.	The first <b>National Action Plan (2017-2019)</b> to implement the UN Security Resolution 1325 on women, peace, and security (2017). <b>The Labour Sector's strategy</b> which indicates the need of joint efforts from all actors to prioritize supporting self-employment and entrepreneurship, focusing on women and people with disabilities, facilitating the access to funds, and offering temporary employment for the purposes of experience accumulation. <b>The National Agriculture Strategy of the Palestinian Authority 2017-2022</b> which includes the strategic objective of improving access for female and male farmers and entrepreneurs to quality agricultural services needed for increasing value along agricultural value chains. <b>The National Financial Inclusion Strategy 2018-2025</b> aims to achieve “a developed financial sector that fully meets the financial needs of all segments of the Palestinian society to improve their welfare”.
Tunisia	CEDAW ratified in 1985 and reservations withdrawn in 2011.	<b>The 2016-2020 local development plan</b> which identifies several objectives and reforms targeting gender equality. <b>The National Strategy for the Economic and Social Empowerment of Rural Women and Girls, 2017-2020.</b> <b>The National plan for women's entrepreneurship called RAIDA</b> , set up by the Ministry of Women, Family and Children (MFFES), in order to improve the participation of women in economic life and reduce their rate unemployment and to encourage them to take entrepreneurial initiatives.

**Source: Country Actions Plans PWE II**

During the stakeholder consultative workshop held in Barcelona on 3-4 May 2018, all representatives of the target countries welcomed the PWE project Phase II proposal and confirmed that the project's focus on improving access to finance and strengthening market integration at the national, regional and international levels, while developing strategic value chains with high growth and job creation potential for women's empowerment, is in line with their respective national priorities and will contribute to economic well-being at the national and regional levels.

With regard to the pilot project "Enhancing market access for women-owned enterprises in natural cosmetics and parapharmaceuticals", which was carried out in Tunisia over 2021-2024, according to the General Directorate for the Promotion of SMEs of the Ministry of Industry, it is also fully aligned with the national priorities of supporting the competitiveness, resilience and sustainability of women's SMEs and promoting innovative sectors and financing models for youth and women entrepreneurs, as well as the development of digitalization for SMEs.

#### **Finding 2.4: The PWE II project is in line with UNIDO and other donors' priorities**

##### **UNIDO**

The project falls under UNIDO's thematic priority "Creating Shared Prosperity", which focuses on the development of agro-industries by strengthening linkages between agriculture, industry and markets, and on supporting the transformation of enterprises from the informal to the formal sector by increasing the participation of women and youth in productive activities. It is also in line with UNIDO's Strategy for Gender Equality and the Empowerment of Women (2020-2023), which specifically commits to increasing the annual share of newly approved projects that contribute at least significantly to GEWE to 45% by 2023. Indeed, the gender marker of the PWE II project is 2B, which means that women's empowerment is the main focus.

With regard to the two donors, the PWE II project is well aligned with their thematic, sectoral and geographic priorities.

##### **Government of Italy**

Job creation, especially for young people, to reduce illegal migration, sectoral concentration in value chains where Italians are present, such as agro-industry, energy, environment, textiles and electromechanics, are main priorities of the Italian cooperation, in particular in the Southern Mediterranean region.

##### **Principality of Monaco**

Women's rights and their economic empowerment as cross-cutting issues, support for Micro and Small and Medium Enterprises (MSMEs) and a strong presence in the target country are the main priorities of Monaco's cooperation.

### **3.3 Coherence**

*Q1: How consistent is the intervention with the relevant international and regional norms and standards to which the supported governments adhere?*

#### **Finding 3.1: The PWE II project is aligned with the international development agenda, in particular the "Beijing platform for Action" adopted in 1995 and the 2030 agenda for sustainable development**

As stated in the project document, PWE II which is a continuity of PWE I contributes to several objectives of the global policy document on gender equality, in the particular area of women and the economy which are 1) promoting women's economic rights and independence, including access to employment, appropriate working conditions and control over economic resources; (2) facilitating women's equal access to resources, employment, markets and trade; (3) providing business services, training and access to markets, information and technology, particularly to low-income women; (4) strengthening women's economic capacity and commercial networks; (5) eliminating occupational segregation and all forms of employment discrimination; and (6) promoting harmonization of work and family responsibilities for women and men.

PWE II project also contributes to the achievement of several SDGs (see Finding 2.2).

*Q2: How consistent is the intervention with other actors' interventions in the same context? How does the intervention ensure complementarity, harmonization and coordination with others?*

**Finding 3.2: The PWE II project made considerable efforts to share information on its approach and activities and to seek coordination and complementarity with other actors working on the same issues in the MENA region, but the results were rather uneven.**

From project inception and during its implementation, many meetings were organized by the PWE II project team with other international development agencies both within the UN system and beyond, including the EBRD, OECD, the World Bank, GIZ, to ensure that synergies could be established wherever possible and to avoid redundancies.

For instance, UNIDO and the UN Economic and Social Commission for Western Asia (ESCWA) expressed their intention through an Aide-Memoire signed in October 2019, to focus their cooperation on common priority areas including ICT for GEEW with a focus on women socio-economic empowerment, technology innovation, technology foresight groups and proper technology application for gender equity. They also intended to contribute to the development of an online portal on the role of ICT in achieving SDG 5 based on a study prepared by the ESCWA Centre for Women (ECW) on this same subject and reflecting information generated by the PWE II project. ESCWA also showed an interest in adopting the UNIDO Bridge-for-Billions IDEA Appl online incubation and mentoring tool. However, nothing materialized.

When the PWE II project was designed in 2018, the project team developed joint terms of reference with UNDP Jordan, in collaboration with the UN Women Arab States regional office, to conduct a mapping of access to finance for women entrepreneurs in the MENA region. However, as the funding had not yet been made available to the PWE II project, this study could only be launched in April 2019 by the PWE II project alone, as UNDP Jordan which had leftover funds in 2018, no longer had any in 2019.

On the other hand, efforts with the OECD were more fruitful, such as the co-organization of a webinar on "How to promote women's entrepreneurship in the digital sector in the MENA region", followed by a second webinar on "Policies to remove barriers faced by women entrepreneurs when investing in the digital economy", as well as the exploitation of the results of the regional survey on MENA women entrepreneurs' access to and use of ICT in manufacturing and manufacturing-related sectors conducted by UNIDO.

Complementarities were also sought with another EUR 2.5 Italian funded project "Level-up-Advancing Jordanian Industries" which was implemented by UNIDO with the aim of creating decent job opportunities for women and youth including through self-employment, and supporting the inclusive and sustainable industrial development of the country in accordance with the Jordan 2025 Economic Development Plan. The intervention<sup>9</sup> built around two components (developing Jordan's industrial intelligence capacities and promoting a business conducive environment in selected gender and youth sensitive value chains) was expected to result in increased competitiveness and opportunities for the private sector to expand and create job opportunities for youth and women.

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<sup>9</sup> [www.levelupjordan.org](http://www.levelupjordan.org)



### 3.4 Effectiveness

*Q1: Were the expected results (outputs) achieved? What are they?*

**Finding 4.1 : Most of the planned activities under UNIDO's responsibility have been completed, and at the level of activities and outputs, it can be said that the PWE II project achieved almost all of its targets, sometimes even exceeding them.**

As table 4 below illustrates<sup>10</sup>, the majority of UNIDO's activities were successfully completed, as were others, such as those under output 1.2, which were the responsibility of UN Women.

At the country level, the evaluator found that all UNIDO-led activities with a national focus were also implemented as planned. These included the production of the infographics on access to and use of ICT by women entrepreneurs in manufacturing and manufacturing-related sectors, the mapping of gender-sensitive priority value chains, and the country action plans (CAPs) to be implemented by the other PWE II project components. National Steering Committees (NSCs) have been established in all countries, but only a few held the first meeting as planned to review and validate their CAP. The exception was Tunisia, where the NSC met several times thanks to the implementation of the pilot project. The reason for this situation was the lack of financial resources, which prevented the implementation of the CAPs.

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<sup>10</sup> A color-code was used as follows: Green = achieved ; Yellow= partially achieved ; Red= not achieved.

**Table 5: PWE II project achievements at output level<sup>11</sup>**

<b>OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries</b>		
<b>Outputs</b>	<b>Activities</b>	<b>Achievements</b>
<b>Output 1.1:</b> Multi-stakeholder platforms are established to enhance exchange of analytical work, policy recommendations and good practices.  <b>UNIDO LEAD</b>	1.1.1 Set up a digital multi-stakeholder platform and the mechanisms for sustainability, training, and management	<ul style="list-style-type: none"> <li>▪ <b>The UfM-UNIDO MENA Women Business Forum</b> was established as a regional platform for knowledge sharing and dissemination of best practices on women's economic empowerment in the MENA region and to serve as a high-level multi-stakeholders platform to boost advocacy and engagement on next steps for women economic empowerment.</li> <li>▪ The first edition<sup>12</sup> which was still a UfM-only event with a strong contribution from PWE II as a partner, was organized entirely online in 2021, the second <sup>13</sup> was conducted jointly by UfM and UNIDO in a hybrid mode (Barcelona) in 2022, and the third<sup>14</sup> and latest UfM-UNIDO edition was delocalized to Tunisia in October 2023.</li> </ul>
	1.1.2 Establish National Steering Committees and task Forces and hold first meeting	<ul style="list-style-type: none"> <li>▪ Terms of Reference of the NSC developed.</li> <li>▪ 1<sup>st</sup> meetings of the NSC were held in: <ul style="list-style-type: none"> <li>▪ Tunisia on 17 December 2019 and 24 January 2020</li> <li>▪ Algeria on 10 February 2020</li> <li>▪ Morocco on 13 February 2020</li> <li>▪ Jordan on 30 October 2020</li> <li>▪ <b>Egypt: not held.</b></li> <li>▪ <b>Lebanon: not held.</b></li> <li>▪ <b>Palestine: not held.</b></li> </ul> </li> </ul>
	1.1.3 Map, identify and select useful content to be shared on the platform.	<ul style="list-style-type: none"> <li>▪ The digital transformation for women in business (2021)</li> <li>▪ Gender-smart financing to unlock women's entrepreneurial potential in the MENA region (2022).</li> <li>▪ Digitalization skills, Artificial Intelligence and innovative solutions for inclusive sustainable growth (2023).</li> </ul>

<sup>11</sup> A color-code was used as follows : Green = achieved ; Yellow= partially achieved ; Red= not achieved.

<sup>12</sup> « Bridging the digital gap in the MENA region : root causes, policies and solutions ».

<sup>13</sup> « Gender-Smart Financing to unlock Women's entrepreneurial potential ».

<sup>14</sup> « Women in industry and Innovation : Can industry 4.0 foster women's economic inclusion in the MENA region ? ».

OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries		
Outputs	Activities	Achievements
	1.1.4 Develop a gender-sensitive methodology for VC selection, carry out a preliminary gender-sensitive mapping to identify priority VCs at country level in all 7 countries.	<ul style="list-style-type: none"> <li>An in-house <b>methodology for gender-sensitive screening</b> of Value Chains developed with the scope of facilitating the identification and prioritization of value chains with potential for women’s economic empowerment.</li> <li><b>7 detailed country-level reports</b> describing the process and findings of the gender-sensitive value-chain mappings produced over September – December 2019. Methodology drew from UNIDO, FAO, GIZ, USAID, World bank literature that also included original contributions such as inclusion of off-farm or non-agriculture VCs, and <b>a set of gender-sensitive enabling condition indicators</b>.</li> </ul> <p><i>Executive summaries together with the CAP documents were shared with national counterparts and results presented during a workshop in Algeria and/or SC meetings in Jordan, Tunisia, Morocco and Algeria as well.</i></p>
	1.1.5. Carry out a survey to assess women's entrepreneurs' access to and use of ICT in the MENA region, translate and disseminate results.	<ul style="list-style-type: none"> <li>A <b>regional survey on women entrepreneurs' access and use of ICTs in the manufacturing sector and manufacturing-related services</b> was conducted between 2019 and 2020. In-depth data analysis was conducted and finalized in 2021.</li> <li><b>7 separate country reports</b> were extracted from the regional report and <b>7 country infographics</b> in English and French were prepared and disseminated at the occasion of the 2023 WBF -both paper and digital copies to the 250 attendees).</li> </ul> <p><i>Findings disseminated at regional events (UfM Women Business Forum 2021 and 2023, UNIDO-OECD Webinar on “How to foster women’s entrepreneurship in the MENA digital sector”, Med Business Days 2022 Northern Edition) to help fill a relevant data/information gap.</i></p> <p><i>The UNIDO survey findings were given additional visibility in an OECD publication on “Joining forces for gender equality : what is holding us back?” and specifically in a paper focusing on the potential of digitalization for women’s economic empowerment in MENA countries issued in 2023.</i></p>
	1.1.6 Assess MENA women entrepreneurs' access to finance in the MENA region and identify gaps, incl. through mapping and analysis of programmes and policies that	<ul style="list-style-type: none"> <li>A <b>Gender-sensitive mapping of access to finance</b> in Palestine, Morocco and Tunisia conducted by UNIDO in 2022.</li> </ul>

OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries		
Outputs	Activities	Achievements
	aim to encourage access to finance for women entrepreneurs, Translate and disseminate.	
	1.1.7 Carry out gender sensitive assessment of women's access to employment opportunities, incl. self-employment, identify opportunities in innovative industrial subsectors, translate and disseminate	<ul style="list-style-type: none"> <li>Not carried out due to lack of resources.</li> <li>Expected to be merged with a similar study to be conducted by FAO on rural women.</li> </ul>
	1.1.8 For sectors covered by gender sensitive assessment studies formulate recommendations to key stakeholders for improving women's access to finance/ market/ employment opportunities incl. entrepreneurship/ICT	<ul style="list-style-type: none"> <li>Co-organization with the MENA-OECD Women's economic empowerment forum of a webinar on "how to foster women's entrepreneurship in the MENA digital sector" followed by a second webinar on policy actions that can successfully address barriers facing women entrepreneurs when investing in the digital economy".</li> <li>Recommendations on digitalization, access to finance and women in industry 4.0 drawn from the WBF disseminated.</li> <li>Publication of a joint OECD-UNIDO paper highlighting the barriers and success factors in promoting women's entrepreneurship in the digital economy.</li> </ul>
	1.1.9 Organize meetings and workshops to present the results and seek commitment for the implementation of the recommendations (incl. Steering Committee Meetings)	<ul style="list-style-type: none"> <li>1 meeting of the NSC conducted in Algeria, Jordan, Morocco and Tunisia.</li> </ul>
	1.1.10 Based on value chain mappings, formulate tailored Country Action Plans (including AWP and budget) at country level for all sectors analyzed above and detailed activities for outcomes 2,3, and 4 at country level.	<ul style="list-style-type: none"> <li><b>7 Country action plans</b> formulated, informed by the gender-sensitive screening and analysis of value chains and shared with national counterparts.</li> <li><b>4 out of the 7 CAPs validated</b> during the respective NSC's meeting.</li> </ul>
	1.1.11 Conduct a survey on the impact of the COVID-19 crisis on women-owned businesses	<ul style="list-style-type: none"> <li><b>Assessment of the impact of the COVID-19 outbreak on women and youth entrepreneurs</b> in the manufacturing sector and manufacturing-related services (published in June 2020) + Tailored COVID-19 response plans that were integrated in the CAPs.</li> </ul>

OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries		
Outputs	Activities	Achievements
<b>Output 1.2:</b> Regional women's networks are expanded and strengthened.  <b>UN WOMEN LEAD</b>	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.	<ul style="list-style-type: none"> <li>See 1.2.3.</li> </ul>
	1.2.2. Facilitate involvement of national stakeholders in the policy dialogue at regional level (round table/conference);	<ul style="list-style-type: none"> <li>Activity originally designed and led by UN Women.</li> <li>However, UNIDO facilitated the participation of national stakeholders at 3 regional WBFs.</li> </ul>
	1.2.3 Investment promotion activities through technical tours and organization of B2Bs: identification of business opportunities and promotional events, organization of B2Bs and other business gatherings and follow-up	<ul style="list-style-type: none"> <li>Organization of <b>7 Business Networking Events</b> and sponsoring of women business associations representatives to participate in business fora: <b>6000+ B2B meetings</b> (incl. virtual) held during the <b>business conferences/fora</b> organized.</li> <li>Involvement in 4 Business networking events.</li> <li><b>7 Study tours/company visits</b> were attended by <b>75+</b> women business associations representatives and members within the framework of events either co-organized by PWE II (WBF 2021, WBF 2022 and WBF 2023) or where the project strongly collaborated including by sponsoring participants (FCEM 2022 and Jordan Business Forum 2023).</li> </ul>
	1.2.4 Provide trainings (e.g. communication for advocacy, design and management of databases, M&E, leadership ....)	<u>E-marketing and E-commerce trainings</u> <ul style="list-style-type: none"> <li>A 10-week online <b>UNIDO Executive E-marketing programme</b> started on 14 September-December 2021. 30 women-led or women-owned companies from the agribusiness sector and 5 WBAs members who aspired to become e-marketing trainers.</li> <li><b>Online workshop on "Valuable insights and practical tips for exploiting the</b></li> </ul>


OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries		
Outputs	Activities	Achievements
		<p><b>potential of e-commerce</b>". 23 women entrepreneurs and members of the WBAs within the framework of the WBF 2021.</p> <ul style="list-style-type: none"> <li>▪ A one day <b>course on E-Commerce and Digital Marketing</b> delivered in French and English to 51 women entrepreneurs in the framework of the 69<sup>th</sup> FCEM World Congress of Women Business Leaders (FCEM) held in Marrakech in November 2022.</li> <li>▪ <b>An "E-Commerce Accelerator") workshop</b> organized in Tunisia in March 2023 as part of the activities of the CNFCE Academy for women entrepreneurs. 11 members of the CNFCE benefitted.</li> <li>▪ A <b>workshop training on "Thriving in Markets in the Digital Economy"</b> delivered to <b>34 women entrepreneurs</b> from Egypt, Jordan, Lebanon, Palestine and Morocco – members of Women Business Associations, including the MENA Women Business Club – and from Cyprus (8). The latter workshop was part of a training on "Strengthening Women's Entrepreneurship and Contribution to the Economy in the MENA Region", result of a collaboration with UNIDO's Gender Equality and Empowerment of Women Office and the Republic of Cyprus.</li> </ul> <p><u>Financial literacy and access to finance workshops</u></p> <ul style="list-style-type: none"> <li>▪ <b>Workshop on "Take the leap! – Demystifying Access to Finance"</b> organized within the framework of the WBF 2022 which gathered 182 participants and 145 more since it was streamed on UfM YouTube channel.</li> <li>▪ <b>A workshop training on "Access to finance"</b> delivered to 34 women entrepreneurs from Egypt, Jordan, Lebanon, Palestine and Morocco members of women business associations, including the MENA Women Business Club.</li> </ul> <p><i>The latter workshop was part of a training on "Strengthening Women's Entrepreneurship and Contribution to the Economy in the MENA Region", result of a collaboration with UNIDO's Gender Equality and Empowerment of Women Office and the Republic of Cyprus.</i></p> <p><u>Ideation and Incubation programmes and training of local incubation managers</u></p> <ul style="list-style-type: none"> <li>▪ A regional hybrid <b>Pre-Incubation Business Training and Idea Pitching Contest</b> named "Industry'ELLE" for 60 promising young female entrepreneurs from the STEM fields (Science, Technology, Engineering, and Mathematics) in Algeria, Morocco and Tunisia was held between February and June 2023.</li> </ul>

OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries		
Outputs	Activities	Achievements
		<ul style="list-style-type: none"> <li>▪ <b>A women-centric Incubation Programme</b> based on the jointly developed UNIDO-Bridge for Billions online incubation IDEA platform, was held in Tunisia between February and July 2023. 20 entrepreneurs in the natural-based cosmetics and nutri-health sectors, as well as 15 in blue and green economy were supported. The programme was fully achieved by 23 participants (66%) who finalized the 8 business modules of the programme and as a result their <b>business plans</b>.</li> <li>▪ <b>Pitching contests</b> were organized for both cohorts, during which they were also given the opportunity to benefit from business development counselling from confirmed professionals of various profiles and peers. <i>The 12 finalists of both cohorts were subsequently invited to attend the UfM-UNIDO Women Business Forum 2023 held in Tunis (Tunisia), where they received their awards and were given the opportunity to pitch their ventures to the 150 forum attendees ( and +100 through streaming) and gain visibility.</i></li> <li>▪ <b>Institutional Training on Gender &amp; Industry</b> (27 beneficiaries from the region's civil society, public and private sectors, incl. from the Ministries of Industry, Ministries/Councils of Women and Women Business Associations to strengthen their capacities in developing and implementing gender-transformative industrial policies, projects, and programmes, based on good practices and concrete examples).</li> </ul>
	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.	<ul style="list-style-type: none"> <li>▪ Launch of the <b>first MENA Women Business Club</b> in February 2022 to stimulate regional business networking and increase business linkage opportunities through meetings and mentoring opportunities. 159 members as of October 2023. National Ambassadors designated to ensure visibility and local anchoring.</li> <li>▪ <b>7 Masterclasses delivered through the MENA Women Business Club</b> on topics requested by members such as Digital Marketing, Women Leadership, How to Raise Money with investors, access to finance for SMEs, and on personal development.</li> </ul>



<b>OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries</b>		
<b>Outputs</b>	<b>Activities</b>	<b>Achievements</b>
	1.2.6 Strengthen advocacy and policy dialogue through Khadija Regional Network on Economic Empowerment of Women in Arab States.	<ul style="list-style-type: none"> <li>UN Women initiative.</li> </ul>
<b>Output 1.3:</b> Knowledge on women entrepreneurship and decent job opportunities is generated and disseminated. <b>FAO LEAD</b>	1.3.1 Carry out baseline studies on gender disparities in rural and urban labor 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 <sup>15</sup> )	<ul style="list-style-type: none"> <li>FAO focus and methodology.</li> </ul>
	1.3.2 Identification/documentation of good practices and enabling conditions for the empowerment of female farmers/entrepreneurs and their organizations.	<ul style="list-style-type: none"> <li>Activity originally designed and led by FAO.</li> </ul>
	1.3.3 Mapping of job and investment opportunities for female STEM graduates	<ul style="list-style-type: none"> <li>Activity originally designed and led by FAO.</li> </ul>
<b>Output 1.4:</b> Communication and advocacy for the promotion of Women Economic Empowerment (WEE) is carried out. <b>UNIDO LEAD</b>	1.4.1 Develop and implement a communication strategy (incl. project's branding).	<ul style="list-style-type: none"> <li><b>Project's communication strategy</b> finalized in November 2019 and a <b>new logo and slogan</b> "We Mean it" developed.</li> <li><b>Channels of communication:</b> In addition of Facebook and X/Twitter, a LinkedIn page created in 2022 and the Use of YouTube to boost the visibility and sustainability of the project's communication material.</li> <li><b>Posts</b> were shared on the social media to increase the visibility of the project and its results or to call for participants to the surveys conducted.</li> </ul> <p><i>As of 9 April 2024, the Facebook page had 12K+ followers, while its X/Twitter page englobed 677 followers and the recent LinkedIn page had 794 followers.</i></p> <ul style="list-style-type: none"> <li>Design of <b>visual materials</b> including banners, promotional video trailers.</li> </ul>
	1.4.2 Organize conferences and round	<ul style="list-style-type: none"> <li><b>Regional/Global Fora.</b> The PWE II organized <b>12 round tables</b> on major topics for</li> </ul>

OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries		
Outputs	Activities	Achievements
	tables to foster knowledge on women entrepreneurs, provide opportunities for experience sharing and dissemination of best practices.	<p>women's economic empowerment in the MENA region, notably access to finance and women in the digital economy.</p> <ul style="list-style-type: none"> <li>▪ <b>3 editions of the Women Leadership Forum</b> co-organized with the European Brand Institute to advocate for more female leadership.</li> <li>▪ <b>9 panel discussions/webinars</b> organized to share results and recommendations stemming from conducted surveys and research.</li> <li>▪ <b>A PWE project white paper</b> on female entrepreneurship development in the MENA region (lessons learned, methodologies adopted, good practices on access to finance and to profitable markets)</li> </ul>
	1.4.3 Identification of role models and involvement in communication campaigns at both national and regional levels.	<ul style="list-style-type: none"> <li>▪ 17 successful businesswomen from the MENA region identified as role models with whom interviews were conducted and disseminated on various media outlets (5 in the <b>#We Mean it</b> campaign, 7 in the <b>"#IfSheDidItICanDoIt"</b> campaign and 5 in the podcasts).</li> </ul>
	1.4.4 Develop material for communication campaigns (in Arabic/French/English)	<ul style="list-style-type: none"> <li>▪ <b>2 communication campaigns</b> launched whose objectives were to bring attention to the importance of creating an enabling environment for women's economic empowerment, to raise awareness on successful female entrepreneurship endeavors across the region while showcasing the project's achievements as part of the project's fund-raising efforts: 1) The <b>#WeMeanIt</b> campaign launched in 2020 and 2) the <b>"#IfSheDidItICanDoIt" Women in Industry and Innovation</b> campaign launched in 2022.</li> </ul> <p><i>As of end of February 2024, the two campaigns reunited reached more than 20K people, mostly women of the MENA region.</i></p> <ul style="list-style-type: none"> <li>▪ <b>Video messages by 30 high-profile members</b> of the public, private and non-profit sectors showing their support for women's economic empowerment and <b>7 videos</b> featuring role models female entrepreneurs. 6,500 people reached out through the videos featuring female entrepreneurs.</li> <li>▪ <b>5 episodes' podcast series</b> disseminated across various social media channels (Facebook, LinkedIn, X/Twitter, YouTube). 7,000 people reached.</li> </ul>
<b>Output 1.5 [PILOT]</b>	A1: Mapping companies and start-ups	<ul style="list-style-type: none"> <li>▪ Mapping conducted which has identified 100 women's companies in the value</li> </ul>

<b>OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries</b>		
<b>Outputs</b>	<b>Activities</b>	<b>Achievements</b>
<p>Women entrepreneurs and women-owned businesses in the natural/organic cosmetics and Para pharmaceuticals Value Chain in Tunisia have increased capacities and opportunities to access markets</p>	<p>operating in the “natural cosmetics and parapharmaceuticals” value chain in Tunisia.</p>	<p>chain, including their geographical distribution at national level. A cohort of 11 enterprises has been selected on the basis of the pre-defined criteria.</p> 
	<p>A2: Assess the need for support and technical assistance in production (technology, quality, packaging, etc.), marketing (certification), brand image, marketing and market strategy to strengthen access to national and international markets, and develop a training program.</p>	<ul style="list-style-type: none"> <li>▪ Diagnostic needs and support plans for 11 MSMEs that were developed and validated during a workshop organized in collaboration with the Ministry of Industry in September 2022.</li> <li>▪ Marketing audits conducted for the same 11 MSMEs and improvement plans prepared.</li> <li>▪ Technical assistance provided to 5 companies to prepare for ISO 22716 certification (good manufacturing practices in cosmetics).</li> </ul>
	<p>A3: Organize training courses and provide TA</p>	<ul style="list-style-type: none"> <li>▪ 20 female-led innovative start-ups and SMEs were coached and mentored in the framework of the IDEA appl incubation programme.</li> <li>▪ 17 business plans finalized.</li> <li>▪ An IDEA pitching contest (Innov4Beauty) organized + an Award ceremony where the 6 finalists were invited to pitch their venture in front of 150 attendees.</li> </ul>
	<p>A4: Identify international events and organize study tours for selected companies, including company visits and partnership meetings, in collaboration with the ITPO network in Italy and Germany.</p>	<ul style="list-style-type: none"> <li>▪ Participation of women entrepreneurs to the 2022 WBF in Barcelona and visit to an incubator for women in the Barcelona metropolitan area.</li> <li>▪ Co-organization and participation to the 2023 Women Business Forum</li> <li>▪ Visit to the company of one of the beneficiaries of the pilot project in Tunisia (Actifs précieux) to share experiences and discuss the opportunities and obstacles faced by women entrepreneurs in the industrial sector.</li> <li>▪ Participation to the workshop on e-commerce and B2B meetings organized.</li> </ul>

<b>OUTCOME 1: The business environment is more conducive for women participation in the economic life of their countries</b>		
<b>Outputs</b>	<b>Activities</b>	<b>Achievements</b>
	A5: Organize regular feedback events to disseminate best practices and replicability opportunities (female role-models), and participate in communication actions at national and regional level.	<ul style="list-style-type: none"> <li>5 role models involved in regional events and communication campaigns.</li> </ul>

**Source: Annual PWE II & pilot projects progress reports**

**Finding 4.2: The physical execution rate, used as a proxy to measure the project's performance at the output level and based on the defined indicators, is equal to 133%, meaning that the PWE II project exceeded expectations in terms of implementation.**

The table below shows the completion rates based on the indicators developed as part of the results framework for the PWE II project. It includes values at the end of December 2023 for the different outputs of Outcome 1 and at the time of the TE for the Tunisian pilot intervention. The final values for the latter will be known when it is completed in October 2024.

**Table 6: PWE II project's performance based on indicators**

Result Level	Narrative Summary	Objectively verifiable indicators	IRPF Indicators	Unit	2023 (End value )	2024 (for Tunisia pilot)	Target value	Completion rate
Outputs	<b>Output 1.1</b> multi-stakeholders' platforms are established to enhance exchange of analytical work, policy recommendations and good practices <b>UNIDO LEAD</b>	# of multi-Stakeholder platforms established and functional (WBF)		#	1	N/A	2	50%
		# of regional gender sensitive assessments/studies, analysis conducted, translated and disseminated (At least)	# of analytical & statistical publications produced [IRPF PAO.2]	#	9	N/A	5	180%
		# of meetings/events organized including PSC meetings to share and endorse recommendations		#	16	N/A	28	57%
		# of tailored Country Action Plans prepared and adapted to urban/rural needs		#	7	N/A	7	100%
		# of key actors from public and private sector involved in the events and having received awareness creation trainings, disaggregated by sex and per affiliation (public, private, civil	Key actors gaining awareness or knowledge [ KASA.1]	#	740	N/A	700	106%

Result Level	Narrative Summary	Objectively verifiable indicators	IRPF Indicators	Unit	2023 (End value )	2024 (for Tunisia pilot)	Target value	Completion rate
		society) <sup>15</sup>	<sup>16</sup>					
			Public	#	278	N/A	280	99%
			Private	#	273	N/A	140	195%
			Civil society and international organizations	#	189	N/A	210	90%
			Female	#	547	N/A	350	156%
			Media	#	Unknown	N/A		
			Actors gaining awareness or knowledge [ KASA.1] <sup>17</sup>	#	9600	N/A	? <sup>18</sup>	
			Public	#	656	N/A	?	
			Private	#	2217	N/A	?	
			Civil society and international organizations	#	1928	N/A	?	
			Female	#	5360	N/A	?	
			# female-centric entrepreneurship capacity building programmes piloted			#	2	N/A

<sup>15</sup> Disaggregated data was not available for all events

<sup>16</sup> Not included actors reached via social medias

<sup>17</sup> Not included actors reached via social medias

<sup>18</sup> Indicator not considered as no target.

Result Level	Narrative Summary	Objectively verifiable indicators	IRPF Indicators	Unit	2023 (End value )	2024 (for Tunisia pilot)	Target value	Completion rate	
	Percentage average								<b>99%</b>
	<b>Output 1.2</b> Regional women's networks are expanded and strengthened <b>UN WOMEN LEAD</b>	# of regional policy and business forums /conferences organized (or involved in organization)	-	#	12	N/A	5	240%	
		# of trainings provided to the associations/consortium of associations	Capacity building activities provided [TCO.1]	#	15	N/A	14 (2 per country)	107%	
		Digital Marketing		#	5	N/A			
		Financial Literacy		#	2	N/A			
		Gender transformative approaches		#	1	N/A			
		Masterclasses		#	7	N/A			
		# study tours and regional events attended by women business associations representatives		#	7	N/A	5	140%	
		# B2B meetings organized		#	6144	N/A	2000	307%	
		Percentage average							



Result Level	Narrative Summary	Objectively verifiable indicators	IRPF Indicators	Unit	2023 (End value )	2024 (for Tunisia pilot)	Target value	Completion rate	
	<b>Output 1.3</b> Knowledge on women entrepreneurship and decent job opportunities is generated and disseminated <b>FAO LEAD</b>	# of baseline reports produced and shared	Number of Analytical and statistical publications produced [IRPF PAO.2]	#	3	N/A	7	43%	
		# of policy notes drafted for decision makers in the MENA region		#	1	N/A	2	50%	
			Toolkits and guidelines produced [TCO.3]	#	2	N/A	3	67%	
		# of multimedia products disseminated		#	5	N/A	5	100%	
	Percentage average								<b>65%</b>
	<b>Output 1.4</b> Communication and advocacy for the promotion of Women Economic Empowerment (WEE) is carried out <b>UNIDO LEAD</b>	# of active participations of women role models in events (presentations, panels etc...)/communication campaigns		#	33	N/A	20	165%	
		# of participants disaggregated by sex participating in events (urban/rural)	-	#	9600	N/A	+ 500	100%	
		Women		#	5360	N/A	250	2144%	
		Urban Women		#	Unknown	N/A	190	N/A	
		Rural women		#	Unknown	N/A	60	N/A	

Result Level	Narrative Summary	Objectively verifiable indicators	IRPF Indicators	Unit	2023 (End value )	2024 (for Tunisia pilot)	Target value	Completion rate
		# of events <u>organized or contributed to (as panellists)</u> for experiences sharing and good practices dissemination		#	27	N/A	10	270%
		# of materials for communication campaigns developed by language (Arabic, French, English)		#	62	N/A	15	413%
		English		#	62	N/A	5	1240%
		French		#	5	N/A	5	100%
		Arabic		#	9	N/A	5	180%
	<b>Output 1.4 [PILOT]</b> Women entrepreneurs and women-owned businesses in the natural/organic cosmetics and Para pharmaceuticals Value Chain in Tunisia have increased capacities and opportunities to access markets	Women-led SMEs and start-ups in the natural cosmetics Value Chain mapped		Y/N		Y	Y	100%
		Women entrepreneurs with strengthened capacities for access to market		#		25	10	250%
		Number of companies provided with direct technical assistance (by type)		#		10	10	100%
		·Diagnostic organisationnel		#	10	10		
		·Diagnostic marketing		#	10	10		
		·Plan de renforcement individualisé		#	10	10		
		·Audit certification		#	9	9		
		· Accompagnement dépôt dossier subvention TICP		#	5	5		

Result Level	Narrative Summary	Objectively verifiable indicators	IRPF Indicators	Unit	2023 (End value )	2024 (for Tunisia pilot)	Target value	Completion rate
			Capacity building activities provided [TCO.1]	#	6	6		
		Number of business partnerships initiated (at least)		#	0		2	0%
		Number of female role models enrolled in regional communication activities		#	4	5	+1	100%
		Number of business plans developed	[TN PILOT] Business plans developed [TCO.4]	#	17	17	10	170%
	Percentage average							<b>167%</b>
	Physical execution rate (average of all the percentage averages)							<b>133%</b>

Source: PWE project team

Q2: What have been the main challenges that have limited the achievement of the expected results? What are the mitigation/corrective measures taken?

**Finding 4.3: The PWE II project faced numerous challenges for which the proposed corrective measures were not sufficient to achieve the initially expected results, leading to a refocusing of the intervention on Outcome 1, with a change in scope, budget and activities, and the abandonment of the other outcomes.**

**Table 7: PWE II project’s challenges**

Main challenges	Mitigation/ corrective measure	Comments
<p>Failure to find an institutional arrangement that would be compatible with the modus operandi of the three UN agencies.</p>	<ul style="list-style-type: none"> <li>▪ Recruitment of an expert to assist the 3 UN agencies in finalizing the institutional agreement between them and identify the most appropriate funding modality.</li> <li>▪ Prioritization of activities where UNIDO was the lead agency and revamping of those led by the two other agencies to adapt to UNIDO’s expertise.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Despite the efforts made, no agreement could be reached between the 3 UN agencies, resulting in the non-implementation of a significant part of the PWE II project.</li> <li>▪ The evaluation finds it curious that this was never officially endorsed and that there was no project revision as a result.</li> </ul>
<p>Lack of financial resources</p>	<ul style="list-style-type: none"> <li>▪ Continuous fund raising efforts and communication by UNIDO to increase project’s visibility throughout implementation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Despite the considerable efforts made by the project team throughout the PWE II project implementation, the necessary funds were not mobilized. The evaluation finds it strange that the UNIDO Executive Board approved the project while the entire budget was not available or at least committed. Moreover, generally the project team approached the donors alone, as the two partner agencies did not have resources for that. It would have been more fruitful and credible for the mobilization of financial resources if the three UN agencies had joined forces to implement a resource mobilization strategy that would have defined their respective</li> </ul>

		responsibilities and processes for donor mapping and outreach, as recommended by the expert hired to make proposals for the PWE II project governance arrangements and a resource sharing mechanism.
Disruptions generated by the COVID-19 pandemic	<ul style="list-style-type: none"> <li>Use of digital tools and online activities.</li> </ul>	<ul style="list-style-type: none"> <li>This was a good practice that reduced the impact of delays caused by the COVID-19 restrictions and led to the use of innovative tools and to rapid-response research activities on the challenges faced by women as a result of the pandemic.</li> </ul>
Lack of budget for M&E activities (Outcome 5)	<ul style="list-style-type: none"> <li>Management cost were fully supported by the budget of Outcome 1</li> </ul>	<ul style="list-style-type: none"> <li>As a result, the resources available to implement Outcome 1 activities were reduced.</li> </ul>
UNIDO not expected in the field of gender issues.	<ul style="list-style-type: none"> <li>Great efforts were made by UNIDO in terms of stakeholders consultation, preliminary studies for the definition of project activities and in terms of communication on the project and its results in order to establish/consolidate its credibility.</li> </ul>	<ul style="list-style-type: none"> <li>In spite of this challenge, UNIDO has been able to demonstrate its credibility with partners such as the UfM, OECD and donors as a result of its achievements.</li> </ul>

Source: TE

Q3: What have been the facilitating factors that have enhanced the achievement of the expected results?

**Finding 4.4: The PWE II project had a number of strengths that, in spite of the challenges it faced, enabled it to achieve the expected results for Outcome 1.**

**Table 8: PWE II project's enabling factors**

Enabling factors	Comments
Strong adaptive capacity and agility of the project team	<ul style="list-style-type: none"> <li>Due to the various constraints faced by the PWE II project during its implementation (partial and staggered mobilization of funds, lack of commitment from UN partners and the COVID-19 crisis), which sometimes turned into opportunities (use of remote communication tools, additional activities included in the work plan to meet donor demand and priorities),</li> </ul>

A project that was a force for proposals.	<ul style="list-style-type: none"> <li>Innovative topics introduced (ICT and digital sector, Gender and industry, circular economy, Industry 4.0, Artificial Intelligence, etc.) and methodologies/tools (e-marketing, pitching contest, IDEA appl., etc.) provided.</li> </ul>
High-quality expertise and very relevant interventions	<ul style="list-style-type: none"> <li>By taking into account the lessons learned from the previous phase, and by conducting surveys and diagnostic studies, it has been possible to target actions and, consequently, to engage and motivate beneficiaries.</li> </ul>
The continuous and regular sharing of the project's achievements that are acknowledged reused by others.	<ul style="list-style-type: none"> <li>As an example of this good practice, the results of the regional survey on women entrepreneurs's access to and use of ICTs in the manufacturing sector and manufacturing related services conducted by the project, between 2019 and 2020, to fill an important data/information gap, were given additional visibility and recognition in chapter 33 on the potential of digitalization for women's economic empowerment in MENA countries of the OECD publication entitled "Joining forces for gender equality : what is holding us back?".</li> <li>Another example is the fact that the women's business associations identified by PWEII are now being consulted by the EU and OECD in their new program 2024-2027 Enhancing Women Entrepreneurs' Financial Inclusion and Access to Finance in the Digital Age, thanks to the good cooperation and trust built with UfM.</li> </ul>
The ability to respond to the needs of women entrepreneurs in an individualized and targeted manner, and to provide them with the support they expect.	<ul style="list-style-type: none"> <li>This was particularly evident in the Tunisian pilot project, where five women-owned SMEs in the cosmetics and parapharmaceutical sectors were guided through the entire ISO 22716 certification process, which is a prerequisite for access to international markets, and have now completed all stages and obtained their certification.</li> </ul>
The UfM label	<ul style="list-style-type: none"> <li>This allowed the PWE II project to gain access to the UfM's high-level regional policy dialogue platform to ensure its visibility and convey its messages, particularly during the organization of the Women's Business Forums, which were originally a UfM initiative launched in 2017 and of which the PWE project has evolved from an initial partner to a co-organizer. An important spin-off of these WBFs was the financial support provided by one of the UfM members, the Principality of Monaco, to the pilot project in Tunisia.</li> </ul>
The ability to develop strong partnerships	<ul style="list-style-type: none"> <li>For example, the partnership with the Business Club Africa, which led to the creation of its subsidiary, the MENA WBC, as an alternative to the initial proposal to create a consortium of women's associations in the MENA region, which ultimately fell out of favor with the latter, thus responding to the need to expand the business community in the MENA region and increase opportunities for women entrepreneurs to explore and access another market, the African market, through its ambassadors.</li> </ul>

*Q4: To what extent has the UNIDO partnership strategy been appropriate and effective to help achieve the expected results?*

**Finding 4.5: The PWE II project's partnership strategy has been outstanding both at the strategic level, enabling regional dialogue with high-level political representatives on the issue of women's economic empowerment in the MENA region, and at the operational level, contributing to the cost-effective implementation of the planned activities.**

The partnerships established with various institutions have been an important lever for promoting women's economic empowerment in the MENA region and for implementing the activities of the PWE II project. On the one hand, they have provided access to existing high-level political platforms for regional policy dialogue, and on the other, they have enabled savings to be made by pooling the costs for the organization of regional events.

For example, UNIDO, in partnership with the European Brand Institute, organized the Women Leadership Forum on 1 October 2020, which provided an opportunity for 500 participants to interact with experts, influencers and 120 current project beneficiaries, to share experiences and discuss how to empower and achieve gender equality.

The partnership established with the UfM for the organization of three editions (2021, 2022 and 2023) of the Women Business Forum has increased the visibility of the PWE II project and its results, and given the project team and beneficiaries the opportunity to share their experiences with their peers, to be confronted with potential investors, technology providers, buyers, etc., and to develop intra-regional and international business partnerships. It is also thanks to this partnership initiated during the first phase of PWE, which was triggered by the labelling granted in 2015, that the PWE II project was able to mobilize funds from the Principality of Monaco to initiate the pilot project in Tunisia.

In Tunisia, two major partnerships have been established to implement the activities of the pilot project. The Tunisian Chemical Technical Center (CTC) was selected to train 5 companies to prepare for ISO 22716<sup>19</sup> certification audits (Good Manufacturing Practices in Cosmetics). At the end of April 2024, the five companies successfully passed their certification audit. Similarly, UNIDO and Bridge for Billions partnered with L'Atelier Innovation, the Kilani Group incubator, to coach and mentor 20 women-led innovative start-ups and SMEs.

Similarly, in Algeria and Morocco, two national companies, one in each country, have been selected to implement the pre-incubation business training and IDEA pitching contests (IndustryElle).

**Finding 4.6: According to the respondents to the online survey, the PWE II project succeeded in raising awareness of the challenges and opportunities of women's entrepreneurship development, increasing the visibility of women entrepreneurs and generating knowledge, while it was less effective in mobilizing financial resources and in communicating results. They particularly appreciated the Women Business Forum, the visits of successful companies and the webinars organized.**

According to the results of the online survey, the majority of respondents were either very satisfied or satisfied with the results of the PWE II project. They felt that the interventions were relevant and that they mainly addressed individual and regional needs and, to a lesser extent, national needs. In terms of the quality of the activities offered, respondents particularly appreciated the Women Business Forum event, the company visits and the webinars organized. They also felt that the project had been very effective in raising awareness of the challenges and opportunities for developing women's entrepreneurship,

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<sup>19</sup> ISO 22716 certification guarantees that the production, control, storage and dispatch of cosmetic products are in accordance with internationally agreed standards.



in raising the profile of women entrepreneurs and, finally, in producing and sharing knowledge. On the other hand, they felt that the project was less effective in mobilizing financial resources and, to a lesser extent, in communicating project results.

### 3.5 Efficiency

*Q1: To what degree was the overall planned project’s budget executed? To what degree was the mobilized budget executed?*

**Finding 5.1: The PWE II project was able to mobilize 15.3% of the initial planned budget which is an amount of EUR 1,976,628 and spent to date about 97.1% of the amount received.**

The initial planned project budget was 12,895,560 Euros (incl. 13% psc). Despite the considerable efforts provided by the project team since the start of the project, only EUR 1,976,628 (incl. 13% psc and 1% UN levy) or 15.3% of the total initial planned budget were mobilized from two donors, the Italian Government, for the regional component and the Principality of Monaco for the pilot project in Tunisia, This pilot was included in the regional component as a demonstration project of the gender-sensitive approach to promoting industrial value chains advocated by UNIDO. An additional release from the PWE I was also made available to phase II.

The funds pledged by the Italian government were paid in full upon approval. As for Monaco, the Principality has committed to contribute EUR 200,000 (incl. 13% psc and 1% UN Levy) to be released in 4 equal instalments of EUR 50,000 per year.

**Table 9: Budget breakdown per donor (with and without 13% psc and 1% UN levy)**

Donor	Amount incl. 13% psc and 1% UN levy for the Monaco grant (in EUR)	Amount excl. 13% psc and 1% UN Levy for the Monaco grant (in EUR)	%
Government of Italy	1,300,000 456, 520	1, 150, 442 400,000	89
Release from phase I	20, 108	17,795	1
Principality of Monaco	200,000	175,239	10
<b>TOTAL</b>	<b>1,976,628</b>	<b>1,743,476</b>	<b>100</b>

**Source: UNIDO SAP Database**

As of June 7, 2024, the PWE II project has spent 1,682,770 Euros, giving a financial execution rate of 97%. The breakdown of expenditures by output roughly follows the breakdown of budget by output. Output 5, corresponding to the pilot project in Tunisia financed by the Monegasque contribution, shows a lower expenditure level due to the fact that its implementation is still ongoing and will not be completed until October 2024. The breakdown of expenses is as follows:

**Table 10: Breakdown of PWE II available budget and expenses as of 7 June 2024**

#	Project components	Total allocation (funds released)		Total expenditure (on 07/06/2024)	
		(in EUR)	(in %)	(in EUR)	(in %)
1	<b>Outcome 1:</b>	<b>1,743,476</b>	<b>100%</b>	<b>1,682,770</b>	<b>100%</b>
1.1	Output 1.1	571,117	33%	565,281	33%
1.2	Output 1.2	350,741	20%	348,044	21%
1.3	Output 1.3	315,252	18%	312,262	19%
1.4	Output 1.4	331,127	19%	326,818	19%
1.5	Output 1.5 (Monaco Grant) <sup>20</sup>	175,239	10%	130,365	8%
2	<b>Outcome 2*</b>	0	0%	0	0%
3	<b>Outcome 3*</b>	0	0%	0	0%
4	<b>Outcome 4*</b>	0	0%	0	0%
5	<b>Outcome 5* (Mgt, M&amp;E)</b>	0	0%	0	0%
	<b>Total</b>	<b>1,743,476</b>		<b>1,682,770</b>	

Source: Snapshot financial reports for the Italian and Monaco grants

\*: Not funded.

As shown in the table above, 1/3 of the available budget was allocated to Output 1.1, i.e. the establishment and operation of a multi-stakeholder platform to enhance the exchange of analytical work (regional gender-sensitive studies, country action plans prepared in the 7 target countries) and exchange of policy recommendations and good practices during meetings/events, and to build the capacity of key MENA public and private sector actors in the field of entrepreneurship. Approximately 21% of the funds were allocated to Output 1.2 (originally under the leadership of UN Women) to expand and strengthen networks during regional policy and business fora/conferences and to train representatives of women's business organizations on topics based on their needs, organize study tours and B2B meetings for them. The other two outputs, 1.3 and 1.4, each accounted for 19% of total expenditure, covered the cost of publications such as the White Paper or the country infographics on ICT, the services of a part-time IT expert for the podcasts and websites, and the implementation of the Communication Action Plan, including the two major communication campaigns. Expenses for Output 1.5, the pilot project in Tunisia, which is independently funded by the Monaco grant, represent 8% of total expenses.

According to the UNIDO Grant delivery reports (GDRs) as of 30 June 2024, the breakdown of the budget and the expenses per budget line is as follows for the Italian and the Monaco grants:

**Table 11: Breakdown of expenditures per budget line for the Italian grant**

BL	Description	BUDGET	EXPENDITURES	%
1100	Staff & Intern. Consultants	809,677	804,302	52%
1500	Local travel	74,820	71,146	5%
1600	Staff travel	30,345	30,345	2%
1700	Nat.Consult/Staff	189,071	190,807	12%

<sup>20</sup> Component to be completed in October 2024

2100	Contractual services	285,155	282,567	18%
3000	Train/Fellowship/Study	0	0	0%
3500	International meetings	71,054	68,978	4%
4300	Premises	0	0	0%
4500	Equipment	2,160	2,164	0%
5100	Other direct costs	105,956	102,097	7%
	<b>EUR TOTAL</b>	<b>1, 568, 237</b>	<b>1,552,406</b>	<b>100%</b>

**Table 12: Breakdown of expenditures per budget line for the Monaco grant**

BL	Description	BUDGET	EXPENDITURES	%
1100	Staff & Intern. Consultants	67,300	59,791	46%
1500	Local travel	12,699	9,699	7%
1600	Staff travel	500	0	0%
1700	Nat.Consult/Staff	20,250	17,667	14%
2100	Contractual services	48,743	41,049	31%
3000	Train/Fellowship/Study	1,507	0	0%
3500	International meetings	20,000	0	0%
4300	Premises	0	0	0%
4500	Equipment	0	0	0%
5100	Other direct costs	4,240	2,160	2%
	<b>EUR TOTAL</b>	<b>175,239</b>	<b>130,365</b>	<b>100%</b>

Thus, it can be noted that the largest expenditure item - about half of the budget - is for international consultants hired to carry out the various studies and deliver the capacity building activities, as well as for consultants in charge of project management and M&E, taking into account that the budget line originally earmarked for these was not funded.

*Q2: How well were the resources (human, technical) used? Has the project delivered results in an economic and timely manner?*

Developing partnerships to share costs has been one of the strengths of the PWE II project, at the regional level, particularly with the UfM in co-organizing the Women's Business Forums, and at the pilot level in seeking synergies with another UNIDO project implemented in Tunisia, such as the PAMPAT project. Beneficiaries of the latter project have

been selected to also be supported by the PWE II project, and others have participated in PWE II activities, such as the training on digital marketing.

**Finding 5.2: The PWE II project's efficiency index is 1.4, meaning that the results were achieved in a satisfactory economic manner and with an appropriate use of resources, although not within the original time frame.**

A common practice for measuring the efficiency of a project is to calculate its Efficiency index. This index is calculated by the ratio of the physical achievement rate (at output and/or outcome level) to the disbursement rate.

Although the project experienced an initial 6-month cost extension and four no-cost extensions, some of which were due to delays related to the COVID 19 crisis and late disbursement of funds, all project outputs were delivered as planned with no budget impact.

The physical achievement rate of the implemented Outcome 1 is 133% and the financial execution rate of the project is 97%, therefore the efficiency index is equal to 1.4, which is a very satisfactory value. Despite the several extensions, the project gave value for money. This could be explained by the various cost saving measures taken by the team, such as for instance, the cost sharing of events organized with partners, in particular the UfM, or the choice to implement activities in hybrid or fully remote mode, using online communication and participation tools.

The size of the PWE II project team was limited, including a UNIDO project manager, a project assistant, a part-time project management expert at regional level who also ensured the M&E due to the lack of a dedicated person for this purpose, and a national coordinator in Tunisia. This minimized the associated costs supported by the project. In addition, UNIDO country offices were called upon for assistance, in particular the one in Tunisia, whenever an activity was to be organized in a given country.

### 3.6 Sustainability

**Finding 6.1: Depending on the socio-political context of the target countries, the sustainability of the benefits of the PWE II project will vary. It is highly unlikely in countries in crisis, moderately likely in other countries where ownership and commitment of national stakeholders need to be redynamized, but quite likely in a country like Tunisia that has benefited from a pilot project.**

Q1: Will the project results and benefits be sustained after the end of donor funding?

The EU has decided to fund a new project entitled Al Kawa<sup>21</sup> which means “strength” in Arabic, aimed at supporting the economic empowerment of women in the Southern

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<sup>21</sup> The Overall Objective (Impact) of this action is twofold: firstly, the action aims to strengthen financial inclusion for underserved women for better access-to-finance. Secondly, it aims at promoting tools needed by women to be more economically active and at enhancing their skills and competencies (including digital and financial skills).

The Specific(s) Objective(s) (Outcomes) of this action are to: 1. The main barriers restricting women's financial inclusion and access to finance are identified, and recognised by policy-makers and financial institutions, and solutions are developed; 2. Sound policies and enforceable regulatory and legal provisions in favour of women economic empowerment focusing on financial inclusion and access-to-finance for underserved women are promoted, developed and/or strengthened; 3.

Neighbourhood, focusing on the nexus between financial inclusion, access-to-finance, and digitalization.

This new project, which is very complementary to the PWE II project and is built on its results, will be presented during the 2024 UfM high-level conference on Women for Mediterranean in Cyprus.

The project has two components, one implemented by the OECD (“Enhancing Women Entrepreneurs’ Financial Inclusion and Access to Finance in the Digital Age”) will engage policy makers, financial institutions and women entrepreneurs’ networks in order to promote policy and regulatory reforms on key aspects of women entrepreneurs’ financial inclusion such as: access to finance programmes for entrepreneurs and SMEs, legal and regulatory frameworks for entrepreneurship financing, financial literacy policies, financial consumer protection frameworks and other types of public support for women entrepreneurs, and another “InclusiveNISSA”, implemented by a regional consortium led by COSPE, an Italian NGO in charge of development cooperation with emerging countries, which will design and develop concrete gender-sensitive financial and non-financial tools to enable women to boost their economic activities, with particular focus on women entrepreneurs in rural and marginalised areas. It will also strengthen women entrepreneurs’ capacities to access and use financial tools, as well as their networks, notably through women business organisations. The project will establish a regional digital hub providing information on existing financial tools, training materials, as well as a space for exchanges and community of practice.

At the country level, the Tunisian ministry of Industry has submitted a funding request to UNIDO to scale up the pilot project implemented under Outcome 1 of the PWE II project, which was considered successful. This request is under consideration by the Canadian Cooperation, and the Principality of Monaco has also expressed interest in contributing.

*Q2: Does the project have an exit strategy?*

The PWE II project team anticipated the end of the project well in advance by documenting and disseminating, in addition to the results and best practices of the PWE II project, the many recommendations made by the various stakeholders throughout the implementation. Specifically, the White Paper<sup>22</sup> developed by the project team presents the purpose and context of the PWE project, its vision and contribution to women’s economic empowerment in the MENA region. It also outlines the key recommendations to be considered for future initiatives, based on the lessons learned gleaned from the implementation of the two phases.

*Q3: To what extent have the outputs and results been institutionalized?*

At national level, it is difficult to prove that the project results have been institutionalized, as there was no intervention at this level and the national counterparts were not continuously involved in the PWE II project at the regional level. However, all countries have developed their Country Action Plan under PWE II. To date, there is no evidence that these CAPs, which have been approved by four of the seven countries, will be implemented.

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Women’s access to financial and non-financial services and products is improved, including digital;  
4. Skills to access and operate financial and non-financial products are increased, particularly for underserved segments.

<sup>22</sup> « Promoting women’s empowerment for inclusive and sustainable industrial development in the MENA region », White paper, UNIDO, no date.

However, they should be updated and submitted to donors in order to promote priority gender-sensitive value chains in each country. However, it is worth mentioning again that the Tunisian Ministry of Industry, through UNIDO, has requested a new project to expand the pilot initiative.

At regional level, the Union for the Mediterranean (UfM) continues to promote the PWE II project and capitalize on its results, according to a UfM representative. PWE II was showcased as a good practice during a meeting of the Regional Policy Dialogue Platform in May 2023. UfM partnered with the MENA Women Business Club to organize a workshop on access to finance and a pitch event in Cairo, in March 2024. Tunisian finalists of the Industry'Elle and IDEA programs are regularly invited to UfM events. As a follow-up to the cooperation with UNIDO, UfM will develop a community of practice platform for women entrepreneurs.

*Q4: To what extent will financial and economic resources be available to sustain the benefits achieved by the project?*

The PWE II project team made considerable efforts to promote the PWE II project and its results, in particular through communication campaigns and during the various international events in which it participated. Many potential donors<sup>23</sup> were approached and expressed interest throughout the implementation period, but the onset of the COVID-19 crisis diverted their interest to other priorities. However, it is likely that the issue of empowering women entrepreneurs in the MENA region will again become a priority for many of them. Several project documents have been prepared by the PWE II project team and submitted or are awaiting potential donors. In addition to the CAPs developed for each target country, the following proposals have also been developed and are awaiting donor funding:

**Table 13: Funds mobilization efforts**

Title	Scope	Budget (EUR)	IAs	Donor
Algeria Action Plan	National	3 755 208	UNIDO, FAO	TBD
Egypt Action Plan	National	3 755 208	UNIDO, FAO, UN WOMEN	TBD
Jordan Action Plan	National	3 755 208	UNIDO, FAO	TBD
Lebanon Action Plan	National	3 755 208	UNIDO, FAO, UN WOMEN	TBD
Morocco	National	3 755 208	UNIDO, FAO, UN WOMEN	TBD
Palestine	National	3 755 208	UNIDO, FAO, UN WOMEN	TBD
Tunisia	National	3 755 208	UNIDO, FAO, UN WOMEN	TBD
Supporting continuity, recovery and transformation of women-owned businesses in the private manufacturing sector of Algeria	National	385 478	UNIDO	TBD

<sup>23</sup> EU, Norway, UK, Sweden, Netherlands, Canada, Italy but also from the private sector such as Orange (Tunisia), Mastercard foundation, Misk Foundation (Saudi Arabia), Al Waleed Foundation. Source : Minutes of the first RSC meeting in September 2019).

Strengthening the resilience of rural vulnerable women impacted by COVID 19 through accelerating the recovery of MSMEs and the self-employed in the agribusiness sector in Jordan	National	1 M	UNIDO FAO Jordan UNDP Jordan	TBD
Fostering Twin Green and Digital Transition among Women-led & Women-Majority MSMEs in the MENA Region for improved competitiveness (Twin 4.0 WEE)	Regional	4M	UNIDO UfM	TBD

**Source: Project team**

*Q5: Are there any social or political risks that may jeopardize the sustainability of project outcomes?*

Several countries in the MENA region are currently experiencing political and social upheaval, coupled with economic crises, which may adversely affect the results achieved. As a result, sustainability in these countries is unlikely and may have negative consequences for the rest of the MENA region.

*Q6: What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?*

It is clear that there was insufficient government ownership in most countries, as the momentum created in Phase I of the PWE project was not sustained in Phase II because the national components of the project were not implemented (through the Country Action Plans in particular) and governments were much less involved. In fact, National steering committees met only once, if at all. A representative from each country should probably have been on the Regional Steering Committee as well. This would have kept the connection.

On the other hand, ownership was higher at the level of the women's business associations that were heavily involved in PWE II activities (the CNFCE in Tunisia for joint training or the Egyptian women's business association involved in the MENA WBC), but lower for the others. Again, their involvement was foreseen for the implementation of the CAPs.

As for the women entrepreneurs themselves, ownership is uneven and varies according to the level of involvement in the PWE II project activities and the extent to which they have been recruited by other similar initiatives in their country. According to the online survey respondents, some of them have already put into practice the knowledge and expertise they have acquired, such as developing their business plans (72% of respondents) or creating content on social media (85%) to increase their visibility, or rejoining a women's business club (37% have already done so).

### **At the pilot project level:**

*Ownership risk: Low*

The ownership of the PWE II project by the Tunisian Ministry of Industry is high. It was particularly involved during the pilot project activities and participated substantially in several organized activities. According to the Ministry's representative, there is a strong



demand for a second phase to consolidate and scale up the results. The cosmetics and parapharmaceutical value chain has also been included as a priority in the recently developed new industrial strategy<sup>24</sup>.

*Financial risk: Low*

A request has been sent to the Canadian cooperation, which has shown interest in continuing support for the natural cosmetics and parapharmaceutical value chain. It includes the need to consolidate and strengthen the support already received by 30 companies in the sector and to extend it to at least 50 others, providing direct support in terms of market access (certification, marketing, organization, buyer missions), strengthening skills, improving product quality, developing collaborative alliances between companies in the sector as well as strengthening the capacities of support structures in the value chain (public, private, civil society, universities).

The Principality of Monaco is also willing to support similar field initiatives targeting MSMEs with gender as a cross-cutting issue and would be interested in monitoring or even evaluating in one or two years the start-ups and small businesses supported by the PWE II project.

*Institutional and capacity-related risk: Low*

The partnership established with the Women Business Associations (WBAs) during phases 1 and 2 of the PWE project both contributed to building their capacity and to support PWE II project's interventions. These partnerships may be renewed. Similarly, the Tunisian Chemical Technical Center (CTC), a local incubator that partnered with Bridge for Billions to implement the IDEA incubation program is now able to monitor and control the quality system implemented in the beneficiary SMEs, however, with a financial support. Other existing local services providers can also be involved.

*Socio-political risk: Low*

Although Tunisia is experiencing an economic crisis that could lead to a slowdown in efforts, the risk of the benefits of the project being called into question is very low.

As a conclusion, sustainability of project's benefits at the Tunisia pilot project level is likely.

### 3.7 Progress to Impact

**Finding 7.1: In terms of the PWE II project's contribution to creating an enabling environment for MENA women to participate in the economic life of their country, some significant progress has been made.**

Indeed, progress is noticeable in the following areas:

- Increased knowledge among all stakeholders about women entrepreneurs in the MENA region through the many studies and surveys conducted.
- Increased awareness among policy makers of the many opportunities that women entrepreneurs can and do bring to the economy and the importance of creating an enabling environment for them.
- Increased awareness among policy makers that crises, particularly the COVID-19 crisis, are not gender-neutral.

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<sup>24</sup> Source: Tunisian Ministry of Industry, "Stratégie Industrielle et d'Innovation Horizon 2035 ».

- Demonstration that demand-driven training and individualized technical assistance/coaching can empower beneficiaries with the right skills to play a greater role in the economic life of their country.

**Finding 7.2: However, progress towards achieving impact, i.e. fully empowering female entrepreneurs in the MENA region, has not yet reduced or eliminated the barriers faced by women, and the results achieved need to be consolidated and scaled up.**

- The legal framework in the target countries has not been reformed as a result of the project, and the many relevant recommendations resulting from the regional dialogues and included in the various project outputs have not yet been implemented.
- Because cultural and social norms evolve slowly, changes in behavior and attitudes toward women in the industry are difficult to measure. It would have been necessary to conduct surveys to do so. However, the online survey carried out during the final evaluation showed that the women entrepreneurs who participated in the PWE II project have become more self-confident thanks to the greater skills they have acquired and the success stories they have been shown, and that they are also willing to engage in sectors traditionally reserved for men.
- As the project had limited resources and was mainly implemented at the regional level, with a pilot project in only one country, it did not reach the critical mass needed to have a real impact on the entrepreneurship ecosystem of each country. This is due to the limited number of beneficiaries. However, it has set the necessary milestones for scaling up the results achieved or for replicating the Tunisia pilot approach in the other countries.

**Finding 7.3: At the level of the pilot project, it is still too early to see transformational changes, or a spillover effect on other women entrepreneurs as the initiative is still ongoing but some promising progress can be highlighted**

According to the interviews or the results of the online survey, Tunisian women entrepreneurs involved in the pilot project activities confirmed that:

- They have gained visibility thanks to the PWE II project's events organized.
- Their technical capacities have been fully enhanced.
- They are confident that they will be more capacitated to access new markets. In particular those, who have benefited from the individualized technical assistance and coaching in the ISO 22716 certification process.

Today, the five companies supported by the PWE II project in Tunisia are certified. One of them, Actifs Précieux, was particularly successful:

**Actifs Précieux** was founded in 2016 by Ms. Hager Derouiche, Engineer in applied sciences and technologies (INSAT), specialized in industrial chemistry and holder of an MS in International Project Management. The company began as a start-up with the development of natural products and after a 3-year fundraising period, it has made significant advances in supercritical fluid extraction and fractionation technology for natural products. It is now a simplified joint stock company (SAS) employing 17 people, including 8 women. The support provided by the PWE II project has contributed to raise its profile and enabled it to obtain the ISO 22716 certification it needs to access international markets more quickly and more cheaply. The company was recently invited to France by the Rhône-Alpes Chamber of Commerce to set up an R&D site.

However, few have put what they have learned into practice, and most still need additional support to achieve their goals. This finding is confirmed by the women entrepreneurs who responded to the online survey, less than half of whom have fully implemented what they have learned. For them, it was mainly about developing their business plan or creating content on social networks to increase their visibility.

**Finding 7.4: The women entrepreneurs surveyed believe that the PWE II project will provide them with more business opportunities, but that additional efforts are needed to change mindsets, create a favorable regulatory environment for them, and facilitate their access to finance.**

Based on the results of the online survey, most respondents believe that the PWE II project has fully contributed or will fully contribute to the creation of more business opportunities and jobs for women, while the project has had or will have a partial contribution to increasing women's participation in traditionally male-dominated fields and developing a more entrepreneurial culture among women. On the other hand, in terms of creating a more conducive regulatory framework for women's entrepreneurship and improving access to finance, it is unlikely that the project has made or will make a difference. Efforts need to continue in these latter areas.

### **3.8 Gender Mainstreaming**

*Q1: Did the project design adequately consider GEWE dimensions in its interventions? Regarding gender issues, was the gender marker assigned correctly at entry?*

**Finding 8.1: the PWE II project has adequately considered gender mainstreaming in the project design**

The gender dimension is already reflected in the title of the project, the aim of which is to promote women's empowerment for inclusive and sustainable industrial development in the MENA region. It is classified as Gender marker 2, meaning that gender is the main focus.

The project document includes a strategy on gender mainstreaming, which outlines the key actions to be supported by the project, namely, conducting diagnostic studies on, "amongst other things, the challenges and opportunities for women entering small businesses along the selected value chains and on opportunities for investment promotion dedicated to promising existing and aspiring women entrepreneurs", developing demand-driven "tailored training curricula that help women to gain skills and capacity to access finance and markets", identifying "competitive agro-industries and niche markets (i.e. food industries) with high potential for women entrepreneurship" and "working with national entities, focusing on the private sector, to promote their role in women's economic empowerment".

*Q2: Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators?*

**Finding 8.2: PWE II project's activities were elaborated on the basis of a gender analysis and other preparatory activities (mappings, diagnoses, surveys)**

Specific gender-related constraints to doing business were identified in the UNIDO technical paper "A study on women entrepreneurship development in Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia" published in April 2017 and from the literature review on several topics dealing with the preconceptions and cultural barriers, the

difficulties of accessing to finance, to markets, the lack of networks and business partnership opportunities, the lack of education and training opportunities, the barriers related to a non-conducive regulatory and legal framework, etc.

In addition, during the six-month inception phase, mappings and baseline studies were conducted, the results of which were used to inform the country action plans.

During implementation, two training events organized by the project have benefited from the collaboration of the UNIDO’s Gender Equity and Empowerment of Women Office, namely, the workshop on “Strengthening women’s entrepreneurship and contribution to the economy in the MENA region” organized in Cyprus, in 2023 and the workshop on “Gender and Industry” aimed at sensitizing institutional stakeholders on gender transformative approaches, organized in Tunisia, in the margins of the Women Business Forum (WBF) in 2023. The latter was particularly appreciated by 80 percent of the respondents to the survey who had taken part in the training:

**Table 14: Survey’s results on appreciation of the training on “Gender and Industry”**

Total survey respondents	# of respondents who have participated to the workshop	# who are very satisfied	# who are satisfied	# who are moderately satisfied	# who are not satisfied
46	26	10	11	5	0
Share	57%	38%	42%	19%	0%

**Source: Survey conducted by the TE**

The results framework includes gender-sensitive indicators at both outcome and output levels. However, no indicator was defined at impact level. All indicators were regularly informed, on an annual basis.

*Q3: What are the changes related to GEWE generated by the project in terms of attitudes, social behaviors and power relations, participation and representation of women in the economy, access and control over opportunities and resources, shift in policies, legislation and organizational rules where applicable.*

**Finding 8.3 : the PWE II project has helped women gain confidence and skills for entrepreneurship, and encouraged their participation in traditionally male-dominated professions and access to more business opportunities. However, there is no solid evidence of changes in women's social empowerment or power relations.**

Interviews with some of the entrepreneurs and the results of the survey carried out as part of this final evaluation allow us to say the following:

- The women who participated in the project now feel more confident and qualified to start an entrepreneurial project, and even to conquer new markets for those who already run an SME.
- The interpretation of the survey results shows that the majority of respondents believe that the project has contributed or will contribute above all to bring about changes in the development of the entrepreneurial culture of women and to encourage them to participate more fully in professions traditionally occupied by men. A majority also believe that the project will enable them to access more business opportunities.

On the other hand, there is no solid evidence of project-related changes in the social empowerment of women in the region, nor in social behavior and power relations. To really measure this, it would have been necessary to conduct an in-depth survey of stakeholders in the seven countries.

The survey results support this view, as the existence of a national regulatory framework favorable to women's entrepreneurship and improved access to finance were rated as the least likely. It should be noted that, due to the circumstances already mentioned, the project was not able to implement all the activities related to these issues, and many of the recommendations made have not yet been implemented at the country level.

### 3.9 Environmental and Social Safeguards

**Finding 9.1 : Although the PWE II project did not undergo an environmental screening and assessment process, environmental issues were considered in selecting the value chains to be supported, as well as the social impacts, given that also women working in the informal sector were initially expected to be supported to enter the formal sector.**

*Q1: Did the project use an environmental screening and assessment procedure? To what extent was the follow-up since project approval stage?*

Although mandatory for all UNIDO projects since 2015, the PWE II project did not undergo an "environmental screening and assessment" at the design stage. However, according to the project document, it "supports women-led MSMEs without harming the environment, and the social impact of this project (creation of jobs and businesses for women, economic empowerment of women) is expected to be positive."

*Q2: To what extent did the project identify and realize opportunities to strengthen the environmental sustainability?*

Environmental issues were taken into account in the selection of the value chains to be supported in the seven countries. In addition to many technical and gender criteria<sup>25</sup>, the environment was one of the seven areas considered and environmental indicators were included.

Many beneficiaries are involved in businesses that promote environmental protection. The pilot project in Tunisia supports the value chain of nature-based cosmetics and parapharmaceutical products, which contributes to the development of the green economy through the valorization of natural resources and traditional know-how, in particular for Mediterranean medicinal plants. Similarly, the women-centric IDEA incubation program implemented in Tunisia targeted female entrepreneurs in the green and blue economy sectors.

*Q3: To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNIDO in the country (ies)?*

During project implementation, no special attention was paid to the various vulnerable groups, except for women, as the project focused on women entrepreneurs or aspiring entrepreneurs in both urban and rural areas. However, if PWE II had been implemented as

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<sup>25</sup> Such as the « Gender policy concentration » and the « Local-community consideration of women producing, handling and marketing key product/services in the value-chain ». Source : PWE II « Gender Sensitive Value Chain selection in country X summary fiche ».

planned and in its entirety, FAO was expected to support women entrepreneurs upstream of the value chains, where the majority of women are found, and mostly on an informal basis. The expected capacity building and support was aimed at helping them to move from the informal sector to the formal sector, thus enabling them to leave behind a precarious situation.

### 3.10 Performance of Partners

#### UNIDO

**Finding 10.1: The PWE II project team was unanimously praised by beneficiaries for the quality of expertise and continuous support provided, and by donors for the adaptability, agility and rigor demonstrated in the implementation of activities and reporting.**

*Q 1&2: Was project staff timely recruited? Was technical expertise adequately mobilized?*

Overall, human resources and technical expertise were adequately mobilized. The PWE II project experienced a high turnover of project managers (three in five years), project assistants and local staff during its lifetime, but this did not lead to disruptions or major delays.

*Q3: Did UNIDO provide a satisfactory follow-up to address implementation bottlenecks?*

The PWE II project team ensured regular progress monitoring through its Project management expert, which allowed it to adapt to and respond quickly to the various constraints encountered during implementation.

The lack of financial resources and the pandemic of COVID-19 were the main constraints that were encountered. For the former, the responses were to prioritize the activities (under Outputs 1.1 and 1.4) or to reorganize them (under Outputs 1.2 and 1.3) in order to adapt them to UNIDO's expertise, depending on the resources available. The project decided to take advantage of the opportunity offered by partners' digital platforms to conduct planned capacity-building activities remotely in order to mitigate the impact of restrictions imposed by governments following COVID 19 and to avoid the cancellation or undue delay of certain activities. For example, the event on Women in Industry and Innovation in 2020 could be held online, although it had been planned as a physical event. Another example of adaptation is the survey conducted in May 2020 on the impact of COVID-19 on the business activities of women and youth, and the support provided to three countries to prepare project proposals for submission to funds dedicated to combating COVID-19.

*Q4: Did UNIDO engage in policy dialogue to ensure up-scaling of innovations?*

The project did not miss any opportunity to promote the results of the PWE II project during the regional dialogue events that were organized. Although the effort to mobilize resources was enormous, it was only partially successful. It should be borne in mind that the PWE II project was in the COVID-19 period and that the donors' priorities were elsewhere. Nevertheless, the PWE II project managed to obtain funds from the Principality of Monaco and additional funds from Italian cooperation. The Monegasque funds of EUR 200,000 were used to finance a concrete project in Tunisia to support a selected gender-sensitive value chain and to demonstrate the validity of the approach adopted with a view to generalizing and replicating it in other countries of the region. The Italian funds of EUR 456,520 were to be used to scale up and expand on the activities successfully implemented.



## National counterparts

### **Finding 10.2: Very limited national ownership in all countries except Tunisia, the only country that benefited from a pilot project.**

*Q1: To what extent is there project ownership? Q2: How did national counterparts provide support to the project, based on actions and policies? Q3: Did they engage with UNIDO in policy dialogue to promote the up-scaling or replication of innovations?*

Although national ownership was good at the end of Phase 1 of the PWE project, as confirmed by the fact that stakeholders expressed a desire for a new phase, it was very limited in Phase 2 because the national components of the PWE II project were not implemented after the approval of the country action plans.

In Tunisia, the national ownership of the pilot project was very satisfactory. The Ministry of Industry and SMEs fully supported the pilot project during its implementation, for example by providing information on support measures and instruments available to SMEs and from which beneficiaries could benefit. It was also involved in its activities, both in the selection of the priority value chain to be supported and in the definition of the methodology for the selection of future beneficiaries and their selection. The preparation of a proposal for a new phase of the project and a request to UNIDO in this regard also demonstrated its interest.

## DONORS

### **Finding 10.3. Donors' role and responsibilities have been overall as expected but could have been more formal and regular.**

*Q1: Were project funds timely disbursed?*

The funds from the Italian Government and the Principality of Monaco were generally disbursed on time, in installments upon receipt of the progress reports for Monaco. The activity reports mention only one case of request for extension of the project duration linked to the delay in the receipt of funds: for the additional funds provided by the Italian Government, which were requested in April 2022 and received in October 2022, it was necessary to extend the project until June 2023 in order to be able to carry out the planned activities.

*Q2: Did the Donors provide feedback to progress reports? Were they involved in the follow-up of the project?*

Donors were kept regularly informed of the project's progress through annual progress reports and regular contacts with the MAECI project focal point until 2021; Later with the First Secretary of the permanent mission of Italy in Vienna and through bi-annual meetings with Monaco, throughout PWE II project implementation. Feedback was provided mainly during discussions related to the extension of the PWE II project duration. For example, during one of them, the Italian Government expressed its willingness to contribute additional funding for new activities to be included in the PWE II project workplan (while funds were lacking for the already planned activities), resulting in the 2022 project cost extension. On the other hand, no comments were made to any of the annual reports submitted.

No doubt that a presence in the Regional Steering Committee would have made the exchange more formal and fluid.

### 3.11 Results-based Management

*Q1: Was the project’s management and oversight effective in mitigating problems and adapting to situations? In providing innovative solutions?*

**Finding 11.1: The PWE II project was successful in overcoming challenges and providing adaptive solutions in order to implement the project activities while keeping in mind the expected results to which UNIDO was committed.**

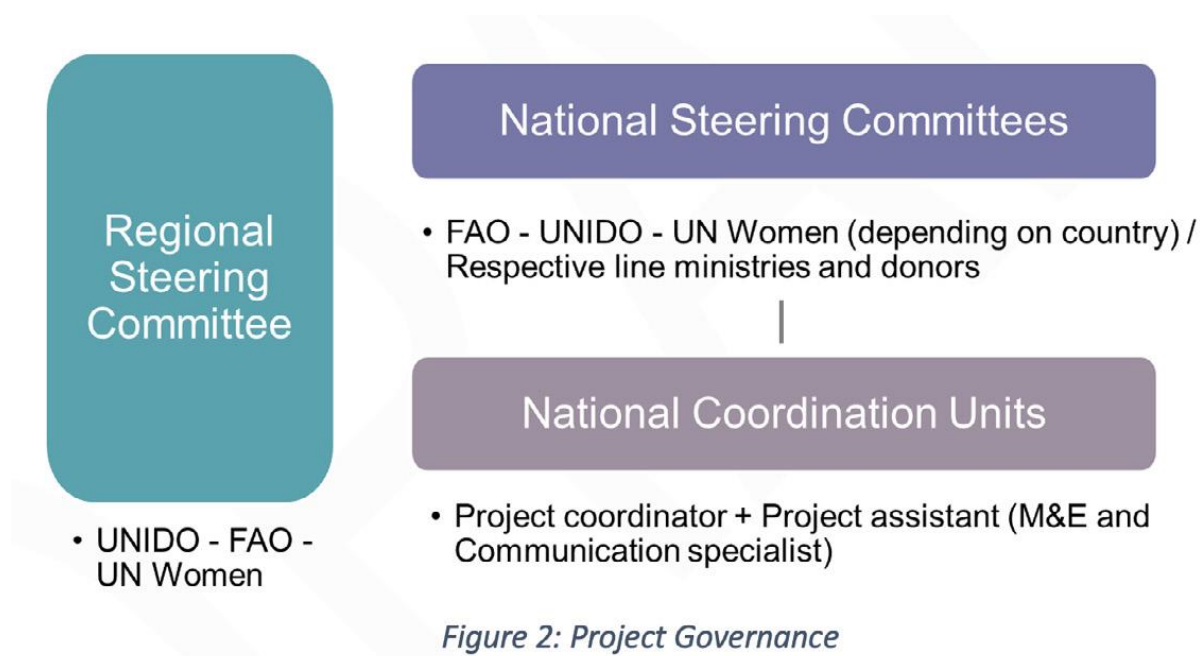
Overall, the PWE II project has showed great effectiveness in dealing with the problems it encountered, particularly due to its limited resources, both for the implementation of activities and for the management and monitoring of the project. As already mentioned, it has shown great adaptability during the COVID-19 in particular and has sometimes had to innovate, such as by using online tools to overcome the restrictions of gathering and not to delay too much the implementation of the planned activities. Similarly, the continuous search for partnerships to share costs has enabled certain planned activities to be carried out.

*Q2: Was the governance structure effective in facilitating the flow of monitoring and evaluation information into key management decisions?*

**Finding 11.2: The PWE II project governance structure was effective in facilitating the flow of information within the Regional Steering Committee, but failed to establish an effective communication at the national level.**

The PWE II project governance was expected to be secured by a Regional Steering Committee (RSC) and seven National Steering Committees (NSC) as follows :

**Figure 2: PWE II project governance**



**Source: PWE II Inception report**



The RSC was established at the beginning of the PWE II project implementation. It consisted of representatives of UNIDO (the project team) and representatives of the FAO and the UN Women Regional Offices.

NSCs were established in each country covered by the PWE II project. They included representatives from FAO, UNIDO and UN Women offices, depending on the country<sup>26</sup>, key ministerial counterparts and the donor(s). Their role in each country was to advise on the overall development and implementation of the Country Action Plan (CAP) and ensure alignment with the priorities of the national counterparts and the donor strategy, create synergies and address intersectoralities, and review progress in the implementation of project activities. The NSCs of all but four countries (Algeria, Jordan, Morocco, and Tunisia) met to (1) discuss and agree on the two value chains on which the technical assistance provided would focus, and (2) validate the overall CAP. The COVID-19 crisis led to delays in the final validation of CAPs in other countries. The NSCs had no further opportunity to meet as no activities were implemented at the national level due to lack of funding, with the exception of Tunisia, which received seed funding from the Principality of Monaco to implement a pilot project.

Under these circumstances, it would have been useful for representatives of the relevant lead UN agencies based in the countries to attend the RSC meetings, as well as representatives of the national governments, in order to maintain a link between the regional and national levels and to promote greater ownership.

A Programme Management Unit (PMU) was established by UNIDO as the lead agency for the entire project and was located at its headquarters. The unit was staffed by a project manager, a project assistant, and a part-time project management expert. A part-time project coordinator was then hired in Tunisia when the pilot initiative was launched.

During implementation, the PWE II project experienced high staff turnover, with 3 project managers in 5 years and several project assistants. Only the project management expert remained the same for the duration of the project, ensuring continuity and becoming the de facto institutional memory of the PWE II project.

In addition, if funds had been available, Project Coordination Units (PCUs) would have been established and staffed in each country to implement the CAP and ensure coordination to create synergies with other projects, and avoid overlap and redundancy.

*Q3: Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions?*

**Finding 11.3: Information on project progress and bottlenecks encountered was adequately presented and discussed at RSC meetings and progress reports sent to the donors.**

The RSC met twice over the course of the project (2019-2024), which isn't much considering the many challenges the PWE II project faced. The discussions were recorded in minutes that included, among other things, a tracking table with tasks to be completed, the agency responsible, and deadlines.

The first meeting was held on September 13, 2019 to discuss the governance of the PWE II project, in particular the funding arrangements between the three UN implementing agencies and the resource mobilization strategy. During this meeting, it was decided that UNIDO would revise the project document to align it with a UNDG joint program document.

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<sup>26</sup> At country-level, lead agencies were suggested by the RSC as follows : Fao for Morocco and Tunisia, UNIDO for Algeria, Lebanon and Jordan and UN Women for Egypt and Palestine. (Source : PWE II project's Inception report).

The revised document was shared with the partner agencies on 11 December 2019. It was also decided that the work plan would be revised and activities would be prioritized due to the partial mobilization of funds, and that the decision on which agency would be responsible on the ground would be left to the national level.

A second RSC meeting was held on January 27, 2021 to review the progress of the PWE II project and ongoing activities. Discussions focused on the proposal to introduce a new online incubation system, the need to consider a common resource mobilization strategy to facilitate access to donors, the need to prioritize and support countries where inter-agency interaction is strongest, the need to provide greater support to national offices to maximize inter-agency synergies, and finally, the need for greater agency ownership. The three UN agencies have agreed to hire an expert to help finalize agreements on funding arrangements for the joint program.

The evaluation notes that the minutes were not signed by representatives of the three agencies, which would have shown that they validated their content and endorsed the commitments made. Unfortunately, most of the decisions were not implemented.

In terms of reporting, annual and sometimes quarterly reports were prepared by the project team. They usually contained a detailed description of the achievements and the planned activities for the following period. The inception report was prepared together with the first progress report. It contains the main findings and recommendations resulting from the inception phase and the implementation of activities under PWEII from March 2019 to December 2020. The report explains the various ways in which the project has adapted to evolving circumstances, including the revised project framework and activities implemented in response to COVID-19, and also confirms that the original project document remains the reference for all parties. The final project report is also available. It summarizes the main achievements since the start of the PWE II project in 2019. It also highlights the main challenges faced during the implementation, as well as the corrective actions taken, drawing from them some good practices and lessons learned. All these reports have been regularly shared with the donors. The Principality of Monaco has acknowledged and expressed its satisfaction with the rigorous monitoring carried out by the project team.

### 3.12 Monitoring & Reporting

**Finding 12.1. The M&E plan, including a dedicated budget, was properly outlined in the project document, but was expected to be developed at project inception.**

*Q1: Was a M&E plan included in the project document? Was it practical and sufficient at the point of project approval?*

*Q2: Did the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Was the M&E plan consistent with the logframe (especially indicators and sources of verification)?*

*Q3: Did it include a proper M&E methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection?*

*Q4: Did it allocate adequate budget for M&E activities?*

The section on M&E in the project document is quite brief. It includes a narrative section explaining what the expected performance monitoring framework would include and how and with whom it would be developed. It also specified that monitoring activities would cover both outcome and output levels, and would include field visits, annual project review

meetings at the country level, a mid-term evaluation, and a terminal evaluation. Support would be provided by the M&E sections of the three UN entities and by the operational managers/M&E specialists present at the country level. A substantial sum of 865,000 Euros had been earmarked for monitoring and evaluation and was supposed to be mobilized by UNIDO, but this was never done.

**Finding 12.2: Limited resources did not allow for the establishment of a comprehensive M&E system to adequately measure the achievement of Impact 1, but they did allow for the reporting of the defined indicators and detailed quality reporting.**

Despite the lack of dedicated resources to ensure the functionality of the M&E system as planned in the project document, the project team made considerable efforts to document the output indicators, including those added to reflect the activities of the pilot project, and to produce high quality and detailed progress reports. However, the associated costs were covered by the partial budget already allocated to Outcome 1. Another consequence of this situation is undoubtedly the absence of a mid-term evaluation. This would have made it possible to address the difficulties encountered by the project and to formulate appropriate recommendations. For example, with regard to the institutional arrangements between the three UN agencies, the recommendation could have been to revise the project in line with UNIDO's core activities, or to increase the size of the project team, or, given the lack of financial resources, to seek support from UNIDO's senior management to solve this problem. In addition, the lack of a survey at the beginning of the PWE II project made it difficult to establish all baselines and to measure the degree of achievement of Outcome 1 at the end, which, as formulated, cannot be measured with the only quantitative indicators defined.

At the start of the PWE II project, no budget was available for the monitoring and evaluation activities planned under Outcome 5. Consequently, the costs of project management and M&E activities had to be financed from the budget allocated to Outcome 1, to the detriment of the latter.

Another consequence of the lack of a dedicated budget for monitoring and evaluation activities is the failure to carry out a mid-term evaluation. This would have allowed to address the project's difficulties and make appropriate recommendations. For example, following the failure of the three UN agencies to reach an agreement on their mode of operation, the recommendation might have been to review the project in terms of UNIDO's core activities, to increase the size of the project team, or, with regard to the mobilization of financial resources, to seek the support of UNIDO's senior management in resolving this issue.

## PWE II project ratings

#	Evaluation criteria	Rating
<b>A</b>	<b>Progress to Impact</b>	MS
<b>B</b>	<b>Project design</b>	
1	• Overall design	MS
2	• Project results framework/log frame	MS
<b>C</b>	<b>Project performance and progress towards results (Outcome 1 and 5)</b>	
1	• Relevance	HS
2	• Coherence	HS
3	• Effectiveness	HS
4	• Efficiency	HS
5	• Sustainability	ML to UL
<b>D</b>	<b>Gender mainstreaming</b>	HS
<b>E</b>	<b>Project implementation management</b>	
1	• Results-based management (RBM)	S
2	• Monitoring and Evaluation, Reporting	S
<b>F</b>	<b>Performance of partners</b>	
1	• UNIDO	HS
2	• National counterparts	MU
3	• Donors	S
<b>G</b>	<b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b>	
1	• Environmental and Social safeguards	MS
<b>H</b>	<b>Overall Assessment</b>	<b>S</b>

HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; ML: Moderately Likely; UL: Unlikely.

# Conclusions and Recommendations

## Conclusions

1. The PWE II project is a multi-country, multi-actor project with a complex architecture (regional and national components, intervention at macro, meso and micro levels, involving 3 implementing agencies), with an ambitious but highly relevant objective, as it responds to well-identified and still current challenges for the development of women's entrepreneurship in the MENA region.
2. The PWE II project was not fully implemented (as originally planned) due to a lack of financial resources and understanding among the three implementing agencies. As a result, the project had to focus on the regional component and could only implement one pilot project in one of the seven countries.
3. Nevertheless, the project achieved the expected results in terms of 1) generating and sharing knowledge on women's entrepreneurship in the MENA region, 2) raising awareness among stakeholders of the challenges and opportunities for developing women's entrepreneurship in the region, 3) building the capacity of stakeholders, especially women entrepreneurs, through training and networking development, 4) demonstrating the validity of the recommended and tested approach to facilitate market access for women-owned businesses in Tunisia, with a view to scaling up.
4. With limited resources (financial and human), the PWE II project was managed efficiently, thanks in particular to a partnership strategy that allowed the pooling of costs for some joint activities.
5. The sustainability of the achievements, while likely for the pilot project, is moderately likely or unlikely at the level of the other target countries, due to the political and economic risks in the region and to weak ownership of stakeholders in those countries where few or no activities have been initiated at the national level.
6. Progress towards impact, i.e. the empowerment of women in the MENA region, is still limited, mainly due to the slow pace of change in mindsets and the lack of regulatory reforms. In addition, the project has not reached a critical mass of beneficiaries due to its demonstrative nature (limited number of women entrepreneurs supported and no scaling up yet). On the other hand, knowledge and innovative tools/methods were transferred to the beneficiaries (women entrepreneurs, businesswomen associations, service providers) for reuse. As a result, an entrepreneurial culture and self-confidence were developed among the women beneficiaries. The numerous recommendations from stakeholders and lessons learned from the project should contribute to reforms that create an enabling environment for women's entrepreneurship in the MENA region.
7. The PWE II project, classified as 2B according to UNIDO's gender marker scoring, was able to identify the differentiated gaps and needs of women in terms of entrepreneurship. The PWE II project proposed interventions to address the challenges and inform women about the opportunities available. The surveys/studies conducted filled the gap of existing data/information on this issue.

8. Consideration of environmental and social impacts was limited, but nevertheless taken into account in the selection of priority gender-sensitive value chains in each country and in the pilot incubation programme in Tunisia, through the introduction of environmental selection criteria. The aim was also to help the many women working informally to access formal work and thus escape precariousness.
9. The PWE II project overcame its difficulties mainly thanks to a high degree of adaptability and responsiveness, especially during the COVID-19 crisis. It was effectively managed and monitored without an M&E system and a governance structure adapted to a project of this size.
10. Both donors have met their financial commitments, but the phased disbursement of funds was not been optimal for the planning and management of the PWE II project.

## Recommendations and Management Response

#	Recommendation	Management Actions	Responsible Person	Target Date
1.	The design of a follow-up project addressing women's entrepreneurship issues is highly recommended to consolidate and extend the benefits of the PWE II project and to respond to the priorities that were not yet addressed by the previous phases.	<p><b>Acceptance</b></p> <p>A concept for a follow-up phase (PWE III) has been developed building (1) on the numerous and substantial recommendations collected from project stakeholders, including from women entrepreneurs and women's business associations, (2) on lessons learned and (3) and on knowledge developed throughout the two previous phases.</p> <p>This new proposal focuses on regional activities. Country initiatives are also being developed separately as standalone child projects building on the good practices and successful approaches demonstrated through the PWE pilot project in Tunisia. The competitive method in selecting the beneficiary countries will be explored and evaluated, in light of its impact on the buy-in and ownership of local counterparts, in combination with donors' priorities.</p> <p>In this new PWE phase, the aim is to turn the project into a global or regional GEWE programme clustering, synergizing, and capitalizing on the various initiatives implemented by UNIDO under that same programmatic umbrella.</p>	Project management (IET/PPP) in close coordination with SPP/GEW and other relevant UNIDO organizational units within IET	By end of 2024

2.	<p>A mapping of initiatives on women's entrepreneurship in the MENA region (both at the regional and national levels and by UNIDO or other actors) should be carried out in order to avoid duplication and to identify strategic and/or innovative niches where UNIDO can add value.</p>	<p><b>Acceptance</b></p> <p>Through its partnership with UfM division of <i>Civil &amp; Social affairs</i>, acting as a coordination platform for ongoing and in-the-pipe projects supporting women &amp; youth empowerment in the Med region, the PWE team has gained extensive knowledge of the actors and potentially overlapping or complementary initiatives operating in the region.</p> <p>In addition, by focusing on the twin transition and women in Industry, the project will capitalize on UNIDO's specific expertise and comparative advantage. However, as part of the PWE project formulation, a thorough mapping of both regional and country-level initiatives in this area will be undertaken to avoid overlapping and build on potential synergies.</p>	<p>Project management (IET/PPP) and SPP/GEW</p>	<p>By end of 2024</p>
3.	<p>Develop a strategic approach to resource mobilization, taking stock of donors and their criteria and exploring non-traditional financial partners such as investment funds, large private companies, and non-bank instruments (crowdfunding, diaspora).</p>	<p><b>Acceptance</b></p> <p>A funds mobilization strategy identifying the most relevant donors based on their priorities will be conducted and include non-traditional financial partners. An update of the previous identical exercise conducted at the launch of PWE II can be envisaged.</p> <p>Funds mobilization efforts will also capitalize on the visibility gained and the solid partnerships established by the project throughout its two phases.</p>	<p>Project management (IET/PPP) in close collaboration with SPP/GEW and GLO/FPR</p>	<p>By end of September 2024</p>



4.	Ensure that the governance structure includes representatives of all stakeholders at both regional and national levels (concerned ministries, women's associations, UNIDO including UNIDO COs, other implementing partners, if any, private sector, donors, UfM) in order to obtain their full commitment and ownership.	<p><b>Partial</b></p> <p>The experience of PWE I where all stakeholders were involved in the project governance as members of the steering committee has demonstrated a positive impact on commitment and ownership.</p> <p>However, it represented a huge cost for the project. The new project could envisage a mix of online and in-person RSC meetings (to maintain a high level of engagement of counterparts) and allocate sufficient resources to project management (as well as M&amp;E).</p>	Project management (IET/PPP)	By end of 2024
5.	Include a thorough competitive selection mode to identify the most motivated beneficiaries and provide them with an integrated support plan (training, coaching, consulting services) until they reach the expected target.	<p><b>Partial</b></p> <p>Generally, the project adopted a selection process based on specific criteria for all its beneficiaries. In some few cases however, those criteria did not prevent some pressure from local counterparts. Competitive selection processes as a general methodology to identify and involve beneficiaries at every stage should be clearly stated in the project document and agreed by all parties to avoid such pressures.</p>	Project management (IET/PPP) and counterparts	Throughout the next phase
6.	Build on existing structures at the regional and/or national level, strengthening their capacities where necessary, and avoiding the creation of new ones where possible.	<p><b>Acceptance</b></p> <p>The new project(s) will capitalize on the solid and diversified network (local and regional business associations, incubators, etc...) established throughout Phase I and II and enhance its efforts at building their</p>	Project management (IET/PPP)	Throughout the next phase

		capacities, including by implementing hand-holding approaches.		
7.	Include more environmental and social considerations in the project by targeting activities in the green economy or green transition, young people, rural areas, and helping female artisans to become small businesses in the formal sector.	<p><b>Acceptance</b></p> <p>The new regional project is planned to include more environmental and social considerations. It will in fact focus on promoting the twin green and digital transition in women-led businesses, including by making suitable financial and business development services available and accessible for women-led businesses to grow and adapt, including micro-businesses. Through targeted partnerships at country level, with CSOs in particular, the project will aim at increasing its presence and impact on underserved women in peri urban and rural areas.</p>	Project management (IET/PPP)	Throughout the next phase

## Lessons Learned

- The lack of formalized commitment from co-implementers and of secured budget prior to project approval can jeopardize the implementation of a project in its totality.
- Conducting gender analyses (during the design phase or at the inception stage of implementation), is necessary to guide project activities and ensure that gender-specific barriers and entry points are adequately identified in the project.
- It is difficult to involve national actors in a regional project if neither the presence of the project on the ground nor their presence in the governance structures is guaranteed.
- An individualized and comprehensive approach including diagnosis, advisory services, tailored or on-the-job training to meet needs, coaching during implementation, etc. for the beneficiaries (entrepreneurs) proves effective and motivates and incentivizes them to achieve the expected results.
- The risk matrix and the mid-term review are tools that must be fully exploited to ensure reactive management, especially when difficulties arise and provide corrective measures or changes if necessary.
- Adaptability and agility are critical to overcome challenges that may arise during implementation and to respond to the changing context.

## **Annex 1: Evaluation Terms of Reference**

**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**

**01/2024**

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## I. PROJECT BACKGROUND AND CONTEXT

### Project factsheet<sup>27</sup>

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

(Source: Project document, UNIDO ERP system)

<sup>27</sup> Data to be validated by the Consultant

## 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).

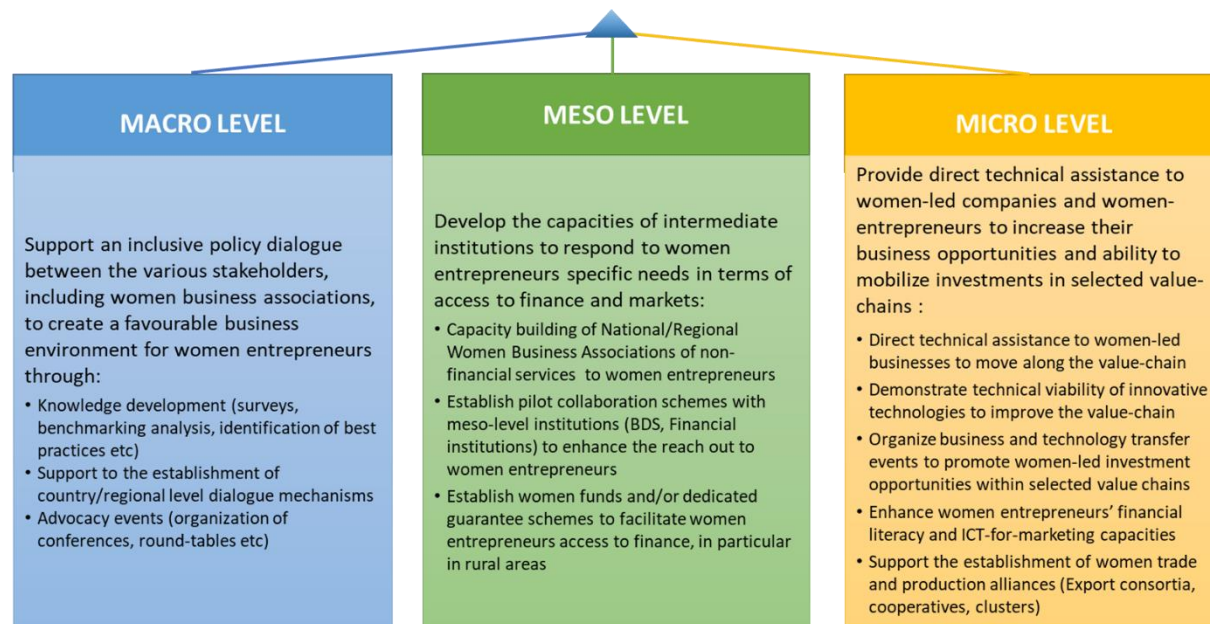
The overall objective of the project was to support women entrepreneurship development in the Middle East and North Africa region, stemming from the fact that female entrepreneurs in the region are confronted to specific gender related constraints in doing business, the most prominent being (1) access 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 their career 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.

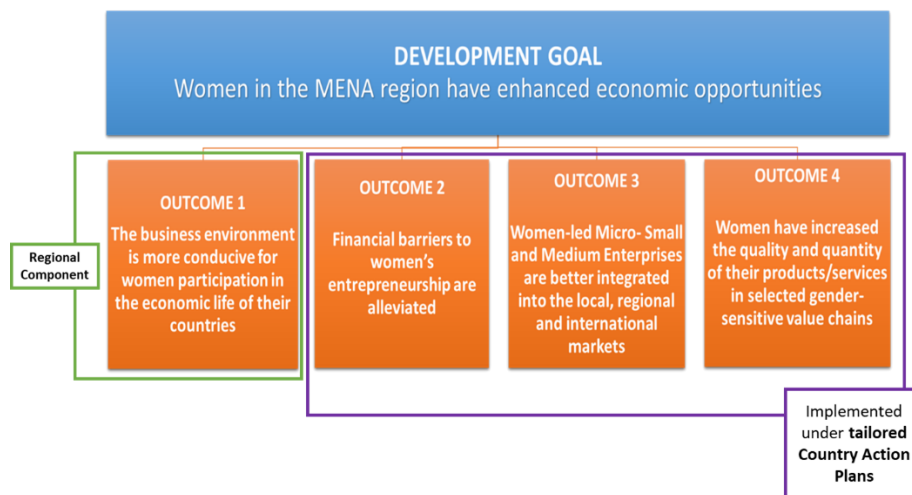
**Fig. 1: UNIDO's approach to Women's Economic Empowerment**



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.

**Fig.2 PWE Phase II logframe\***





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

The overall project budget<sup>28</sup> 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).

**Fig. 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"> <li>▪ € 1.2 million from Italy to launch and cover year 1 of Outcome 1, incl. inception phase;</li> <li>▪ Other donors expressed interest: Sweden, Norway, Germany, etc.</li> <li>▪ Each agency will do fundraising, allocating some seed-funding to kick start implementation.</li> <li>▪ 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.</li> </ul>
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	
<b>Grand Total:</b>	<b>€ 11,412,000 excl. psc</b>	<b>(€ 12,895,560 incl. 13% psc) for all 3 agencies, of which:</b>	
<b>Total for UNIDO:</b>	<b>€ 5,762,000 excl. psc</b>	<b>(€ 6,511,060 incl. 13% psc) for UNIDO</b>	

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 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

<sup>28</sup> Excl. Preparatory Assistance

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.

## 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

## 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

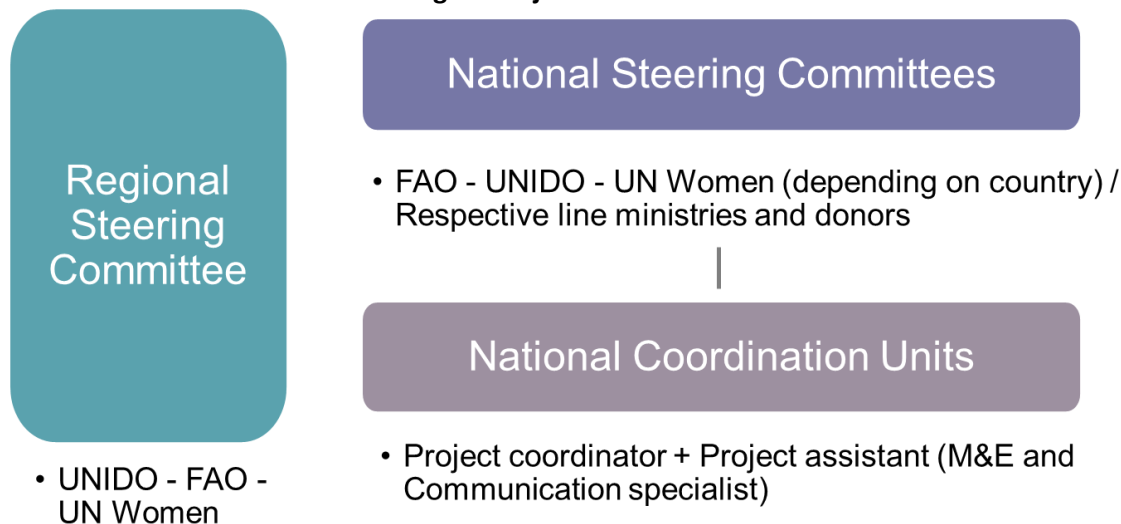
However, and **since none of the country action plans materialized for lack of funding, the engagement of national counterparts in implementing the regional component of the project,** subject to this evaluation, **remained very limited except for Tunisia,** where a pilot country-level intervention is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

**Fig. 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.

## **Main findings of the Mid-term review (MTR)**

No MTR was conducted



## 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
<b>Total (EUR)</b>	<b>11,412,000</b>	<b>50,000</b>	<b>11,462,000</b>

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
<b>Total Co-financing (EUR)</b>		<b>50,000</b>	<b>50,000</b>

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%
<b>Total</b>		<b>2 507 000</b>	<b>100%</b>	<b>1 743 476</b>	<b>100%</b>	<b>1 622 778</b>	<b>100%</b>

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	<b>2,507,000</b>	<b>22.0%</b>	<b>1,743,476</b>	<b>100%</b>	<b>1,622,778</b>	<b>100%</b>
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	<b>2,390,000</b>	<b>20.9%</b>	0	0%	0	0%
3	Outcome 3	<b>3,115,000</b>	<b>27.3%</b>	0	0%	0	0%
4	Outcome 4	<b>2,535,000</b>	<b>22.2%</b>	0	0%	0	0%
5	Project management	<b>865,000</b>	<b>7.6%</b>	0	0%	0	0%
	<b>Total</b>	<b>11,412,000</b>		<b>1,743,476</b>		<b>1,622,778</b>	

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:

Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and

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 Policy<sup>29</sup>, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>30</sup>, 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.

<sup>29</sup> 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](https://intranet.unido.org/intranet/images/e/e1/Evaluation_Policy_DGB-2021-11.pdf)

<sup>30</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGA1.17/Rev.1, 24 August 2006)

The evaluation will use a theory of change approach<sup>31</sup> 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**.
  - 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.

## 2. Key evaluation questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) 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
- 4) non-achievement of the project results?
- 5) **Efficiency**: How well were the resources used? Has the project/programme delivered results in an economic and timely manner?
- 6) **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?

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<sup>31</sup> 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](https://intranet.unido.org/intranet/images/6/6f/UNIDO_Evaluation_Manual_Rev_Jul-2023.pdf))

7) **Sustainability:** Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?

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

**Table 5. Project evaluation criteria**

#	Evaluation criteria	Mandatory rating
<b>A</b>	<b>Progress to Impact</b>	<b>Yes</b>
<b>B</b>	<b>Project design</b>	<b>Yes</b>
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
<b>C</b>	<b>Project performance and progress towards results</b>	<b>Yes</b>
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
<b>D</b>	<b>Gender mainstreaming</b>	<b>Yes</b>
<b>E</b>	<b>Project implementation management</b>	<b>Yes</b>
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
<b>F</b>	<b>Performance of partners</b>	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
<b>G</b>	<b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b>	<b>Yes</b>
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
<b>H</b>	<b>Overall Assessment</b>	<b>Yes</b>

**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.

- c. **Environmental and Social Safeguards:** appropriate environmental and social safeguards were addressed in the project’s design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

### 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 [05/2024]. 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 [05/2024]. 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	First round of data collection (as per agreed methodology) and analysis
15-25 April 2024	Field visit to Tunisia including 2 <sup>nd</sup> round of data collection and debriefing
26 April - 16 May 2024	Preparation of first draft evaluation report
17-25 May 2024	Internal peer review of the report by UNIDO's Independent Evaluation Unit and other stakeholder comments to draft evaluation report. HQ/Online Debriefing
5 June	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”); Unit of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable<sup>32</sup>.

### **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.

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).

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<sup>32</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO 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)

<b>Outcome 1: The business environment is more conducive for women participation in the economic life of their countries</b>				
<b>Indicators:</b> # of policy reforms to promote women empowerment Establishment of a MENA women Business Associations' consortium (Y/N)				
<b>Baseline: TBC</b>				
<b>Outputs</b>	<b>Assumptions</b>	<b>Activities</b>	<b>Responsibility</b>	
			<b>UN agencies</b>	<b>National Partners</b>
<p><b>Output 1.1:</b> Multi-stakeholder platforms are established to enhance exchange of analytical work, policy recommendations and good practices.</p> <p><b>Indicators:</b></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>	Availability of data at all levels	1.1.1 Set up a digital multi-stakeholder platform and the mechanisms for sustainability, training and management	<p><b>Lead Agency:</b></p> <p>UNIDO</p> <p><b>Participating agencies:</b></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.		
	Willingness to share information	1.1.4 Gender mapping relating to value chains, market, access to finance, employment opportunities/ entrepreneurship and business / ICTs <sup>33</sup>		
		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		
	Willingness to promote the reform in key sectors ( urban/rural)	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		
	Inclusiveness of task forces	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.		

<sup>33</sup> Detailed explanation for each sector of analysis/study will be provided in the ToR as annex to the document.



<p><b>Output 1.2: Regional women's networks are expanded and strengthened</b></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><b>Lead Agency :</b></p> <p>UN WOMEN</p> <p><b>Participating agencies:</b></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><b>Output 1.3: Knowledge on women entrepreneurship and decent job opportunities is generated and disseminated</b></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 <sup>34</sup> )	<p><b>Lead Agency :</b></p> <p>FAO</p> <p><b>Participating agencies:</b></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		

<sup>34</sup> [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><b>Output 1.4: Communication and advocacy for the promotion of Women Economic Empowerment (WEE) is carried out.</b></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><b>Lead Agency :</b></p> <p>UNIDO</p> <p><b>Participating agencies:</b></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><b>Output 2.1: Good practices in the area of women's access to finance are identified, disseminated and show-cased (rural/urban disaggregated)</b></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><b>Lead Agency :</b></p> <p>UN WOMEN</p> <p><b>Participatin g agencies:</b></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><b>Output 2.2: Women's access to financial products and services is enhanced.</b></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><b>Lead Agency :</b></p> <p>UNIDO</p> <p><b>Participatin g agencies:</b></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>		
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**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><b>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.</b></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><b>Lead Agency :</b> UN WOMEN</p> <p><b>Participating agencies:</b> FAO UNIDO</p>	<p>Ministries of Industry, Agriculture and Women affairs, more to be identified</p>
<p><b>Output 3.2: Women entrepreneurs have increased marketing capacities to integrate into national, regional and international markets</b></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><b>Lead Agency :</b> UN WOMEN</p> <p><b>Participating agencies:</b> 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><b>Outputs 3.3: Women-led business opportunities are promoted to facilitate partnerships and technology transfer</b></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><b>Lead Agency :</b></p> <p>UNIDO</p> <p><b>Participating agencies:</b></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><b>Output 4.1 Women along the selected gender-sensitive value chains have better capacities to produce quality products and services</b></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><b>Lead Agency :</b></p> <p>FAO</p> <p><b>Participating agencies:</b></p> <p>UNIDO</p> <p>UN WOMEN</p>	<p>Ministries of Industry, Agriculture and Women affairs, more to be identified</p>

<p><b>Output 4.2 Women have better access to decent jobs and income generation opportunities along the selected value chains</b></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># 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><b>Lead Agency :</b></p> <p>UN WOMEN</p> <p><b>Participating agencies:</b></p> <p>FAO</p> <p>UNIDO</p>	<p>Ministries of Industry, Agriculture and Women affairs, more to be identified</p>
<p><b>Outcome 5:</b></p> <ul style="list-style-type: none"> <li>• <b>Project Management, Monitoring and Evaluation</b></li> <li>• <b>Independent mid-term and terminal evaluation</b></li> </ul>				



## Annex 2: Job descriptions



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

<b>Title:</b>	Senior evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	Missions to Tunisia
<b>Start of Contract (EOD):</b>	03/2024
<b>End of Contract (COB):</b>	05/2024
<b>Number of Working Days:</b>	35 working days spread over 3 months

#### 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"> <li>Adjusted table of evaluation questions, depending on country specific context;</li> <li>Draft list of stakeholders to interview during the field missions.</li> <li>Identify issues and questions to be addressed</li> </ul>	7 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"> <li>Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance.</li> </ul>	2 days	Home based
<p>3. Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ (included in preparation of presentation).</p>	<ul style="list-style-type: none"> <li>Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</li> </ul>	1 day	Online
<p>4. Conduct field mission to Tunisia <sup>35</sup>.</p>	<ul style="list-style-type: none"> <li>Conduct meetings with relevant project stakeholders, beneficiaries, etc. for</li> </ul>	6 days	(location visited to be identified at

<sup>35</sup> The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
	the collection of data and clarifications;		inception phase)
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ.	<ul style="list-style-type: none"> <li>After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed.</li> </ul>	2 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"> <li>Draft evaluation report.</li> </ul>	15 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"> <li>Final evaluation report.</li> </ul>	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.

#### 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 Business Club Female L'Atelier Innovation (Tunisia) EY incubator (Tunisia) Sylabs (Algeria) TCSE (Tunisia) La StartUp Station (Morroco)	Billions Africa Factor
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

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Acknowledgements

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2. Project Background and Context
  - 2.1. Project factsheet
3. Findings
  - 3.1. Project Design
  - 3.2 Relevance
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## 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>			

## Annex 2: Project Evaluation Matrix

CRITERIA	#	KEY SUB-QUESTIONS	DATA SOURCES	DATA COLLECTION TOOLS	METHODS FOR DATA ANALYSIS
<b>A. PROGRESS TO IMPACT:</b> Positive and negative, primary, and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process and the extent to which conditions for trajectory change are being put into place.					
	1	What have been the progress towards the expected results and impact?	Project team National stakeholders	Interviews Survey	<b>Qualitative analysis</b> Responses from different stakeholders will be compared and contrasted. Information obtained during the interviews, from the survey and field observations will be cross-checked ( <b>data triangulation</b> ).
	2	Has the project had transformative effects? If yes, what are they?			
	3	To what extent has the project generated significant positive or negative, intended or unintended, higher-level effects regarding GEWE?			
	4	To what extent are the specific results of the project reproduced or adopted? (replication)			
	5	To what extent are the project's initiatives and results implemented at larger geographical scale?			
<b>B. PROJECT DESIGN:</b> Formulation of the intervention, the plan to achieve a specific purpose: Assessment of the design in general and the logical framework aimed at planning the intervention.					
	1	Were the problems addressed by the project the correct ones? Did the problems evolve over time? What is the degree of coherence with the situational analysis and the problems posed.	Project team Project document	Desk review Interviews	<b>Qualitative analysis</b>
	2	Is the results framework coherent and adequately reflects the theory of change to which the project intends to contribute? Is there an adequacy in the description of the different components of the results framework and adequate hierarchy among them.			
	3	Were the assumptions/risks (implicit & explicit) correctly assessed? (Number of assumptions			



		validated; Presence/absence of unforeseen assumptions that may have influenced results)			
	4	Are the indicators well designed or SMART. Do they tell the story of the project? Do they facilitate monitoring and evaluation? Can they be measured?			
	5	To what extent were lessons learned from other relevant projects considered in the design?			
<b>C. PROJECT PERFORMANCE</b>					
<b>Relevance:</b> the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.					
	1	To what extent is the project appropriate to address the identified needs of women entrepreneurs in the target countries?	National stakeholders Direct beneficiaries Project document Project team	Desk review Interviews Survey	<b>Qualitative and Quantitative analyses</b>
	2	How does the project relate to the SDGs, to the national development priorities and UNIDO and donors' priorities?			
<b>Coherence:</b> the compatibility of the intervention with other interventions in a country, sector or institution. The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa					
	1	How consistent is the intervention with the relevant international and regional norms and standards to which the supported governments adhere? With UNIDO's strategy for GEWE?	Project team National stakeholders Annual reports Project team	Desk review Interviews	<b>Qualitative analysis</b>
	2	How consistent is the intervention with other actors' interventions in the same context? How does the intervention ensure complementarity, harmonization and coordination with others?			
	3	To what extent is the intervention adding value while avoiding duplication of effort?			
<b>Effectiveness:</b> the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance					
	1	Were the expected results achieved? What are They?	Project team Annual reports	Desk review Interviews	<b>Qualitative and quantitative analyses</b>

	2	What have been the main challenges that have limited the achievement of the expected results? What are the mitigation/corrective measures taken?	National stakeholders Direct beneficiaries Donors Project team	Interviews Survey	
	3	What have been the facilitating factors that have enhanced the achievement of the expected results?			
	4	To what extent the external factors/risks were considered and managed?			
	5	To what extent has the UNIDO partnership strategy been appropriate and effective to help achieve the expected results?			
<b>Efficiency:</b> a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.					
	1	To what degree was the overall planned project's budget executed? To what degree was the mobilized budget executed?	Progress and financial reports Project team National stakeholders	Desk review Interviews	<b>Qualitative and quantitative analyses</b>
	2	How well were the resources (human, technical) used? Has the project delivered results in an economic and timely manner?			
	3	Were the project's outputs delivered within the budgeted amounts? In the expected timeframes?			
	4	Did the expected cofinancing materialize as projected?			
	5	To what extent were partnership modalities conducive to the delivery of project's outputs?			
<b>Sustainability:</b> the continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.					
	1	Will the project results and benefits be sustained after the end of donor funding?	Project team Progress reports National stakeholders Direct beneficiaries Donors	Desk review Interviews Survey	<b>Qualitative analysis</b>
	2	Does the project have an exit strategy?			
	3	To what extent have the outputs and results been institutionalized?			
	4	To what extent will financial and economic resources be available to sustain the benefits achieved by the project?			

	5	Are there any social or political risks that may jeopardize the sustainability of project outcomes?			
	6	What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?			
<b>D.CROSS-CUTTING PERFORMANCE CRITERIA</b>					
<b>Gender mainstreaming:</b> Is the gender marker assigned to this project representative of reality?					
	1	Did the project design adequately consider GEWE dimensions in its interventions? Regarding gender issues, was the gender marker assigned correctly at entry?	Project document Project deliverables Progress reports National stakeholders Direct beneficiaries	Desk review Interviews Survey	<b>Qualitative analysis</b>
	2	Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators			
	3	What are the changes related to GEWE generated by the project in terms of attitudes, social behaviors and power relations, participation and representation of women in the economy, access and control over opportunities and resources, shift in policies, legislation and organizational rules where applicable.			
<b>Environmental and Social Safeguards</b>					
	1	Did the project use an environmental screening and assessment procedure? To what extent was the follow-up since project approval stage?	Project document Progress reports Project team Direct beneficiaries	Desk review Interviews	Qualitative analysis
	2	To what extent did the project identify and realize opportunities to strengthen the environmental sustainability?			
	3	To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of UNIDO in the country (ies)?			
<b>M&amp;E:</b> Refers to all the indicators, tools and processes used to measure if a development intervention has been implemented according to the plan (monitoring) and is having the desired result (evaluation)					

<b>AT DESIGN</b>	1	Was a M&E plan included in the project document? Was it practical and sufficient at the point of project approval?	Project document Project team	Desk review Interviews	<b>Qualitative analysis</b>
	2	Did the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Was the M&E plan consistent with the logframe (especially indicators and sources of verification)?			
	3	Did it include a proper M&E methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection?			
	4	Did it allocate adequate budget for M&E activities?			
<b>IMPLEMENTATION</b>	1	How was the information from M&E system used during the project implementation? Was an M&E system in place and did it facilitate timely tracking of progress toward project results by collecting information on selected indicators continually throughout the project implementation period? Did project team and manager make decisions and corrective actions based on analysis from M&E system and based on results achieved?	Project team Progress reports Steering committee members Donors	Desk review Interviews	<b>Qualitative analysis</b>
	2	Were annual/progress project reports complete, accurate and timely?			
	3	How well have risks outlined in the project document and in the logframe been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place?			
<b>Results based management (RBM):</b> Assessment of issues related to results-based work planning, results-based M&E and reporting based on results					
	1	Was the project's management and oversight effective in mitigating problems and adapting to situations? In providing innovative solutions?	Project steering committees' minutes	Desk review Interviews	<b>Qualitative analysis</b>

	2	Was the governance structure effective in facilitating the flow of monitoring and evaluation information into key management decisions?	Project steering committees members Donors		
	3	Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions?			
	4	Did the used monitoring tools provide the necessary information? Did they involve key partners? Are they aligned or mainstreamed with national systems? Were they cost-effective? Were they participative and inclusive?			
<b>E. Performance of partners:</b> assessment of partners' roles and responsibilities engaged in the intervention					
<b>UNIDO</b>	1	Was project staff timely recruited?	Project team National stakeholders Direct beneficiaries Project reports	Desk review Interviews Survey	<b>Qualitative analysis</b>
	2	Was technical expertise adequately mobilized?			
	3	Did UNIDO provide a satisfactory follow-up to address implementation bottlenecks?			
	4	Did UNIDO engage in policy dialogue to ensure up-scaling of innovations?			
<b>NATIONAL COUNTERPARTS</b>	1	To what extent is the project ownership?	Project team Direct beneficiaries	Interviews	
	2	How did they provide a support to the project, based on actions and policies?			
	3	Did they engage with UNIDO in policy dialogue to promote the up-scaling or replication of innovations?			
<b>DONOR</b>	1	Were project funds timely disbursed?	Project team	Interviews	<b>Qualitative analysis</b>
	2	Did the Donors provide feedback to progress reports? Were they involved in the follow-up of the project?			

## Annex 3: List of Documentation Reviewed

- UNIDO PWE II Project Document
- UNIDO Organizational structure, October 2022

### Annual workplans:

- September 2022 – June 2023
- January 2024 – December 2024

### Progress reports:

- UNIDO Inception and progress report 2020
- UNIDO PWE II progress report March 2021 – September 2022
- Addendum October 2022 – March 2023
- UNIDO PWE II progress report October 2022 – November 2023
- UNIDO PWE II progress report April-November 2023
- UNIDO End of project report 2024

### Finance documents:

- Italian Grant Delivery Report as of 31/05/2024
- Monaco Grant Delivery Report as of 31/05/2024
- Snapshot finance reports for the Italian and Monaco grants as of 07 June 2024.

### Tunisia pilot project progress reports:

- Rapport annuel d'avancement du projet 2021
- Rapport annuel d'avancement du projet 2022
- Rapport semestrial d'avancement du projet Q1-Q2 2021
- Rapport semestrial d'avancement du projet, Q1-Q2 2023
- Rapport semestrial d'avancement du projet, Q3-Q4 2023

### Project extensions:

- UNIDO Request for cost extension until end of 2022, 11 April 2022
- Permanent Mission of Italy, Letter formalizing the assessment of voluntary contribution of EUR 456 520, 8 July 2022.
- UNIDO Request for no cost extension until 30 June 2023, 10 November 2022
- Permanent mission of Italy, letter authorizing the no cost extension, 25 November 2022
- UNIDO Request for a 6-month no cost extension until 31 December 2023, 22 March 2023
- Permanent mission of Italy, letter authorizing the 6-month no cost extension, 21 April 2023
- UNIDO Request for a 6-month no cost extension until 30 June 2024, 18 December 2023
- Permanent mission of Italy, Letter authorizing the 6-month no cost extension until 30 June 2024, 10 January 2024.

### Regional Steering Committee meeting reports:

- Minutes of the meeting on 13 September 2019
- Minutes of the meeting on 27 January 2021
- Minutes of the sub-steering committee meeting on 3 February 2021

### National Steering Committee meeting reports:

- Minutes of the 1<sup>st</sup> NSC meeting in Jordan, 30 October 2019
- Minutes of the 1<sup>st</sup> NSC meeting in Tunisia, 17 December 2019
- Minutes of the 2<sup>nd</sup> NSC in Tunisia, 24 January 2020
- Minutes of the 1<sup>st</sup> NSC in Algeria, 10 February 2020
- Minutes of the 1<sup>st</sup> NSC in Morocco, 13 February 2020
- Minutes of the Zoom meeting with the Monaco cooperation in Tunisia, 25 April 2022
- Minutes of the meeting with the Ministry of Industry in Tunisia, 20 June 2022
- Minutes of the meeting with the Ministry of Industry in Tunisia, 27 September 2022

#### Task team meeting report:

- Minutes of the Zoom meeting, 3 February 2021

#### Women Business Forum:

- 2023 UfM-UNIDO WBF report on “Women in industry and Innovation: can industry 4.0 foster women’s economic inclusion in the MENA region?”, October 2023

#### Webinar:

- In 3 languages Fr, Eng and Ar, “How to foster women’s entrepreneurship in the MENA digital Barriers and success factors, November 2021

#### PWE II outputs:

- Final report -Joint programming mechanisms, Diana Van Dorresteijn and Gregory N Sikumba, Development connect, July 2021
- Minutes of the meeting with country representatives and Focal points and Joint programming expert on 16 June, no year.
- Country Action plan of the 7 countries
- Gender sensitive value chain mapping report of the 7 countries
- Inception report “piloting a MENA Women Business Club”, Business Club Africa
- IDEA programme- Innov4Beauty report, Atelier Innovation, July 2023
- IDEA Appl inception and final reports, BridgeForBillions, 2023
- IndustryElle programme, Inception, mid-term and final reports, E&Y, 2023
- Industry’ELLE programme in Algeria, inception, intermediary and final reports, SYLABS, 2023
- Industry’Elle programme in Morocco, inception, intermediary and final reports, La SartUp Station, 2023
- Industry’Elle programme in Tunisia, inception, intermediary and final reports, TCSE, 2023
- Concept note of the Gender-transformative industrial policies, projects and programmes training for industrial development actors in the MENA region, October 2023.

#### Other:

- European Union, Action Document for Al Kawa – Supporting Women Economic Empowerment in the Southern Neighbourhood, ANNEX II of the Commission Implementing Decision on the financing of the 2022 action plan part I in favour of the Regional South Neighbourhood, 2024.
- Union for the Mediterranean, 5<sup>th</sup> Ministerial conference on Strengthening the role of Women in society, Adopted Declaration as of 26 October 2022.
- Request for technical assistance from UNIDO to empower women entrepreneurs and promote the natural cosmetics and parapharmaceutical products sector based on aromatic and medicinal plants, Ministry of Industry, Tunisia, 27 October 2023

## Annex 4: List of Stakeholders Consulted

Name	Position
<b>UNIDO</b>	
Ms. Hanan HANZAZ	Chief Regional Coordination Bureau Arab Region
Ms. Monica CARCO	Former PWE I and II Project Manager Division of Agribusiness and Infrastructure Development
Mr. Bashir CONDE	Former PWE II Project Manager, Division of Agribusiness and Infrastructure Development
Mr. Akos KOESZEGVARY	PWE II Project Manager and Chief, Division of Public-Private Partnerships
Ms. Neïla AMARA	PWE II International Project Management Expert, Division of Public-Private Partnerships
Mr. Tomas GLANTSHNIG	PWE II Project Associate, Division of Public-Private Partnerships
Ms. Simone LA ROSA MONIER	Senior Evaluation Assistant, Independent Evaluation Unit
Mr. Lassaad BEN HASSINE	UNIDO Country Representative in Tunisia
Ms. Faten KHAMASSI	International Private Sector Development Specialist, National PWE II Coordinator, Division of Public-Private Partnerships, Tunisia
<b>UN WOMEN</b>	
Ms. Ylika GERDOVCI	Former Regional Policy and Programme Specialist on Women Economic Empowerment
<b>UNION FOR THE MEDITERRANEAN (UpM)</b>	
Ms. Anna DORANGRICCHIA	Project Manager, Gender Equality, Social and Civil Affairs Division
<b>GOVERNMENT OF ITALY</b>	
Mr. Maurizio BONAVIA	Former Focal Point for MAECI (2019-2022) Senior Advisor
<b>PRINCIPALITY OF MONACO</b>	
Ms. Corine MAGAIL	Technical Advisor, Department of External relations and Cooperation
Mr. Wilfrid DERI	Mission Manager, Department of External relations and Cooperation
Ms. Wanessa EL AMRI	Cooperation Coordinator
<b>GOVERNMENT OF TUNISIA</b>	
Ms. Nesrine ABID	Director in charge of the PME, Ministry of Industry
<b>BUSINESS CLUB AFRICA</b>	
Ms. Nadia MRABIT	Former Managing director
<b>MENA WOMEN BUSINESS CLUB</b>	



Dr Ayah El Arief	Former MWBC Ambassador in Egypt and current Managing Director
<b>BUSINESS MED</b>	
Ms. Jihen BOUTIBA	General Director
Ms. Takwa MRABET	Business Country Desk and Fundraising Coordinator
<b>BENEFICIARIES/PARTNERS</b>	
Ms. Lamiae BIDAHA	CEO AQUAGER, Morocco
Ms. Lemia THABET	Project Coordinator, PAMPAT project, UNIDO, Tunisia
Ms. Sana GHENIMA	Association Femmes et Leadership, Tunisia
Ms. Leïla BELKHIRIA – JABER	Chambre Nationale des Femmes Chefs d'Entreprise (CNFCE/UTICA), Tunisia
Ms. Houda BOUZIDI	General manager CTC, Tunisia
Mr. Rachid ZAMMOURI	Process Engineer, Assistant manager Cosmetics and Detergent unit, CTC, Tunisia
Ms. Bouchra MASROUR LAOUANI	Founder of BAHIA Cosmetics, Kairouan, Tunisia
Ms. Sana YAHYAOUI	Actifs Précieux, Admin & Finance
Ms. Amel CHEBBI	Actifs Précieux, Business Development Manager
Ms. Dorra AISSAOUI	Actifs Précieux, Quality Management Manager
Ms. Leïla RIDHA	CEO L'Atelier Innovation, Tunis, Tunisia

## Annex 5: Generic Protocol interview

The following protocol interview was adjusted to the professional category of interviewees:

### INTERVIEW GUIDELINES

#### 1. INTRODUCTION

- Can you please briefly introduce yourself and explain to me what was your involvement/role in the project?

#### 2. RELEVANCE

- In your opinion, have the (your) needs (as) of women entrepreneurs properly identified? Were the project-supported activities relevant to them? Why and how?
- Have you been involved in the project's design? How?
- What is the value added of the project compared to previous or similar initiatives?
- Do you think that the project's strategy/approach was relevant? If not, what would you have been or what would be the changes to be made?

#### 3. COHERENCE

- What are the main partnerships on which the project has relied, and what were their added value or weaknesses?
  - With other UN agencies
  - Other donors
  - Private sector
  - Financial sector

#### 3. EFFECTIVENESS

- What do you see as the main achievements of the project in terms of outcomes/transformational changes?
- Have these results contributed to enhancing the business environment of women entrepreneurs?
- Have these results contributed to reducing inequalities or exclusion of women entrepreneurs in terms of access to finance, markets, technology? If so, can you give one or more examples?
- Could we have achieved these results without the project?
- Have there been any expected results that were NOT achieved, in your opinion? Why?
- Did the project rely on or promote any noteworthy innovation in the region? Please, elaborate.
- What risks did the project face? How well were they anticipated and managed?

#### 4. EFFICIENCY

- What are the strengths and areas for improvement in terms of financial management and procurement of goods and services)?
- Coordination and communication?
  - Do you think that the project had the human resources and technical capabilities needed to achieve the results it aspired to? Was the project's organizational structure an asset?

- Was the commitment of the implementing partners optimal?
- Have the monitoring mechanisms put in place been adequate? Did they inform decision-making?
- Was the project completed on schedule? If not, why not? What mitigation measures were taken?

#### **4. SUSTAINABILITY/LIKELIHOOD OF IMPACT**

- To what extent do you think that the benefits of the project are sustainable? Financial risks? Socio-political risks? Institutional risks? ownership?
- Does the project have an exit strategy?
- What are the plans to ensure continuity of efforts (funding, technical capacity)?
- For tested pilot initiatives, is there a plan to upscale them? Have there been replications of pilot activities?

#### **5. LAST QUESTIONS**

- Are there things you think should be improved for a next project? what are your recommendations?
- Are there any questions I should have asked you and I have not asked?
- Do you think I should meet other people? if so, who?

\* \* \*

Thank you!

## Annex 6: Survey Protocol

### Final E-Survey protocol

-VERSION EN FRANCAIS CI-APRES-

You are kindly invited to participate in this brief survey which will provide inputs for the terminal evaluation of the PWE project Phase II, referred to as “the project”.

This survey includes 9 multiple-choice questions and two spaces at the end to expand on particular areas or clarify your answers and make recommendations. It will take about 10 minutes to complete.

Of course, the information provided will be kept anonymous and presented in an aggregated manner.

**Thank you so much for your valuable participation!**

\*\*\*

Vous êtes cordialement invité à participer à cette petite enquête en ligne qui contribuera à l'évaluation finale du projet PWE phase II, ci-après appelé “le projet”.

Cette enquête comprend 9 questions à choix-multiples et deux espaces à la fin pour développer des points particuliers ou clarifier vos réponses. Il vous faudra environ 10 minutes pour y répondre.

Les informations fournies resteront bien entendu anonymes et seront présentées de manière agrégée.

**Nous vous remercions pour votre précieuse collaboration !**

1. Please check the name of the country where you are from/ Merci de cocher le pays dont vous êtes originaire:

- Algeria
- Egypt
- Jordan
- Lebanon
- Morocco
- Palestine
- Tunisia
- Other

2. In which sector do you work? Dans quel secteur travaillez-vous?

- Government (ministry, agency)/ Gouvernement (ministère, agence)
- International/bilateral organization/ organisation internationale/bilatérale
  - Financial institution/ institution financière

- Civil society organization/ Société civile
  - Women entrepreneurs or aspiring entrepreneurs in the rural area/ femmes entrepreneures ou porteuses de projet en milieu rural
  - Women entrepreneurs or aspiring entrepreneurs in the urban area/ femmes entrepreneures ou porteuses de projet en milieu urbain
  - Women entrepreneurs associations/ association de femmes entrepreneures
  - Service Providers/ Prestataires de services
  - Other/Autre
3. According to you, to what extent did the project's objective and activities address needs/priorities at regional, national and personal levels: / Selon vous, dans quelle mesure, l'objectif et les activités du projet ont-ils répondu aux besoins et priorités aux niveaux régional, national et personnel?: [ 4: *Highly satisfactory/ Très satisfaisante*; 3: *Satisfactory/Satisfaisante*; 2: *Moderately satisfactory/Moyennement satisfaisante*; 1: *Unsatisfactory/ Non satisfaisante*; 0: *I don't know/Je ne sais pas*]
- Regional/Régional
  - National/National
  - Individual/Individuel
4. Please check which activities of the project you have participated in/ Merci de cocher les activités du projet auxquelles vous avez participé?
- IDEA Incubation programme
  - IndustryElle Ideation programme
  - E-marketing/E-commerce programme & trainings
  - Technical assistance and individual coaching/Assistance technique et accompagnement individuel
  - Women Business Forum
  - MENA Women Business Club
  - Webinars/ Webinaires
  - Networking & B2B in other events/ Networking et B2B dans d'autres évènements
  - Training on Gender transformative industrial policies/ Formation sur les politiques industrielles transformatrices en matière de genre
  - Company visits/ Visites d'entreprises
5. Please rate the quality of activities in which you have participated. Merci de noter la qualité des activités auxquelles vous avez participé. [4: *Highly satisfactory/ Très satisfaisante*; 3: *Satisfactory/Satisfaisante*; 2: *Moderately satisfactory/Moyennement satisfaisante*; 1: *Unsatisfactory/ Non satisfaisante*; 0: *I don't know/Je ne sais pas*]
- IDEA Incubation programme
  - IndustryElle Ideation programme
  - E-marketing/E-commerce programme & trainings
  - Technical assistance and individual coaching/Assistance technique et accompagnement individuel

- Women Business Forum
  - MENA Women Business Club
  - Webinars/ Webinaires
  - Networking & B2B in other events/ Networking et B2B dans d'autres évènements
  - Training on Gender transformative industrial policies/ Formation sur les politiques industrielles transformatrices en matière de genre
  - Company visits/ Visites d'entreprises
6. Please rate the performance of the project in the following domains/Merci de noter la performance du projet dans les domaines suivants: [ 4: *Highly satisfactory/ Très satisfaisante*; 3: *Satisfactory/Satisfaisante*; 2: *Moderately satisfactory/Moyennement satisfaisante*; 1: *Unsatisfactory/ Non satisfaisante*; 0: *I don't know/Je ne sais pas*]
- Producing and sharing knowledge/Produire et partager des connaissances
  - Building capacities of actors from the women entrepreneurship ecosystem/ Renforcer les capacités des acteurs de l'écosystème de l'entreprenariat féminin
  - Raising awareness on challenges and opportunities for women entrepreneurship development / Sensibiliser sur les défis et les opportunités liés au développement de l'entreprenariat féminin
  - Providing innovative methodologies, tools and techniques/ Apport de méthodologies, d'outils et de techniques innovants
  - Mobilizing high-quality technical expertise/ mobilisation d'une expertise technique de haute qualité
  - Mobilizing financial resources/ Mobilisation de ressources financières
  - Networking/ Mise en réseau
  - Communicating on project's results/ Communication des résultats du projet
  - Bringing visibility to women entrepreneurs/Assurer la visibilité des femmes entrepreneures
7. To what extent do you think the project contributed or is likely to contribute to the following changes/ Dans quelle mesure le projet a contribué ou va probablement contribué aux changements suivants:[ 4: *Fully/Pleinement*; 3: *Partially/Partiellement*; 2: *Unlikely/ Improbable*; 1: *Unsure/Je n'en suis pas sûre*]
- A conducive national regulatory framework for women entrepreneurship/ Un cadre réglementaire national favorable à l'entreprenariat féminin
  - Changing attitudes/behaviours towards women entrepreneurs/Changement des mentalités/comportements vis-à-vis des femmes entrepreneures
  - A (more) entrepreneurial culture among women/ Une (plus grande) culture entrepreneuriale chez les femmes
  - Increasing women's participation in traditionally male dominated fields/ Une plus grande participation des femmes dans les disciplines traditionnellement réservées aux hommes
  - More business opportunities and jobs for women/ Davantage d'opportunités d'affaires et d'emplois pour les femmes.
  - Increased access to financing/ Accès accru aux financements

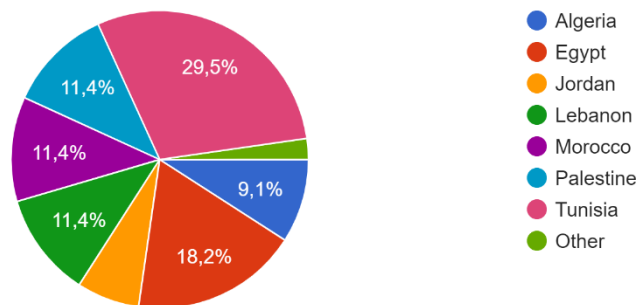
8. To what extent have you put into practice the knowledge and expertise acquired/Dans quelle mesure avez-vous mis en pratique les connaissances et l'expertise acquise? [ 4: Fully/Pleinement; 3: Partially/Partiellement; 2: Not yet/ pas encore; 1: Not at all/Pas du tout]
- Developing business plans/ Développer des plans d'affaires
  - Creating content on social media / Créer du contenu dans les médias sociaux (Facebook, LinkedIn, Twitter...)
  - Training other women/ Former d'autres femmes
  - Networking for business opportunities/ Réseauter pour des opportunités d'affaires
  - Joining women business clubs/ adhérer à des clubs de femmes d'affaires
  - Increasing company's visibility online/ Amélioration de la visibilité de votre entreprise en ligne
  - Developing more gender sensitive industrial policies and initiatives/ Développer des politiques et des initiatives sensibles au genre
9. For a potential new project, please rate whether you think there should be more, the same amount or less of the following activities/ Pour un éventuel nouveau projet, merci de noter selon vous, s'il devrait y avoir plus, pareil ou moins des activités suivantes:
- Studies/Etudes
  - Communication/ Communication
  - Demonstration projects/ projets de démonstration
  - Trainings/ formations
  - Individual technical coaching/ Accompagnement technique individuel
  - Direct financial support/ Appui financier direct
  - Engagement with the public sector/ engagement du secteur public
  - Engagement with the financial sector / engagement du secteur financier
  - Engagement with the private sector/ engagement du secteur privé
10. Do you have any needs you would suggest being covered by the project in the next phase? Avez-vous des besoins que vous souhaiteriez voir traités dans la prochaine phase du projet?
11. Would you like to make any comments and/or other recommendations? Souhaitez-vous faire des commentaires et/ou d'autres recommandations?

## Annex 7: Statistical Data from Evaluation Survey / Questionnaire Analysis

### ONLINE SURVEY RESULTS

1. Please check the name of the country where you are from / Merci de cocher le pays dont vous êtes originaire :

44 réponses



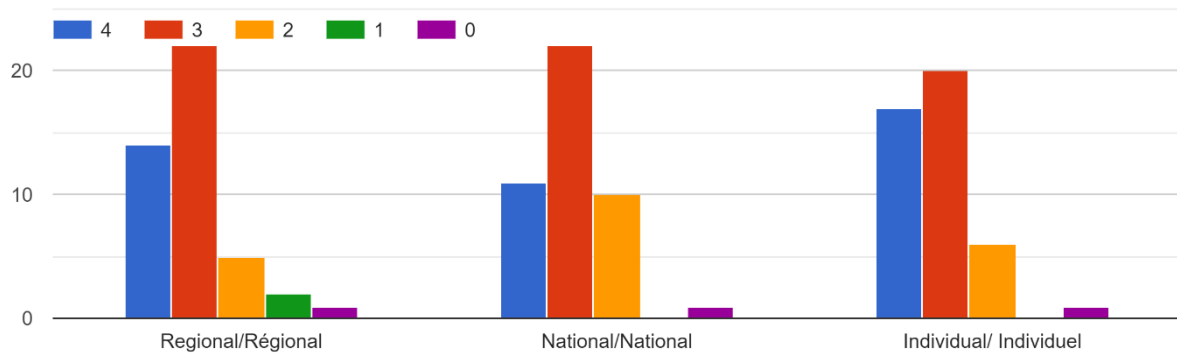
2. In which sector do you work? Dans quel secteur travaillez-vous?

44 réponses



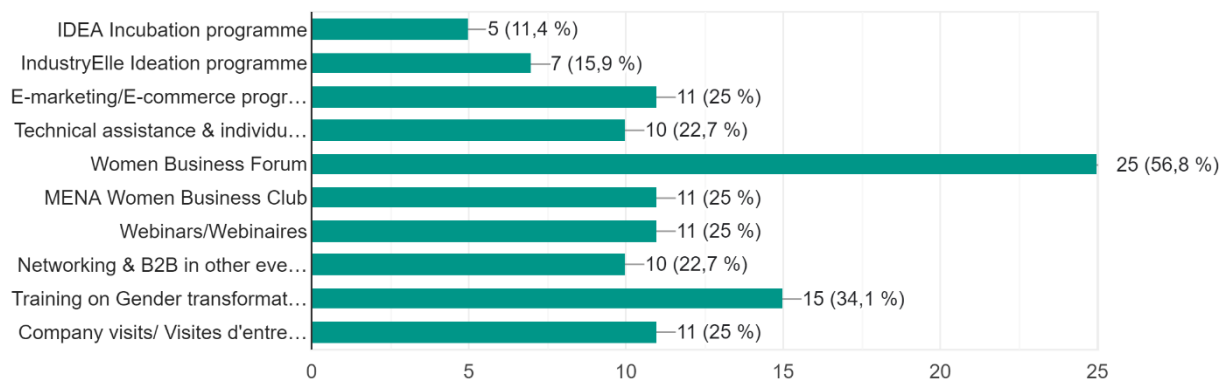


3. According to you, to what extent did the project's objective and activities address needs/priorities at regional, national and personal levels: / Selon vo.../ Non satisfaisante; 0: I don't know/Je ne sais pas]

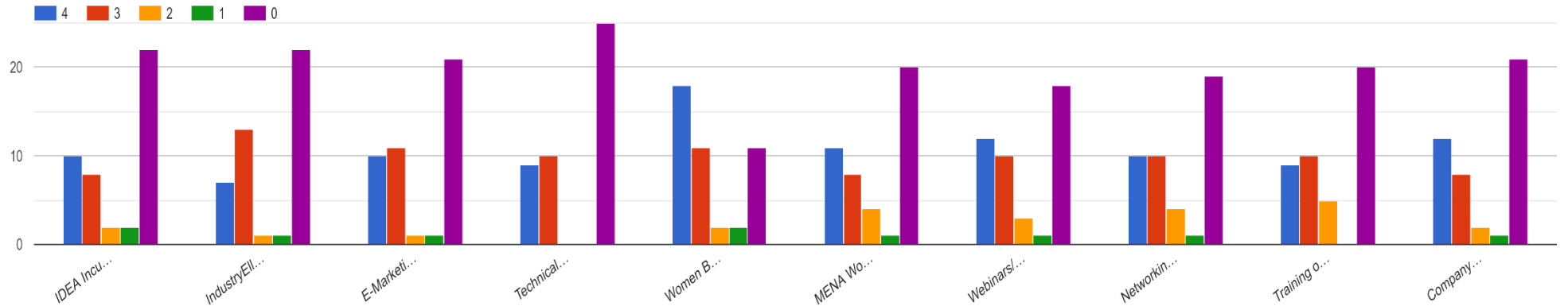


4. Please check which activities of the project you have participated in/ Merci de cocher les activités du projet auxquelles vous avez participé?

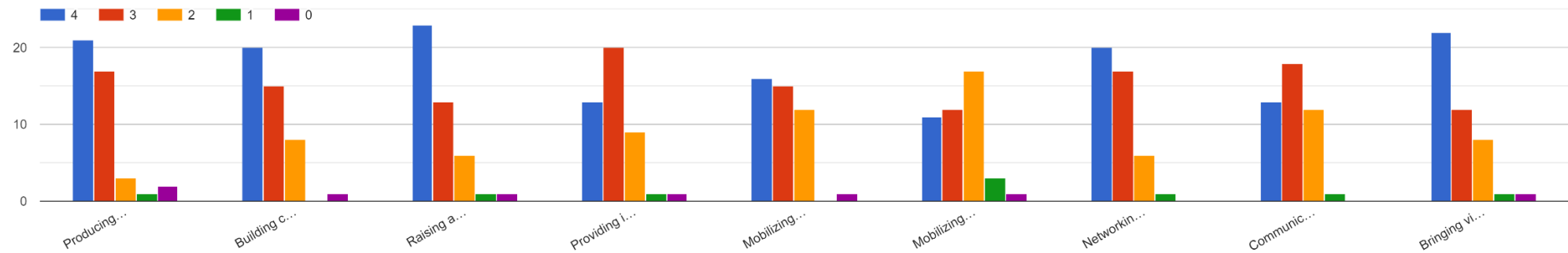
44 réponses



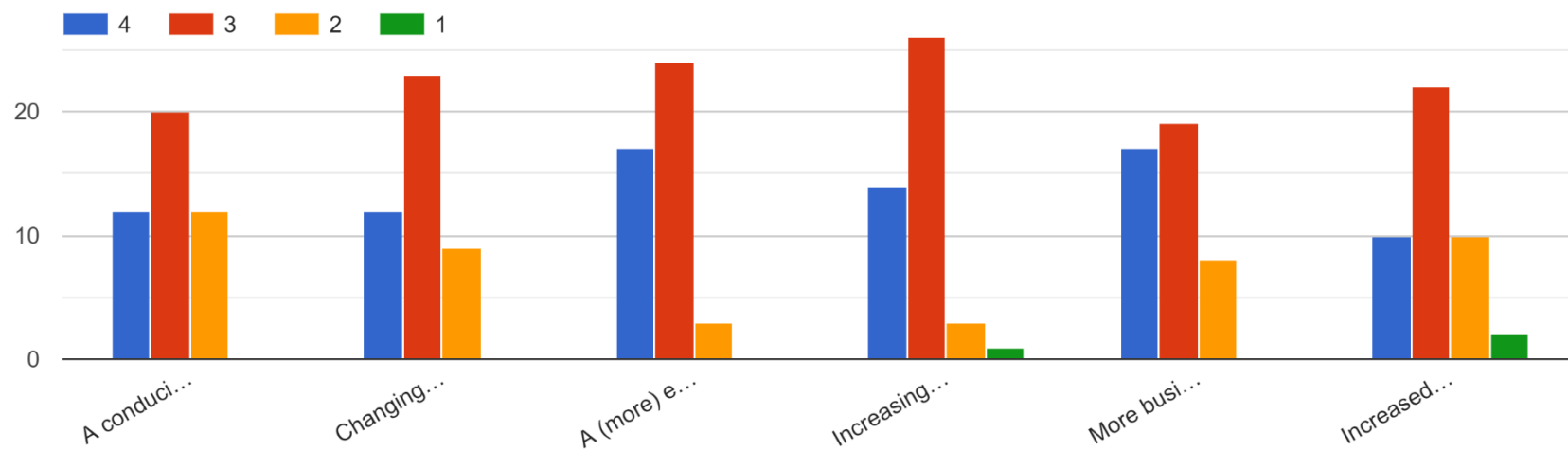
5. Please rate the quality of activities in which you have participated? Merci de noter la qualité des activités auxquelles vous avez participé? [ 4: Highly satisfactory/ Très satisfaisante; 3: Satisfactory/Satisfaisante; 2: Moderately satisfactory/Moyennement satisfaisante; 1: Unsatisfactory/ Non satisfaisante; 0: I don't know/Je ne sais pas]



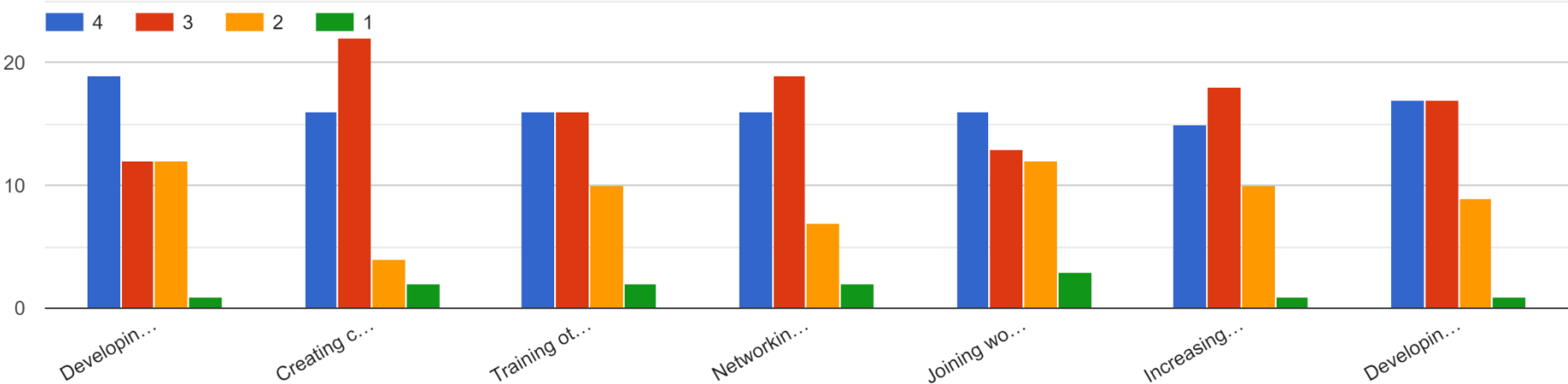
6. Please rate the performance of the project in the following domains/Merci de noter la performance du projet dans les domaines suivants: [ 4: Highly satisfactory/ Très satisfaisante; 3: Satisfactory/Satisfaisante; 2: Moderately satisfactory/Moyennement satisfaisante; 1: Unsatisfactory/ Non satisfaisante; 0: I don't know/Je ne sais pas]



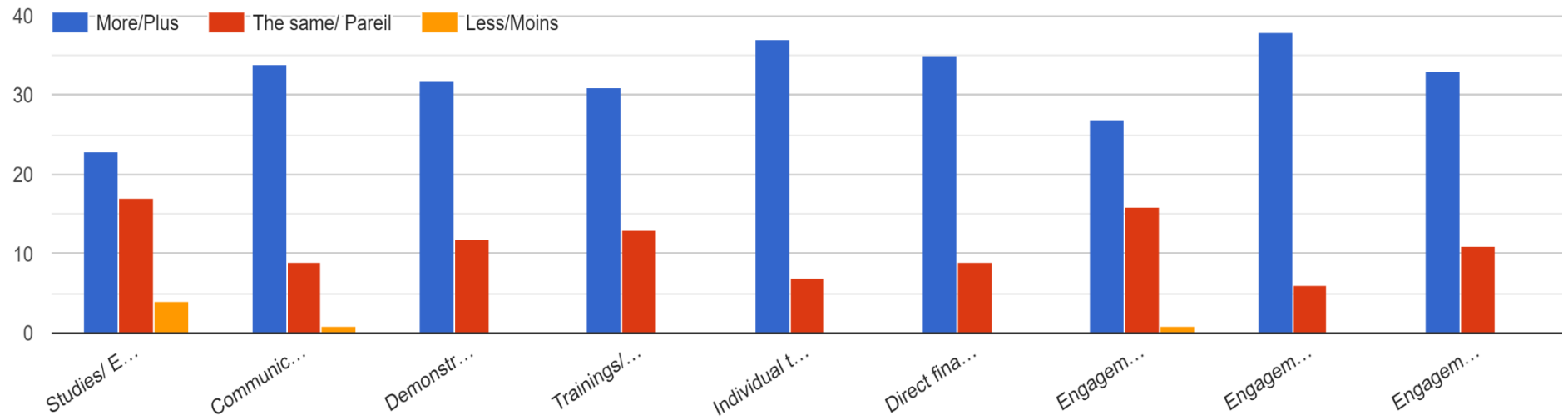
7. To what extent do you think the project has contributed or is likely to contribute to the following changes/ Dans quelle mesure le projet a contribué ou va probablement cont... 2: Unlikely/ Improbable; 1: Unsure/Je n'en suis pas sûre]



8. To what extent have you put into practice the knowledge and expertise acquired / Dans quelle mesure avez-vous mis en pratique les connaissances et l'expertise acquises: [ 4: Fully/Pleinement; 3: Partially/Partiellement; 2: Not yet/ pas encore; 1: Not at all/Pas du tout]



9. For a potential new project, please rate whether you think there should be more, the same amount or less of the following activities/ Pour un éventuel nouveau projet, merci de noter selon vous, s'il devrait y avoir plus, pareil ou moins des activités suivantes:



**10. Do you have any needs you would suggest being covered by the project in the next phase? Avez-vous des besoins que vous souhaiteriez voir traités dans la prochaine phase du projet ?**

27 responses

- La réalisation du projet évoqué lors du business women forum
- Biggest problem of women entrepreneurs is funding, so maybe building a large circle of investors and connecting them with the project holders.
- Ras
- Organiser des missions B2B, élaborer des diagnostics et plan d'action spécifique (cas par cas)
- Yes. 1) How to make a good financial decision 2) how to get access to funds 3) How to raise funds 4) how to have logistics for E-commerce such as delivery agency. etc
- I would be happy to visit another webinar.
- More training programs dedicated for women.
- We still looking for your help, by installation a solar system to our company.
- الكرتون وصناديق الورقية الاكياس لصناعة التصنيع عن الناتجة النفابات تدوير لاعادة معدات تأمين على المساعدة
- It needs to develop partnership through Gender Group with othert UN and international partners for more efficiency.
- Avoir des formations ciblées pour apprendre les outils clés, convenables pour accéder aux marchés
- Avoir un coaching one to one, personnalisé pour surmonter les problèmes limitant l'avancement convenable de la société
- Participations à des salons professionnels
- Faire et/ou recevoir des visites des clients potentiels
- Avoir un appui financier directe pour améliorer la qualité des produits et la visibilité de l'entreprise (packaging, publicité, communication...)
- Participer à des networking et B2B avec des femmes entrepreneurs de la zone MENA
- Faire des projets de partenariat
- Accès au financement/contrat de collaboration avec des entreprises étrangères.
- Visites et Succes story ainsi que des plans de financement appropriés
- Networking - open new markets- B2B
- Introduire la culture de recherche & développement dans l'entreprise et inciter à l'innovation
- Accompagnement personnalisé des femmes entrepreneurs
- Création d'un réseau MENA des femmes entrepreneurs
- Création d'un financement spécifique pour les femmes
- Mettre à la disposition des femmes des guides de création et de financement des projets ainsi que des application et outils servant de support pour leurs permettre de proposer un business plan fiable
- No
- Having a solid and shared data bases (lessons learned, success stories, knowledge products, replicable practices, ETC.).
- OUI AVEC PLAISIR
- We are planning to have 4 programs in 2024 as incubators and accelerators and we would love if there is an opportunity that the project can support us in these programs. whether as operating costs or as s small fund that we can provide the startups, also we are organizing an annual female award, and we would love also if you can support us in the next edition.
- Aborder l'impact de l'IA même dans les petits projets
- Développer les possibilités de collaboration publique privé (juridique, logistique et technologique)

- I would like to be part of the phase 2 of the project since I only benefit from the training delivered in Nicosia "Women entrepreneurs in the Mean region and Cyprus."
- N/A
- no
- Working to increase networking with institutions and partnerships supporting the project, in addition to expanding relationships that are similar to the project's objectives, and therefore our basic need for financial support so that we can cover all the costs that will contribute to the success of the project.
- no thank you.

**11. Would you like to make any comments and/or other recommendations? Souhaitez-vous faire des commentaires et/ou d'autres recommandations ?**

23 réponses

- On aimerait bien vous accueillir au Maroc pour une prochaine édition du forum
- Everything was well organized and well prepared; I wish I can have another opportunity with you again thank you.
- Plus d'implication et contribution financière ou en nature du projet pour les entreprises pour une bonne exécution du plan d'action suite au diagnostic ou accompagnement technique.
- No
- Thanks a lot for everything, you helped us in improving our business Sharqi Palestine
- Thank you for your support.
- لجهودكم شكرا
- On remercie le projet PWII pour tout le support pour faire avancer l'entreprenariat féminin
- Je recommande des stages ou des visites à l'étranger pour voir les nouvelles tendances et technologies. Merci
- Avoir une copie de vos évaluations merci
- Thanks
- جديد من به النهوض و المشروع لتكملة البداية الخطط هي ما تدميرها تم مشاريعنا الحرب اسمها كارثة في نعيش غزة بقطاع نحن الاوسط بالشرق الريادية للمشاريع اعمال حاضنات أو الطوارئ لحالات خطط هناك يكون أن اتمنى
- Encourager et accompagner les entreprises à s'implanter à l'étranger
- No
- Raising the coordination and find more solid mechanisms for the governments to follow up the implementation on the real ground and to get regular reporting even the project was on a global scope.
- Thanks so much for this opportunity, the club has changed the lives of a lot of female founders in the region, including myself. Thanks for supporting us.
- Non
- Partager avec le réseau les opportunités de partenariats avec des entreprises privées ou publiques dans le secteur de l'économie circulaire
- For question 5. I clicked 0 on the activities where I wasn't participating.
- No
- We hope to have the opportunity to participate and obtain the necessary support.
- Thank you.
- No thank you.