



Synthesis report:

Final evaluation of the UN Women's regional MENA programme: 'Men and Women for Gender Equality'

14th June 2022

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Credit: 'A young woman looking out over North Africa' - David Walker

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Acronyms

BBC	British Broadcasting Corporation
BIAM	Because I Am A Man
CAB	Country Advisory Board
CBO	Community-Based Organisation
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CfP	Call for Proposals
CIBL for Women	Center for Inclusive Business and Leadership for Women
CNN	Cable News Network
CO	Country Office
CSO	Civil Society Organisation
CSW	Commission on the Status of Women
DMEL	Design, Monitoring, Evaluation and Learning
EQ	Evaluation Question
EVAW	Ending Violence Against Women
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
GBV	Gender-Based Violence
GDI	Gender Development Index
GEMS	Gender-Equitable Men Scale
GEWE	Gender Equality and Women's Empowerment
GGGR	Global Gender Gap Report
GII	Gender Inequality Index
GS	General Security (Border Control, Lebanon)
GTP	Gender Transformative Parenting
HDI	Human Development Index
HQ	Headquarters
ICPD	International Conference on Population and Development
ICRAM	Initiative Concertée pour le Renforcement des Acquis des Marocaines
ILO	International Labour Organization
IMAGES	International Men and Gender Equality Survey
INGO	International Non-Governmental Organisation
IPV	Intimate Partner Violence
IRCKHF	Information and Research Center – King Hussein Foundation
ISIC	Higher Institute of Information and Communication
ISF	Internal Security Forces (Lebanon)
KAP	Knowledge, Attitudes and Practices

KII	Key Informant Interview
LAF	Lebanese Armed Forces
LGBTIQ+	Lesbian, Gay, Bisexual, Trans, Intersex, Queer and other identities
LNOB	Leave No One Behind
MEL	Monitoring, Evaluation and Learning
MENA	Middle East and North Africa
MOSS	Ministry of Social Solidarity (Egypt)
MoU	Memorandum of Understanding
MoWA	Ministry of Women’s Affairs (Palestine and Tunisia)
MSC	Most Significant Change
MTR	Midterm Review
MWGE	Men and Women for Gender Equality
NCLW	National Commission for Lebanese Women
NCW	National Council for Women (Egypt)
NDC	NGO Development Centre
NGO	Non-Governmental Organisation
OECD-DAC	Organisation for Economic Co-operation and Development’s Development Assistance Committee
PANIG	Plan d’Action National pour l’Intégration du Genre
PPE	Personal Protective Equipment
RAF	Regional Accountability Framework
ROAS	Regional Office for the Arab States (UN Women)
RWAMREC	Rwanda Men’s Resource Centre
SCG	Strategic Consultative Group
SEED	Socio-Economic Enhancement and Development
Sida	Swedish International Development Cooperation Agency
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
UNSF	United Nations Strategic Framework
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
US	United States

USD	United States Dollar
VAW	Violence Against Women
VAWG	Violence against women and girls
WATC	Women's Affairs Technical Committee
WEE	Women's Economic Empowerment
WPS	Women, Peace and Security

Acknowledgements

We appreciate the inputs and guidance from UN Women ROAS and accompanying implementation offices (Egypt, Lebanon, Palestine, Morocco, Jordan and Tunisia), as was all associated implementation partners and programme participants at community level. A special thanks is afforded to the UN Women evaluation and programme management team members for their in-depth and timely support throughout the evaluation: Chaitali Chattopadhyay, Rodrigo Montero Cano and Nicola Musa.

Executive Summary

Purpose

The purpose of this end-term evaluation report is to reflect the assessment of the performance of the regional Middle East and North Africa (MENA) programme 'Men and Women for Gender Equality' (MWGE) -funded by Sida- and the respective United Nations Entity for Gender Equality and Empowerment of Women (UN Women) regional and national offices that have been implementing it.

Programme in brief

The MWGE programme has been implemented across six countries (Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia) in two phases between 2015 and 2022, with the aim of better understanding dominant social norms in the MENA region and transforming these to become more gender equitable. The programme deliberately targeted both men and women of different ages and social backgrounds for this purpose. The programme has been funded by the Sida, and has consisted of four main intervention areas: 1. Research and data generation, 2. Evidence-based advocacy, 3. Community engagement, capacity development and youth networks, and 4. at regional/global level, establishment of networks: creation of communities of practices to maintain knowledge exchange and learning.

Over its two phases, the programme has, amongst other achievements, conducted and published ground-breaking research on men's and women's attitudes to gender equality using the International Men and Gender Equality Survey (IMAGES) methodology both at the national and regional levels; developed and implemented programming aiming to transform gendered power dynamics, social norms and behaviours based on the findings of this research; affected policy change at the national level as well as established capacity at the community and national level with local partners to take the work forward. The community engagement programmes involved a total of 134 642 women and men, and the media outreach was estimated at having reached a total population of 43 917 618, far outreaching the intended target figures of 5 000 and 200 000 persons, respectively. However, these figures indicate reach and do not reflect impact. While the monitoring and evaluation framework did seek to track changes in knowledge, attitudes and practices (KAP) for the more intensive activities, such as the community-based interventions, more in-depth tools would be necessary to evidence social norm change. As shown in Figure 1 below, the programme did however achieve attitudinal change among participants and increased civil society capacity to work on gender equality and women's empowerment, including with men and boys. Institutional uptake and advocacy efforts, which were the least-funded area of work, managed to capitalise on opportunities and achieved a number of national-level successes and engaged with a range of less usual allies. Policy-level change and institutional uptake by state actors could nonetheless be strengthened, and successful good practices on coalition-building replicated across all countries.

The regional nature of the programme has allowed for cross-learning between countries as well as, in some aspects, using economies of scale while still allowing for national-level adaptation. However, while the often challenging national contexts required this degree of flexibility for adaptation, this has run the risk of diluting the regional nature of the programme and its approach. There were clear improvements in strengthening the regional approach in Phase II, but there is room for a further integration of the faith-based work with other activities, and the scaling up of promising approaches developed at the national or local level, such as the work with men with disabilities. The 'on-boarding' of Jordan and Tunisia in the second phase has been successful and the use of national rather than international partners to implement research increases national ownership and should yield benefits in terms of efficiency and effectiveness.¹ For instance, the results achieved in phase 1, along with with evidence-based research on root causes of gender inequality and the advocacy around this led to phase 2 with further partnership building and institutionalization of key knowledge products and methodologies targeting gender transformative change.

¹ As the Jordan and Tunisia IMAGES studies have yet to be finalized, we can not pass judgement on this yet

There were occasional issues in terms of internal quality assurance mechanisms not being adhered to, leading to backlash from women’s rights organisations on some social media messaging.

At the national and regional level, MWGE has informed the work of UN Women more broadly as well as the work of other UN agencies. The experiences and findings from the programme have also been highly influential within UN Women globally in terms of establishing a knowledge base for future work on engaging with men and boys for gender equality and women’s empowerment.

Evaluation in brief

The independent evaluation team consisted of 5 Itad staff and Europe-based consultants as well as four regionally-based consultants. The evaluation was conducted between August 2021 and April 2022. The evaluation team undertook a desk review and content analysis, 104 key informant interviews (KIIs), 18 focus group discussions (FGDs) (in a sub-selection of countries) and a remote survey with CBOs, and undertook preliminary validation presentations at the country and at the regional level. **Six country case studies** (stand-alone deliverables) focused primarily on national and sub-national programme performance as well as reflecting on the country-regional (ROAS) dynamics. Jordan and Tunisia as more recently engaged countries were largely omitted from effectiveness and sustainability analysis. Due to the complex and multifaceted nature of the programme, the evaluation also undertook **cross-cutting studies in two thematic areas**: one on behavioural and social norms change and one on MWGE’s evidence and learning portfolio.² **A comparator study** was undertaken to reflect on global best practice on masculinity/social norms work.

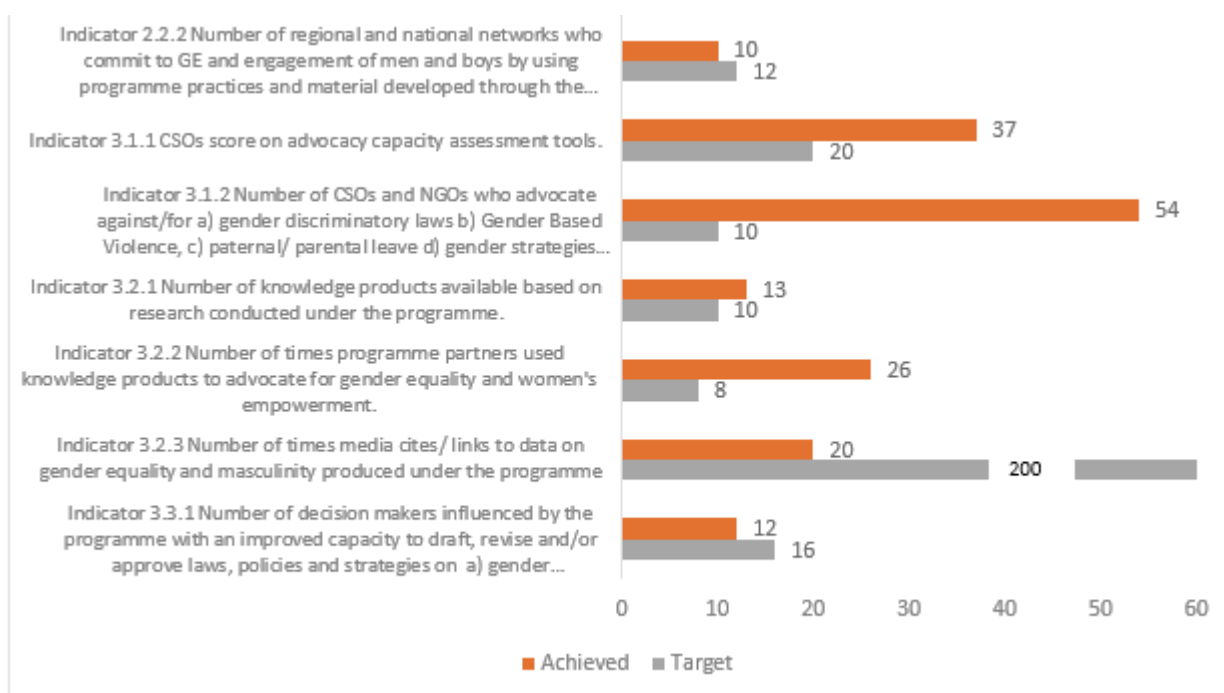
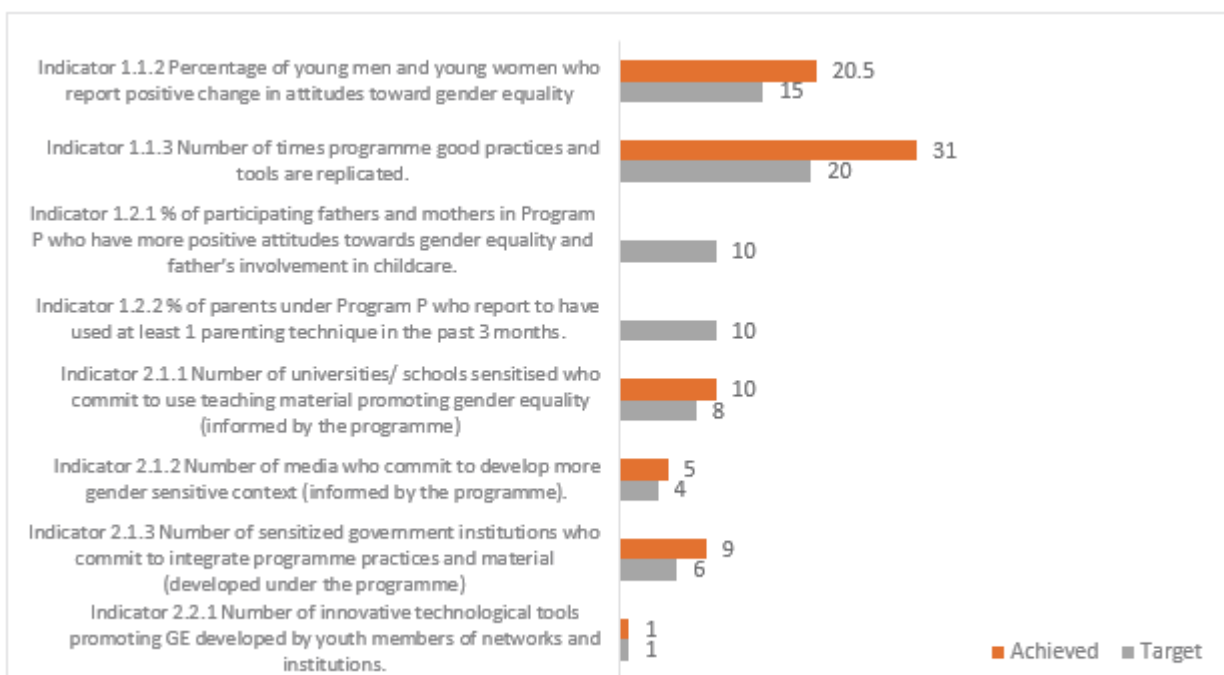
Key results

A summary of Phase II logframe results (without target 1.1.1. and 1.2.3)³ are presented below in figure 1.

Figure 1: Phase II Logframe results

² During the inception phase, UN Women agreed to focus on two themes – Knowledge and Learning and Social Norms and Behaviour Change – and to drop the one on Policies and Advocacy as this was deemed to be covered adequately through the standard evaluation methodology.

³ These figures are not presented due to different scales. Indicator 1.1.1 Number of women, men, young women and young men participating in community interventions (including: the engagement of men in violence prevention, fatherhood, the engagement of young men and young women in gender equality, and the engagement of men in addressing gender discriminatory practices and laws): Target = 5000 , Achieved = 134642. Indicator 1.2.3 Number of men and women reached by the fatherhood campaign. Target = 200 000, Achieved = 43,917,168. Note that data on Program P and gender-transformative parenting was not available yet at the time of the evaluation



Conclusions

Overall, the MWGE programme succeeds in addressing highly sensitive issues in an extremely challenging and diverse operational context. The programme is highly relevant, with tangible results and aligned with regional and national environments, but could be further improved in terms of effectiveness, efficiency, coherence, impact and sustainability. On balance, the major successes are demonstrated in design and delivery of technical components, while observed shortfalls have been mainly process-oriented.

MWGE can arguably be given mostly a ‘gender-responsive’ status on the Gender Effectiveness Framework (GRES) scale⁴, though for many individual beneficiaries, the impacts undoubtedly were ‘gender transformative.’ Individual activities, such as relatively basic awareness raising, would however need to be ranked as ‘gender targeted.’

The above statement is supported by twelve conclusions, synthesised from across the nine Evaluation Questions.

Conclusion 1: In terms of **relevance**, the MWGE intervention is very well aligned with national GEWE and EAW policy, normative frameworks and strategies; supports the respective UNDAFs in all six countries; and addresses key concerns identified by civil society, government and other stakeholders. It is in line with UN Women’s strategic goals, and the lessons learned from implementing the programme have also been influential in shaping UN Women’s global thinking on and approach to work on changing social norms. MWGE is for the most part aligned with UN Women’s guidance on engaging men and boys, but strategies for engagement with feminist groups (aside from in the Lebanon case⁵), transforming patriarchal masculinities, and developing linkages of individual change with wider social and legal change are not yet fully articulated.

Conclusion 2: The **adaptivity** of the MWGE programme is appropriate to the changing contexts in all countries, and has remained so throughout both phases. MWGE had to respond to various socio-political and economic crises in the implementing countries, but was also able to capitalise on favourable political developments. The COVID-19 pandemic forced the programme to quickly adapt its ways of working, which it did successfully. The ‘shadow pandemic’ of increased VAWG as a consequence of COVID-19 countermeasures and higher levels of socioeconomic stress underscored the importance of the programme and also led to it adapting its messaging. While the degree of flexibility and adaptability was essential to the work at the local and national levels, it did in some cases lead to a degree of divergence that risked challenging the overall regional coherence of the programme.

Conclusion 3: UN Women has also demonstrated several strategic and practical **comparative advantages** over other UN agencies as well as compared to national agencies or INGOs. These include: having the necessary political mandate for working on gender norm change; technical expertise; its positioning and standing as an intermediary across national gender equality machineries, UN agencies and civil society, as well as its links to academia; and having the necessary infrastructure in place to implement such a programme at both regional and the respective national level. However, while UN Women has been able to use its added value to the benefit of the programme, including in terms of influencing other areas of work within UN Women itself, building on synergies, as well as influencing and cooperating with other UN agencies, engagements under a ‘One UN’ banner could be further explored, planned for and undertaken.

Conclusion 4: The **ToC** is relevant to the extent that it broadly captures the programme thematic areas and the change it seeks to achieve in the impact and outcome statements. It outlines information about what activities could contribute to these changes and some intermediary outputs which would suggest that the programme is on the right path to reaching them. It therefore provides a useful overview of the programme and a broad framework for the country programmes to follow for implementation. That said, the broadness of the ToC means that logic chains are not interrogated, the ways in which the different levels of the ToC (micro, meso and macro levels) interact and reinforce each other is not explored, and assumptions remain at a very high level whereby they cannot feed tangibly into a specific risk and mitigation plan. ROAS and COs have also not worked systematically together to interpret the ToC at country level and contextualise the change pathways in terms of reporting, course correction and consensus building.

Conclusion 5: In terms of programming for **behaviour change and norms** at community level, MWGE has demonstrated good effectiveness in a broad range of interventions. There is also strong evidence that the MWGE programme has increased beneficiaries’ knowledge, attitudes and practices concerning gender equality and discrimination – particularly in Palestine and Morocco where GEMS scores improved by 41%

⁴ Gender-harmful, gender-blind, gender-targeted, gender-responsive, gender-transformative

⁵ Partnerships with four feminist organizations FEMALE, ABAAD, CIBLW and KAFA established

and 48% respectively. Similarly all countries exceeded results expectations with respect to change in attitudes toward gender equality, with indications that women and younger people demonstrated greater uptake in Egypt and Lebanon, indicating that more tailored approaches are maybe needed for different target groups. Despite multiple indications that beneficiaries were sharing newly gained knowledge concerning positive attitudes toward GEWE in their households and communities, there was as yet little sign of change in **empirical or normative expectations** in the wider communities. Micro-, meso- and macro-level resistance was observed which may jeopardise the gains made among programme participants, which could be minimised through a more explicit and sophisticated social or gender norms approach. Efforts to ensure that gender equality is not misunderstood as a 'western agenda' need to be continued and factored into intervention design by highlighting national ownership.

Conclusion 6: The MWGE programme has undertaken several engagements – with some successes – across all the implementing countries to facilitate and affect **legal and policy change** with respect to the leveraging of men's and boys' engagement for GEWE. Engagements have predominantly been exercised at national level with support from ROAS on cross-learning for advocacy related to men's caregiving and paternity leave. There is an expectation that MWGE could have extended more effort in this area, given that it is a central pillar of the ToC, but this pillar was also the least well-resourced, and that UN Women ROAS was not able to address this funding shortfall. Important lessons were drawn from both successful and unsuccessful policy change campaigns on the need to line up various levels of advocacy, make use of arising opportunities, engage with 'less usual' allies and ensure a common message.

Conclusion 7: The **institutional and national capacity development** activities have been largely successful – particularly with respect to the outcomes observed in the majority of CBOs. A contributing factor to this is the use of umbrella organisations to oversee CBO activities and capacity building: the CBO capacity building MEL data shows that enhancements are noticeable across the four original countries, especially Egypt and Palestine. Positive outcomes were also noted as a result of CBOs being supported to use innovative, adaptable and scalable approaches. However, some negative unintended results were observed in relation to the triggering of conservative and feminist movement reactions to a small number of communications materials. The former was, to a degree, to be expected but may require additional counter-strategies if anti-gender equality roll-backs gain more momentum. The latter needs to be addressed by pro-actively engaging with the women's movement nationally and ensuring adherence to internal quality assurance processes.

Conclusion 8: Although it has faced numerous delays, in part owing to external circumstances and in part owing to processes internal to UN Women (requiring the adaptation of several ways of working), the programme has **largely been efficient and cost-effective** in its delivery, and has been hampered mostly by coordination and alignment challenges vis-à-vis COs. By taking a regional approach and adapting existing programmatic approaches, ROAS has been able to utilise economies of scale, but has met constraints in maintaining coherence and expectations around the framing of knowledge products and communications materials. Nevertheless, economies of scale have been gained by onboarding local research partners for IMAGES studies.

Conclusion 9: The validation, distribution and monitoring of the MWGE **programme budget has been inconsistent** across Phases I and II. Evidence from across ROAS and COs demonstrates that considerations for tailoring budget allocations relative to the scale and context of implementing countries (such as adjusting for purchasing power parity) was not clearly grounded in an overarching or shared logic between ROAS and all COs. There are also some inconsistencies in the financial tracking of resources lines across COs, which reduces the potential for ensuring accurate comparability and associated course correction.

Conclusion 10: The findings demonstrate that there is a strong conceptual foundation in the MWGE programme emphasising a **transformative approach towards gender equality and the empowerment of women** – which is more evident at the ROAS level of operations, although several examples exist at country office level. In support of this, the acknowledgement and understanding of the LNOB agenda remained embryonic in Phase I but has accelerated in Phase II, including for refugees and persons with disabilities, and to an extent for LGBT persons, depending on the space available given restrictive political environment

and social norms. Underpinning this, the articulation of rights-based approaches – and the associated implications for men’s and boys’ engagement for GEWE – is inconsistent and broadly undefined.

Conclusion 11: The likelihood of **sustainability of CBO capacity, policy change and community engagement outcomes** is mixed. CBO capacity has been enhanced significantly, although limitations have been observed with respect to ongoing or tailored capacity support from umbrella organisations for CBO advocacy activities. At normative framework level, several positive engagements with policy initiatives have been traced in all programming contexts, in spite of a challenging environment in a number of countries. At community level (less so at societal level), activities and outcomes have been very positive and well evidenced, although changes in ‘practices’ and social or gender norms have been difficult to determine or have been anecdotal, as the MWGE programme has not yet fully embraced a comprehensive social norms measurement approach across the entire programme cycle. The sustainability of community-level gains is therefore difficult to ascertain. Despite multiple efforts to expand financial resources – undertaken primarily at ROAS level (with a small number of examples at national level) – **no new funding has been obtained**, thereby limiting the sustainability potential of operations at all levels.

Conclusion 12: Knowledge management, learning and feedback has improved linearly across Phase I and II countries, and dramatic improvements in knowledge exchange and uptake have been demonstrated for new Phase I countries. Cross-national and regional learning in Phase I and II countries was facilitated by ROAS especially on IMAGES and Program P, and implementing partners were, to a degree, able to share lessons learned and approaches, though this could be enhanced. A noticeable shift is identifiable with respect to the transfer of lessons and enhancement of the IMAGES approach in new Phase I countries. The numerous MWGE **knowledge products** provide a solid foundation for the programme to present results to prospective donors and share lessons and across the sector, including within UN system globally.

Recommendations

Based on the above analysis, the evaluation makes the following ten recommendations:

1. The MWGE to make a decision for a potential next stage whether it should **scale up, scale out and/or scale deep**, and decide what these approaches would mean in the given context, what is feasible, and at what level. The options are not mutually exclusive but require strategic decisions on where to invest resources and how to best leverage entry points. Options include:

- **scaling up** by using similar approaches as in the previous phases of MWGE, but increasing the number and/or type of beneficiaries reached, and/or focusing on achieving change ‘at scale’ by ensuring better institutional uptake by national and regional actors (see also recommendation 3 below on institutional uptake);
- **scaling out** by taking similar approaches as used up to now, but running these in parallel with new additional implementing partners in new communities/new beneficiaries and/or in other countries in the region; and/or
- **scaling deep** by engaging in the communities, with the partners and beneficiaries who have been in the focus of the intervention to date, and in new communities, but seeking to deepen the processes of change and to consolidate gains of previous phases, especially in the face of continuing economic crises and resistance to gender equality.

2. Increasing **regional and national ownership** of the various aspects of the programme should be continued, as this not only builds capacity and increases sustainability but also has positive impacts in terms of cost-efficiency and effectiveness. UN Women needs to ensure that all implementing partners understand, incorporate and live up to core **feminist principles** in their work, and are **accountable to the women’s rights movement nationally**. Particular emphasis should be afforded to national implementing partners in this regard to both draw upon and enhance national partner capacities.

3. Enhance **engagement and collaboration with national ministerial and gender platforms** for the purposes of a) ensuring institutional uptake of lessons learned across MWGE thus far, b) building collaborative space and credibility to then lever institutions for affecting wider policy change, and c) Shifting focus to policy implementation with a focus on the dividend that a masculinities focus brings to GEWE.

4. To achieve sustained change, the MWGE programme must move away from a linear 'KAP approach' and a heavy reliance on public awareness raising and shift towards a social and gender norms change approach utilising a **comprehensive socioecological model**. This shift should be reflected in a reconstructed programme-wide TOC, and include key risks and assumptions – particularly those relating to both feminist and broader resistance or 'patriarchal backlash'. More broadly, there is a need to **extend the timescale** – particularly 'face time' with beneficiaries - beyond the current allocation to allow for sustained work on norm change, while catering for retention/attrition concerns.

5. Engage more **systematically with the strategic private sector actors**, who are also key potential partners in ensuring that norms and behaviour change at individual and community levels are enhanced through messaging and practices at the workplace, e.g. through parental leave practices.

6. Given positive evaluation results of effective **community-based, peer-to-peer, and 'Positive Deviance'**⁶ conceptual approaches and work with persons with disabilities, invest further in these to promote new norms among individuals and communities through organised diffusion. In line with a socioecological approach, these modalities must be undertaken on multiple levels (individual, community, faith-based and state and private institutions).

7. Continue to facilitate regular **bilateral and thematic learning sessions** between country-level teams and implementing partners, as well as the ROAS office, to ensure that best practices are shared and learning is captured in real time, but also coherent with an MWGE communications strategy overseen by ROAS. Coherence with a revised MEL approach – which should increasingly **involve third party monitoring** – would enhance evidence triangulation possibilities and credibility of findings. The **umbrella organisation** approach works for new implementing partners, but these should continue to be able to **'graduate'** once this capacity has been built.

8. Continue to **improve social and gender norms measurement tools** and – more broadly – develop more ambitious MEL indicators, including to better capture resistance to change as well as with respect to impact of media outreach and advocacy. Improve feedback mechanisms to COs and implementing partners, and build their capacity to better capture **outcomes and impact**. Ensure that baseline and endline data, and other evaluation data involving beneficiaries, is collected and analysed by **external third parties** with, or in addition to, implementing partners.

9. Introduce an initiative to refresh familiarity on both the **HRBA and LNOB approach** (and their interlinkages) with ROAS, CO and partner staff to develop a shared understanding of the associated concepts and practical realities of integrating such approaches into MWGE programming.

10. **Develop and systematically apply 'ways of working' guidelines** that outline agreed responsibilities, accountabilities, consultation processes and information updates between ROAS, CO and implementing partners.

⁶ Fatherhood/parenting approaches are not included as the evaluation team was not able to obtain final data on these approaches (data is being processed in Apr/May 2022)

1. Purpose, Objectives and Scope of the Evaluation

1.1. Purpose and objectives

The purpose of this end-term evaluation is to assess the performance of the regional Middle East and North Africa (MENA) programme ‘Men and Women for Gender Equality’ (MWGE) -funded by Sida- and the respective United Nations Entity for Gender Equality and Empowerment of Women (UN Women) regional and national offices that have been implementing it.

The MWGE programme has been implemented across six countries (Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia) in two phases between 2015 and 2022, with the aim of better understanding dominant social norms in the MENA region and transforming these to become more gender equitable. The programme deliberately targeted both men and women of different ages and social backgrounds for this purpose. The programme has been funded by Sida, and has consisted of four main intervention areas: 1. Research and data generation, 2. Evidence-based advocacy, 3. Community engagement, capacity development and youth networks, and 4. at regional/global level, establishment of networks: creation of communities of practices to maintain knowledge exchange and learning.

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⁷ As the Jordan and Tunisia IMAGES studies have yet to be finalized, we can not pass judgement on this yet

At the national and regional level, MWGE has informed the work of UN Women more broadly as well as the work of other UN agencies. The experiences and findings from the programme have also been highly influential within UN Women globally in terms of establishing a knowledge base for future work on engaging with men and boys for gender equality and women's empowerment.

This evaluation aims to review performance and provide lessons learned with respect to forthcoming strategic functions, programmatic approaches, conceptual and design level and operational learning:

Strategic level: The evaluation covers several thematic areas and has a regional focus. Insights drawn in this report (and accompanying materials) will therefore shed light on the connectedness of strategies that can inform UN Women's global, regional and country-level operations addressing gender equality and women's empowerment (GEWE) and how to engage men and boys effectively in these operations in MENA and elsewhere.

Programmatic and conceptual level: The evaluation examines the various approaches utilised as part of the MWGE programme, including public awareness and advocacy campaigns, programming aimed at changing gender norms and practices, and promoting gender equitable understandings of Islam, and how well these worked in supporting each other.

Conceptual and design level: The evaluation assesses the programme's contribution to intended and unintended outcomes, as well as likelihood of impacts and the prospect for sustainability in relation to a Theory of Change (ToC – see Annex 14). This serves the purpose of facilitating accountability between the donor (the Swedish International Cooperation Agency - Sida), UN Women and partners by providing evidence of whether the underpinning logic of the programme has influenced intended outcomes. Consequently, the evaluation tests the MWGE programme 'concept' and provides insights on conceptual approaches that need to be maintained, refined or discarded.

Operational level: In turn, the evaluation contributes to the evidence base on GEWE by generating operational lessons with respect to the inclusion of men and boys, as well as an understanding of patriarchal masculinities⁸. Since this report draws together two phases of programme interventions (with a relative emphasis on Phase II), it will be an opportunity to develop indicative guidance on developing and adapting similar programming models at country and regional level in MENA as well as in other operational contexts.

As per the Terms of Reference (ToR – see Annex 1), this evaluation is both summative (backward-looking) and formative (forward-looking) in nature. The summative focus draws together the strategic and conceptual elements of the evaluation and assesses the effectiveness and likelihood of impact of the programme intervention, including the sustainability of the results in advancing gender equality at regional and country levels. It also assesses the relevance of the programme objectives, intervention logic, strategy and approach, as well as organisational efficiency, partnerships and coordination mechanisms; and it assesses how these contributed to the achievement of the programme results, as guided by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) criteria.⁹ From the learning/operational perspective, the evaluation also provides a formative focus, in that lessons and promising/good practices are captured alongside evidence-based recommendations, which can feed into future programming.

1.2. Scope of the evaluation

The evaluation – conducted between September 2021 and April 2022 – covers interventions across both Phase I (January 2015–February 2019) and Phase II (March 2019–June 2022) of the programme, but

⁸ 'Ideas about and practices of masculinity that emphasize the superiority of masculinity over femininity and the authority of men over women. Ideas about and practices of patriarchal masculinities maintain gender inequalities.' Understanding Masculinities and Violence Against Women and Girls (Self-Learning Booklet, UN Women (2016:14)

⁹ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

emphasises a deeper dive on Phase II interventions.¹⁰ While the evaluation team agreed with UN Women that it would not consider new data/info/documents after December 2021, some emergent data and reports were nevertheless incorporated into the findings between January and March 2022.

The evaluation covers six UN Women country offices (COs) of the MENA region – Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia – as well as the interventions at the UN Women Regional Office for the Arab States (ROAS). A stand-alone case study was developed for each country, and the evaluation also undertook stand-alone thematic studies on knowledge management and uptake, social and gender norms, and a comparison of emergent best practices relating to programming on men and boys for gender equality.

With regard to the specific areas of enquiry, the evaluation covered all dimensions of the Organisation for Economic Co-operation and Development’s Development Assistance Committee (OECD-DAC) criteria across nine evaluation questions (EQs),¹¹ with 28 sub-questions (see summary in [Error! Reference source not found.](#) below, and a full Evaluation matrix in Annex 10).

1.3. Use and users of the evaluation

The primary stakeholders of the evaluation are UN Women ROAS and respective UN Women COs, alongside the donor agency, Sida. The secondary stakeholders consist of the accompanying implementing partners (see Annex 9) as well as key regional and global players working on GEWE, particularly those that are interested in programming that purposefully integrates a focus on men and boys with the aim of furthering GEWE. The evaluation is also expected to inform UN Women corporately, at Headquarters (HQ) and across other regions and countries, for programmatic and policy work in the areas of focus of the programme (see [Error! Reference source not found.](#) below).

Table 1: Stakeholder categories and use

Category	Use
UN Women staff (HQ, ROAS, COs)	UN Women staff will use the evaluation to inform future programming and decision making and to promote accountability. At country level the evaluation’s findings will be used to strengthen existing programming and support sustainability of results. The evaluation will be an important learning exercise at country, regional and corporate levels.
Donors	The evaluation will play a key accountability function for donors to understand the extent to which the programme has achieved its intended results. Additionally, the evaluation can support donors’ own learning and future programming.
Host government bodies	Different ministries have been key partners for the programme. The evaluation will support them to continue and improve their support to promoting gender equality.
Civil society organisations (CSOs)	CSOs have been a key partner over the course of the programme. CSOs will use this evaluation to continue and improve services and pursue advocacy for greater gender equality.
Academia/research institutions	UN Women has worked with international and national academic institutions during the programme. The evaluation will support their future research and evidence generation activities.

¹⁰ Phase II of the programme originally had a three-year implementation phase, from March 2019 to February 2022. This was extended to April 2022 during the evaluation. The reason for the greater focus on Phase II in this evaluation was to allow for a more in-depth assessment of the effectiveness of various implementation approaches, especially on social norm change.

¹¹ Although Coherence and Impact were compressed into Relevance and Effectiveness respectively.

1.4. Evaluation Management

The evaluation engaged with a range of functionalities in terms of ensuring accountability to key stakeholder groups in the evaluation (see annex 15). Firstly, the Evaluation Management Group (EMG) – consisting of eight UN WOMEN M&E staff across ROAS and COs, were consulted in the scoping and data collection phases. This group ensured up-to-date M&E data and overall alignment with the original TORs was maintained throughout the evaluation and provided quality assurance at key delivery stages with respect to due process and framing of evaluative methods.

The Evaluation Steering Committee (ESC) consisting of ten members across UN WOMEN and Sida, were also engaged both scoping and implementation stages to support on more content-oriented dimensions – such as articulating specific needs and interests on the evidence base, or any specific observed gaps in learning. In tandem, the Internal Evaluation Reference Group (ERG) – seven UN WOMEN staff members - provided ongoing access to national and regional level stakeholders and facilitated the gatekeeping of communications. Finally, the external ERG provided an additional layer of quality assurance and feedback across the scoping stage, and in the final dialogues concerning findings, conclusions, and recommendations to ensure maximum utility and alignment of outputs to the MENA context.

2. Background and Context

This evaluation recognises that there are several internationally agreed norms and standards that promote gender equality, address violence against women and girls (VAWG) and catalysing changes in social norms, which have implications for the engagement of men and boys. These key standards are discussed below in turn.

2.1. Global-level normative standards

The **Convention on the Elimination of All forms of Discrimination Against Women (CEDAW)**¹² stresses in its preamble that ‘a change in the traditional role of men as well as the role of women in society and in the family is needed to achieve full equality of men and women’. Parties to CEDAW are therefore obliged to work towards the modification of social and cultural patterns of individual conduct in order to eliminate ‘prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women’ (CEDAW Art. 5).

A subsequent key event framing the engagement of men and boys for gender equality was the **48th session of the Commission on the Status of Women (CSW)**.¹³ In 2004, the event focused its priority theme on the ‘role of men and boys in achieving gender equality’. Its agreed conclusions acknowledge the role of males to promote gender equality and encourage them to take an active role in combating discrimination against women and girls.

In turn, **Beijing +25 and the Generation Equality Forum 2021** invoked some normative shift in the Arab States. The Beijing Declaration and Platform for Action¹⁴ calls on all stakeholders to address stereotypes and norms that impede women’s full enjoyment of their human rights. The Declaration explicitly refers to the need of ‘encouraging men to participate fully in all actions towards equality’. In preparation for **Beijing +25 and the Generation Equality Forum 2021**, the Arab States Civil Society Organizations and Feminists Network released a policy brief on ending gender-based violence (GBV); its second objective calls for ‘changing prevalent social and cultural norms pertaining to victim blaming and stigmatization of women’. This objective, identified by Arab CSOs, urges stakeholders in the Arab States region to: work with religious/community leaders, academic institutions and actors at grass roots levels; engage men and boys in the prevention of and response to VAWG; and change negative societal perceptions of masculinity that perpetuate gender discrimination – through social media campaigns, capacity building, awareness raising, and other advocacy campaigns – to enable a new perception of the ‘Arab man’.

More recently, and from a VAWG perspective, the **Human Rights Council Resolution 35/10**,¹⁵ entitled ‘Accelerating efforts to eliminate violence against women: engaging men and boys in preventing and responding to violence against all women and girls’, was adopted in June 2017. This Resolution calls upon UN Member States to take immediate and effective action to prevent VAWG by ‘fully engaging men and boys, alongside women and girls, including community and religious leaders, as agents and beneficiaries of achieving gender equality and the empowerment of all women and girls as a contribution to the elimination of violence against women and girls. It is worth noting that Tunisia is the only signatory of this Human Rights Council Resolution in the MENA region.

The above shifts and momentum demonstrate a growing normative enabling environment for the engagement of men and boys in interventions to address GEWE since 1979, and in particular since 1994, when the International Conference on Population and Development (ICPD) was held in Cairo. The summary report that followed this event marked a change in how the development sector engaged with masculine

¹² <https://www.un.org/womenwatch/daw/cedaw/>

¹³ <https://www.un.org/womenwatch/daw/csw/csw48/Thematic1.html>

¹⁴ https://www.un.org/en/events/pastevents/pdfs/Beijing_Declaration_and_Platform_for_Action.pdf

¹⁵ https://ap.ohchr.org/documents/dpage_e.aspx?si=A/HRC/RES/35/10

gender norms in the field of sexual and reproductive health.¹⁶ However, the transmission of this momentum at national level in the Arab States is patchy.

2.2. National-level normative standards and adoption

Examples of positive legislative developments include (i) the Moroccan and Tunisian Constitutions acknowledging equality of men and women and (ii) laws on violence against women in Jordan, Lebanon and Tunisia. Morocco adopted the long-awaited law 103.13, on ending violence against women, in February 2018 and it entered into force in September 2018.

The six countries included in this evaluation have developed national strategies to increase GEWE, with varying references to men and boys. Egypt's **National Strategy for the Empowerment of Egyptian Women 2030** (2017)¹⁷ is based on a review of international strategies and commitments, studies of legal and economic empowerment, and consultations with key stakeholders. The National Council for Women (NCW) initiated a community dialogue to develop the national strategy, which has been endorsed by all national actors and concerned State bodies. The stated vision is that by 2030, 'Egyptian women will become active contributors to the achievement of sustainable development in a nation that guarantees their constitutional rights, ensures their full protection, and provides – without discrimination – political, social, and economic opportunities that enable them to develop their capacities and achieve their full potential'.¹⁸ The strategy states in turn that its success 'depends on the active participation of all social groups, especially men and boys, besides all State institutions and its executive bodies'. However, further detail on the implementation of this vision is not provided, although there is some guidance provided in planning documents for the Because I am a Man (BIAM) campaign.

Jordan's **National Strategy for Women in Jordan (2020–2025)** states that its vision is 'a society free of discrimination and gender-based violence, where women and girls enjoy full human rights and equal opportunities towards an inclusive sustainable development'.¹⁹ The strategy identifies key approaches to enhance inadequate institutional frameworks and address discriminatory norms and attitudes that have been identified as key drivers of inequality. The strategy aims to achieve goals for GEWE in areas of the realisation of women's rights, preventing and addressing VAWG, fostering positive social norms, and sustaining policies and services that support GEWE in alignment with Jordan's national and international commitments.²⁰ However, despite a UN Women evaluation of the previous (2015–2020) strategy, which recommended that 'the inclusion of men is paramount in order to advance women equality' and that 'a future strategy should aim to specify how men will provide support to achieve the goals and objectives',²¹ the current strategy does not provide granular detail on engaging men and boys.

Lebanon's **National Strategy for Women in Lebanon (2011–2021)**²² is the result of the joint effort of the National Commission for Lebanese Women (NCLW), government ministries and feminist organisations and institutions. The strategy has twelve strategic objectives and twelve associated areas of intervention. Areas include: achieving equality in legal texts and practice; equal access to health care, education and training; economic empowerment and combating poverty; tackling VAWG; increasing women's roles in decision making; and eradicating negative stereotyping of women in the media. The Strategy is supported by a National Action Plan (2017–2019) which sets out specific interventions and indicators for each priority area. Nevertheless, the Strategy does not substantively address men and boys as demographic categories that require a substantively targeted or differentiated form of engagement in order to promote GEWE.

Palestine's **National Cross-Sectoral Strategy to Promote Gender Equality and Equity and the Empowerment of Women (2017–2022)**²³ is part of the National Development Plan for 2017–2022, and the

¹⁶ Walker, D, Engle, O and Beckert, S (2019) Positioning GAGE evidence on masculinities. A mapping of stakeholders and policies relating to the engagement of boys and men for gender equality. London: Gender and Adolescence: Global Evidence.

¹⁷ Egypt's National Strategy for the Empowerment of Egyptian Women 2030 (published 2017): Vision and Pillars.

¹⁸ Egypt's National Strategy for the Empowerment of Egyptian Women 2030 (published 2017): Vision and Pillars. p. 12.

¹⁹ National Strategy for Women in Jordan, 2020-2025.

²⁰ National Strategy for Women in Jordan, 2020-2025. p. 43.

²¹ UN Women (2019) Evaluation of the National Strategy for Women and Situational Analysis of Women's Rights and Gender Equality in Jordan

²² National Strategy for Women in Lebanon (2011-2021), and Action Plan 2017-2019.

²³ Partners in Development: The National Cross-Sectoral Strategy to Promote Gender Equality and Equity and the Empowerment of Women, 2017–2022. Developed by the Palestinian Ministry of Women's Affairs with the Support of UN Women.

Ministry of Women's Affairs (MoWA) leads the effort to include the strategy content in sectoral plans. The vision is 'a Palestinian society in which men, women, girls, and boys enjoy equal rights and opportunities in the public and private sectors. The Strategy has five strategic objectives, indicating the results to be achieved by 2022 in the areas of: VAWG prevention and response; women's participation in decision making; the institutionalisation of women's empowerment approaches; women's economic empowerment; and a focus on access to services for marginalised households. As above, the national strategy does not target men and boys distinctively. However, the National Strategy to Combat Violence Against Women (2011–2019) fleetingly recognises VAWG as a 'general and essential socio-economic issue' and targets 'coffee shops and popular recreation sites attended by men'. The Education Strategic Plan (2017–2022) also briefly addresses the need for male role models in classrooms.

Morocco's **Plan Gouvernemental pour l'égalité (Government Plan for Equality) (2017–2021)**²⁴ states that its vision is to 'achieve gender equality and empower all women and girls, based on a human rights-based approach'. The plan has four thematic pillars: economic empowerment and labour market participation; rights within the family; participation in decision making in politics, the judiciary and the private sector; and the prevention of and response to VAWG. However, the policy makes no explicit reference to the engagement of men and boys for advancing GEWE.

Tunisia's gender strategy – **Plan d'Action National pour l'Intégration du Genre 2016–2020 (PANIG)** – builds on previous efforts to establish the 1956 personal status to advance women's participation, economic empowerment and social protection. The plan is detailed in that it focuses on developing a solid and accountable framework to eradicate all forms of discrimination and violence against women at the level of legislation and all related practices by 2020; to increase the representation of women and their active participation in committees and elected councils; to develop policies for the financial empowerment of women; to develop public policies and development planning and budgeting that are based on a gender-aware approach; and to create a national communication plan regarding gender-based approaches. Nevertheless, the Plan does not explicitly reference the role of men and boys for promoting gender equality and women's empowerment.

2.3. Wider regional context

The regional and national IMAGES studies that have been conducted under the MWGE programme highlighted the persistence of patriarchal norms in the Arab region. The studies along with other research findings,²⁵ demonstrate how traditional attitudes around concepts of religion-based formulation of law which are commonly understood to legitimize men's authority over women, can be misused as justification for rigid and unequal gender roles. The regional IMAGES study showed that a majority of men in the four countries covered supported inequitable views regarding women's roles.²⁶ Two-thirds to more than three-quarters of men supported the notion that a woman's most important role was to care for the household, and about half or more of women agreed. Strong majorities of men believed it was their role to monitor and control the movements of the women and girls in their households. In some countries, majorities of women not only affirmed but also appear to accept male guardianship. However, a sizeable minority of men – a quarter or more of men in every country – supported at least some dimensions of women's equality and empowerment.²⁷ These men questioned violence against women, agreed with certain laws that safeguard women's rights, supported women in leadership positions, and wanted to spend more time caring for their children. Women and men in all four countries reported that men made most of the major household decisions. Men also expected to control their wives' personal freedoms, from what they wore and where they went to when the couple had sex. Two-thirds to 90 per cent of men

²⁴ Plan Gouvernemental pour l'égalité. Initiative Concertée pour le Renforcement des Acquis des Marocaines (ICRAM) 2017–2021.

²⁵ Musawah, Who Provides? Who Cares? Changing Dynamics in Muslim Families, and 'Le concept de la Qiwwamah du point de vue du référentiel. Religieux et des mutations sociétales au Maroc. Rapport d'analyse. Coordination: Aicha el Hajjami, 2018.

²⁶ Promundo-UN Women (2017). Understanding Masculinities: Results from the International Men and Gender Equality Survey (IMAGES) – Middle East and North Africa Egypt, Lebanon, Morocco, and Palestine, p. 8. Note that the samples for Morocco and Egypt were not nationally representative and cannot be generalised to the national populations.

²⁷ Promundo-UN Women (2017). Understanding Masculinities: Results from the International Men and Gender Equality Survey (IMAGES) – Middle East and North Africa Egypt, Lebanon, Morocco, and Palestine, p. 7

reported exercising these forms of control, with women affirming that their husbands sought to control them in these ways.²⁸

Violence against women (VAW) is a major human rights and gender issue with significant costs, in the Arab region as elsewhere. Research suggests that it has risen since 2011 because of protracted conflict, wars, precarious security condition, and the economic downturn affecting some countries in the region.²⁹ The impact of violence on the physical and mental health of women and girls can range from broken bones to pregnancy-related complications, unwanted pregnancies, sexually transmitted infections, mental illness, low birth weight babies and impaired social functioning. Five of the six countries included in this evaluation have conducted stand-alone household surveys on violence against women or have included a module in a health survey like the Demographic and Health Survey (DHS) and the Multiple Indicator Cluster Survey (MICS). The latest VAW or DHS or other health surveys that included VAW were implemented in: Egypt (VAW survey 2015 and DHS 2014), Jordan (DHS 2017), Morocco (VAW survey 2019, DHS 2018), Palestine (VAW survey 2015 and 2019), and Tunisia (VAW survey 2011).³⁰ Lebanon plans to include it in its next MICS survey. A recent assessment conducted by UN Women in Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Palestine, Tunisia and Yemen concluded that violence against women, and fear of it, had increased as a result of the COVID-19 pandemic and associated lockdowns.³¹

More broadly, inequalities in power, influence and access to/control over resources remain between women and men. The region continues to score the lowest globally on both women’s political and economic participation, according to the Global Gender Gap Reports (GGGRs).³² According to the latest GGGR (2021), the MENA region has the widest gender gap, at 60.9%.³³ The region has seen a decrease in gross domestic product and gross national incomes, increase in poverty and youth unemployment, and a widening gap between rural and urban areas and between the rich and poor. While both women and men have been impacted by these macro-economic developments, women remain disproportionately affected, owing to gender inequalities.³⁴

The Gender Development Index (GDI), which is the ratio of female Human Development Index (HDI) to male HDI, captures gender inequality in these measures of human development (see Table 2). In 2019, the GDI for the countries included in the MWGE programme varied between 0.835 in Morocco (ranked 121st in the world) and 0.900 in Tunisia (ranked 95th).³⁵ This compares with a global average GDI of 0.943.

A review of indicators in the Arab Region by the Arab Development Portal confirmed these positive trends, but with many challenges remaining.³⁶ The maternal mortality rate decreased from 250 per 100,000 live births in 2000 to 149 per 100,000 live births in 2017, and female life expectancy at birth has also increased in all Arab countries, rising from an average of 69.7 in 2000 to an average of 73.6 years in 2018.³⁷

Table 2: GDI for 2019 relative to selected countries and groups

F-M ratio	HDI values		Life expectancy at birth		Expected years of schooling		Mean years of schooling		GNI per capita	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
GDI value ³⁸										

²⁸ Promundo-UN Women (2017). Understanding Masculinities: Results from the International Men and Gender Equality Survey (IMAGES) – Middle East and North Africa Egypt, Lebanon, Morocco, and Palestine, p. 19

²⁹ ESCWA (2020). The Arab Gender Gap Report 2020 Gender Equality and the Sustainable Development Goals, p. 133

³⁰ ESCWA (2020). The Arab Gender Gap Report 2020 Gender Equality and the Sustainable Development Goals, p. 139

³¹ United Nations Population Fund (UNFPA), n.d. Violence against Women and Girls and COVID-19 in the Arab Region https://arabstates.unfpa.org/sites/default/files/pub-pdf/violence_against_women_and_covid19_in_the_arab_states_region_-_english_version_2.pdf

³² http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

³³ https://www3.weforum.org/docs/WEF_GGGR_2021.pdf p. 100.

³⁴ Women still have less access to economic resources, ownership and control over land and other forms of property, inter alia.

³⁵ <http://hdr.undp.org/en/content/gender-development-index-gdi>

³⁶ <https://www.arabdevelopmentportal.com/indicator/gender>

³⁷ The World Bank (2019) World Development Indicators.

³⁸ <http://hdr.undp.org/en/indicators/137906>

Egypt	0.882	0.652	0.739	74.3	69.7	13.3	13.3	6.8	8.1	4,753	18,039
Jordan	0.875	0.664	0.758	76.3	72.8	11.6	11.1	10.3	10.7	3,324	16,234
Lebanon	0.892	0.691	0.774	80.9	77.1	11.1	11.5	8.5	8.9	6,078	23,124
Morocco	0.835	0.612	0.734	77.9	75.4	13.3	14.1	4.7	6.6	2,975	11,831
Palestine	0.870	0.638	0.733	75.8	72.4	14.3	12.6	8.9	9.4	2,045	10,666
Tunisia	0.900	0.689	0.766	78.7	74.7	15.8	14.4	6.5	8.0	4,587	16,341
Arab States	0.856	0.636	0.743	73.9	70.4	11.9	12.4	6.5	8.1	5,092	23,923
High HDI	0.961	0.736	0.766	78.0	72.8	14.1	13.9	8.2	8.7	10,529	17,912

The region has the lowest women’s labour force participation rate, at 20.8% in 2019. Compared to men, women face a higher risk of unemployment and more barriers to entering the labour market. Women’s unemployment rate in the region was 20%, compared to men’s unemployment rate of 7.8% and to the world’s average of 5.6% in 2019. This rate is especially high among youth, with female youth unemployment rate at 38.5%, the highest in the world.³⁹ The proportion of seats held by women in national parliaments has increased over the last two decades, increasing from 3.7% in 2000 to 18% in 2019, but it is still lower than the world average of 24.5%.⁴⁰

Error! Reference source not found. provides both the Gender Inequality Index (GII)⁴¹ value and rank for the six countries included in this evaluation.

Table 3: GII for 2019

Country	GII value	GII rank (out of 162)	Maternal mortality ratio	Adolescent birth rate	Female seats in parliament (%)	Population with at least some secondary education (%)		Labour force participation rate (%)	
						Female	Male	Female	Male
Egypt	0.449	108	37	18.2	14.9	73.5	72.5	21.9	70.9
Jordan	0.450	109	46.0	25.9	15.4	82.2	86.1	14.4	63.7
Lebanon	0.411	96	29.0	14.5	4.7	54.3	55.6	22.9	71.4
Morocco	0.454	111	70	19.2	18.4	29.1	36.0	21.5	70.1
Palestine	n/a	n/a	27	52.8	N/A	63.5	64.9	17.7	69.5
Tunisia	0.296	65	43	14.6	22.6	42.4	54.6	23.8	69.4
Arab States	0.518	-	135.4	46.8	18.0	49.3	55.8	20.7	73.0
High HDI	0.340	-	62.3	33.6	24.5	69.8	75.1	54.2	75.4

Source: <http://hdr.undp.org/en/countries>

In terms of attitudes, behaviours and wider social norms, the multi-country IMAGES ‘Understanding Masculinities study (2017) conducted across Egypt, Lebanon Morocco and Palestine, revealed further societal barriers to gender equality and women’s empowerment in the region. For example, the study showed that the majority of men (between 66% and 75%) perpetuate inequitable views with respect to women’s roles in society – such as being the lead household carer. Meanwhile, approximately half of women in the countries also support this notion, and also condone the notion of male guardianship. These

³⁹ Arab Development Portal calculations based on data extracted from the International Labour Organization (ILO) (2018) ILOSTAT.

⁴⁰ The World Bank (2019) Sustainable Development Goals database.

⁴¹ The GII is a composite measure, reflecting inequality in achievements between women and men in three dimensions: reproductive health, empowerment and the labour market.

views often extrapolate into the labour market, although younger generations show more progressive attitudes. Overall, the study supports other evidence at the regional level that a comprehensive approach to women's empowerment is required across multiple sub-systems (i.e. normative frameworks, national policies and legal statutes, societal norms, as well as household and individual level engagements)/

A majority of men interviewed in the four countries support mostly inequitable views when it comes to women's roles. For example, two-thirds to more than three-quarters of men support the notion that a woman's most important role is to care for the household. Women often internalize these same inequitable views: about half or more of women 15 across the four countries support the same idea. In addition, strong majorities of men believe it is their role to monitor and control the movements of the women and girls in their households, a practice most men recalled starting in childhood. In some countries, majorities of women not only affirm but also appear to accept male guardianship; in others, they challenge the idea, in theory if not in practice.

3. The MWGE Programme

3.1. Workstreams and outcomes

UN Women’s MWGE programme has been implemented across six countries (Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia) in two phases between 2015 and 2022, with the aim of better understanding dominant social norms in the MENA region and transforming these to become more gender equitable. The programme deliberately targeted both men and women of different ages and social backgrounds for this purpose. The programme has been funded by Sida.

Phase I ran from 2015 to 2019 and was implemented in Egypt, Lebanon, Morocco and Palestine. It consisted mainly of conducting the International Men and Gender Equality Survey (IMAGES) in these countries, using this for evidence-based advocacy, building the capacity of local CSOs and conducting regional and national dialogues between CSOs. Furthermore, the first phase included a regional component on women’s rights in Islam. Phase II was implemented in 2019–2022 and continued work in the previous four countries, while also expanding to Jordan and Tunisia. In the initial four countries, Phase II included: advocacy and awareness raising campaigns; community-based interventions focusing on changing gender attitudes, behaviours and norms; and lobbying for legislative changes. In Jordan and Tunisia, Phase II activities have focused mainly on conducting the IMAGES study. The regional component on gender norms in Islam was also continued (see [Error! Reference source not found.](#)).

Table 4: MWGE programme outcomes (Phases I and II)

Phase I	Phase II
<p><u>Outcome 1:</u> CSOs and other actors contribute towards legislative and policy change through evidence-based advocacy</p> <p><u>Outcome 2:</u> Civil society, including new and emerging movements, promotes gender equality effectively</p> <p><u>Outcome 3:</u> Communities engage in developing solutions to promote gender equality based on innovative approaches and best practices⁴²</p>	<p><u>Outcome 1:</u> Communities have more gender equitable behaviours</p> <p><u>Outcome 2:</u> Key regional and national institutions (government, academia, faith-based institutions, media) and regional networks integrate/promote gender responsive practices</p> <p><u>Outcome 3:</u> Laws, policies and strategies promoting gender equality are drafted, revised and/or approved⁴³</p> <p><u>Outcome 4:</u> Effective management and coordination of programme⁴⁴</p>

The MWGE programme has thus consisted primarily of:

1. **Research and data generation:** producing cutting-edge evidence and data to fill the existing evidence gap in the region, in particular through the IMAGES studies, which examined gender attitudes both regionally and in the six countries;⁴⁵
2. **Evidence-based advocacy:** advocacy for development of national policies and programmes on fatherhood and caregiving; gender socialisation; promoting the engagement of youth, with a focus on young men; Muslim family laws reforms for GEWE; ending violence against women (EVAW); and family-friendly workplace policies and equitable workplace practices, including through the regional Because I Am A Man (BIAM) campaign;
3. **Community engagement, capacity development and youth networks:** interventions on gender norm change and positive parenting implemented by 25 community-based organisations (CBOs) in selected communities in Egypt, Lebanon, Morocco and Palestine with communities to test,

⁴²UN Women (2015) Development results framework 2015–2017.

⁴³ UN Women (2019) Development results framework 2019–2021.

⁴⁴ Outcome 4 was added in Phase II by request of ROAS; however, no reporting to Sida has been done for that outcome, at the request of ROAS management.

⁴⁵ The studies are available at <https://imagesmena.org/en/> – please note that the Jordan and Tunisia IMAGES studies have not been published yet at the time of this evaluation and that the Egypt country study was embargoed by the government and not published.

replicate and scale up innovative interventions – including ‘Programme P’⁴⁶ and Gender Transformative Parenting

4. **At regional/global level, establishment of networks:** creation of communities of practices to promote collaboration, cross-learning, and dissemination of best practices to promote gender equality, including through the engagement of men and boys.

The international NGO Promundo has played a key role in MWGE, in particular in Phase I. Promundo developed the IMAGES methodology and has rolled it out globally with local partners, including in the four Phase I countries. In Jordan and Tunisia, however, Promundo has played an advisory role in the IMAGES studies, which have been conducted by national research partners. Promundo also developed the positive fatherhood-oriented ‘Program P’ approach, which has been adapted and implemented in Phase I (in Lebanon) and in Phase II (in Morocco and Palestine).⁴⁷

Community-level interventions

Implementation of the community-level interventions was conducted by the CBOs, while their capacity building was undertaken by an umbrella non-governmental organisation (NGO) for each country. Four umbrella organisations and 25 CBOs were selected following Calls for Proposals (CfPs) for the implementation of community grants, issued by UN Women COs in Egypt, Lebanon, Morocco and Palestine. The successful candidates received grants, usually around USD 30,000.⁴⁸ Some of the selected CBOs had been engaged in MWGE Phase I, and these implementing partners were able to capitalise on capacities which had been strengthened in the first phase on programme management, reporting and gender equality programming, as well as on implementing interventions at community level.⁴⁹ These interventions aimed to decrease gender inequalities and address their structural causes, and included peer-to-peer engagement by so-called ‘positive deviants’ to promote changes in gender behaviour and preventing VAWG, engaging men in fatherhood and care, national-level advocacy for legal reform, working in schools to prevent bullying, and working with communities, children and youth through art, theatre and sports. The total number of direct beneficiaries of the community-level interventions of Phase II in the four countries is 134,642,⁵⁰ while the outreach figures of the various campaigns go into the tens of millions in total (see also discussion under EQ 5).⁵¹

3.2. Contextual challenges

The MWGE programme was implemented in an extremely challenging context. The shifting political and security landscape in the region and at country level forced the programme to adapt, especially in Lebanon in the wake of the multiple simultaneous political, socioeconomic and humanitarian crises. In Palestine, Israeli attacks on Gaza and political mobilisation against the occupation in 2021 hampered implementation, while changes in government affected especially the advocacy components of the programme at national level in several countries. While the economic and socio-political context in Lebanon has been extremely challenging, the quick pivoting of the programme to adapt to the changed circumstances has, arguably, also made the programme more relevant than previously and allowed it to broaden its base. In Egypt, the 2019 draft law on civil society organisations (CSOs) caused delays in the implementation of programme activities and the approval of grants to implementing partners. In Tunisia, the political turmoil in 2021-22 has also negatively impacted programme activities.

⁴⁶ MenCare campaign’s manual for engaging men in fatherhood, in caregiving and in maternal, newborn, and child health. Local and regional adaptations of this programme have been implemented around the globe,

⁴⁷ <https://promundoglobal.org/programs/program-p/>

⁴⁸ UN Women (2021) Virtual Monitoring of Community Grants in Palestine Report of Findings, Challenges, and Recommendations. p. 3; UN Women (2021) Baseline/Endline Summary – Evaluation of Community-Based Interventions in Morocco, ‘Men and Women for Gender Equality’ Regional Programme - Phase II (March 2019 – Feb 2022), November 2021.

⁴⁹ UN Women (2019) Men and Women for Gender Equality Phase II - First Annual Progress Report. p. 12.

⁵⁰ This included 38,275 women, 81,126 men, and 15,241 persons whose sex was not specified in the monitoring data. UN Women (2022) Quantitative Evaluation of Community-Based Interventions in Egypt, Lebanon, Morocco, and Palestine. UN Women’s Regional Programme ‘Men and Women for Gender Equality – Phase II’, February 2022.

⁵¹ This figure, however, only covers the ‘reach’ – see Limitations section for a discussion.

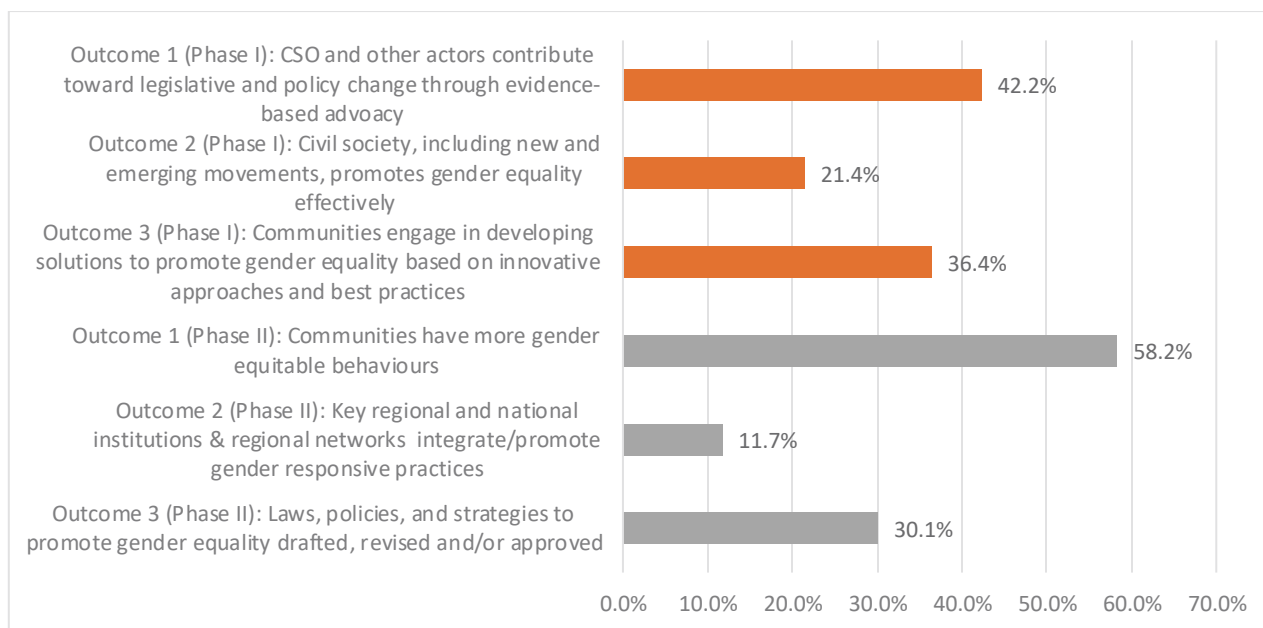
In Phase II the programme also had to adapt quickly to the COVID-19 pandemic and attendant countermeasures from 2020 onwards, but also had to address the practical, social and economic fallout this has had, including the ‘shadow pandemic’ of increased VAWG. The adaptations made to the programme due to the shifting political and social context, in particular in Lebanon, and the COVID-19 pandemic, are discussed at more length in Section 6.

In some countries, the programme has also had to navigate a lack of government responsiveness and procedural delays, as well as political and social sensitivities, where at times COs required the backing of the regional office to lobby with national governments. As discussed in more detail in findings 5.8 and 5.10, the programme faced resistance from socially conservative forces to changing social and gender norms, but also had to respond to progressive feminist critiques, in particular of some of the media messaging produced. However, shifts in the context did not always have negative impacts on the programme. In Egypt, for example, the country office and the programme were able to use the momentum of the new Constitution and Cabinet to its advantage.

3.3. Programme Budget

The MWGE programme budget totalled around 8.7M USD (86M SEK) and 9.42M USD (90M SEK)⁵² across phase 1 and 2 respectively, with a slight increase of budget allocation for Phase II. The proportion of investments across outcome areas 1, 2 and 3 in phase I are calculated at 42%, 21% and 36% respectively. The proportion of investments across the outcome areas in phase II (which are thematically different, thereby preventing direct comparison) are 58%, 12% and 30% respectively (see table 5 for absolute figures).

Table 5: Budget allocation per outcomes - Phase I and Phase II



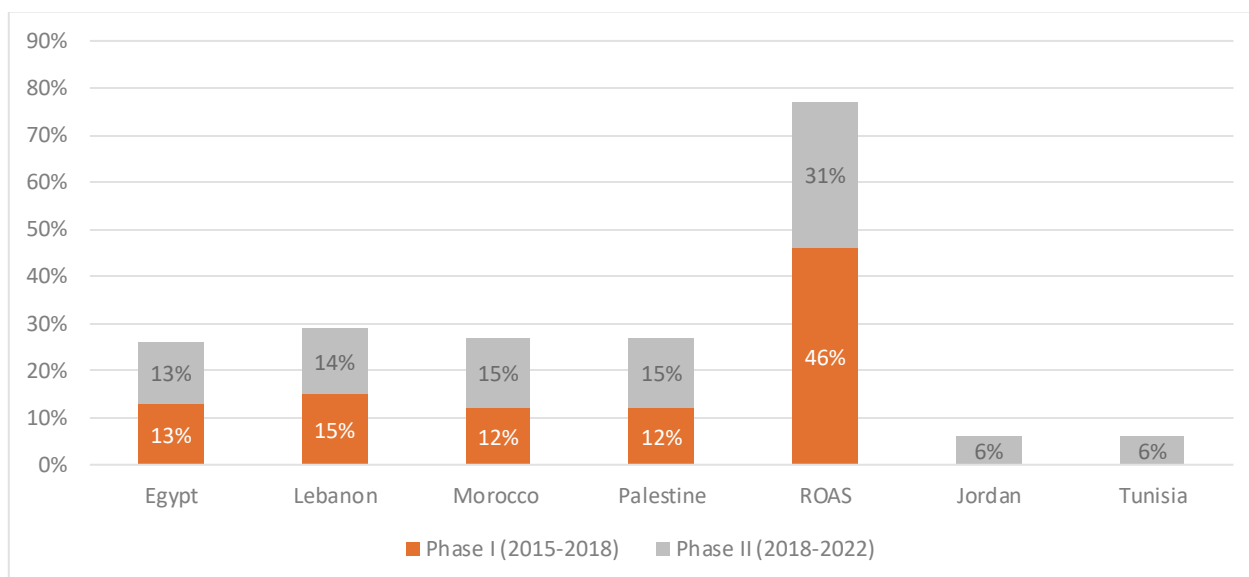
With respect to UN WOMEN offices, there was a notable drop in budget allocations to ROAS in Phase II, which facilitated allocations for new engagements in Jordan and Tunisia (see table 6). This is explained by the ROAS role in Phase I, which was oriented toward building the evidence base for Phase II, and the foundations for advocacy and policy influencing. Phase II was then sequenced to focus on implementation – with the bulk of activity taking place at CO level. In terms of relative scale of the interventions (compared to budget), outcome 1.1.1 sought to have up to 5000 individuals join in community interventions, and to illicit 200 000 engagements in the national outreach campaigns (indicator 1.2.3). Meanwhile, changes in normative frameworks. Meanwhile, indicator 2.1.3 sought to focus on 6 government institutions

⁵² It is worth noting that the actual budget amount of the programme in USD has been fluctuating due to the different exchange rates of SEK-USD at the time of each bank transfer from Stockholm to New York for the agreed installments in SEK.

demonstrating commitment to integrate programme practices and material (developed under the programme) (see figure 1 for more context).

Internal analysis from ROAS shows that outcome area allocations per office varied significantly in Phase II.⁵³ For example, capacity building was shifted (percentage of budget allocation) toward Egypt, Morocco and Lebanon (35%, 26% and 24% of allocations respectively) compared to an allocation of 10% for Palestine. There were also significant variances in the research and evidence outcome area: 0%, 3%, 13% and 15% for Palestine, Morocco, Lebanon and Egypt respectively, while behavioural change and awareness raising allocations represented 70%, 46%, 45% and 33% for these countries (Tunisia and Jordan budgets were tagged entirely to the research hand evidence outcome area). Allocations for advocacy and legal reforms were fairly uniform across the same four countries (20%, 24%, 18% and 17% respectively). A detailed justification for these variances is not available, although there are indications that it is a combination of different costs, but also differing demands arising from country assessments of the needs on the ground. For example, the Palestine CO worked with the same CBOs from Phase II - and the need was mainly on building their capacity in advocacy as this was a component they worked on during Phase II.⁵⁴

Table 6: Proportion of budget for countries per phase



3.4. Human Resources

At full capacity, UN Women had 11 internally and external engaged personnel (several of whom were part time and/or cost-shared) for Phase I. This number was increased to a total of 13 staff members at the beginning of Phase II, and later to 15. This includes a Regional Programme Manager, two Programme Analysts (one international and one national), one M&E specialist (international consultant, one communications campaign manager (international consultant) and one communications assistant (UNV national expert) at the regional level; and six Project Coordinators at the country level, as well as four Project Assistants in Egypt, Lebanon, Palestine and Morocco (although Egypt ceased to have an assistant as of January 2021).⁵⁵ The engagement of international consultants also afford some efficiency gains in terms of overhead costs.

The Regional Programme Manager reports to the Deputy Regional Director and is responsible for the implementation of regional activities, ensuring the programme linkages across participating countries, in close coordination with the Project Coordinators. The Project Coordinators are responsible for providing

⁵³ Strategic Analysis – ROAS Role and Coordination (2021)

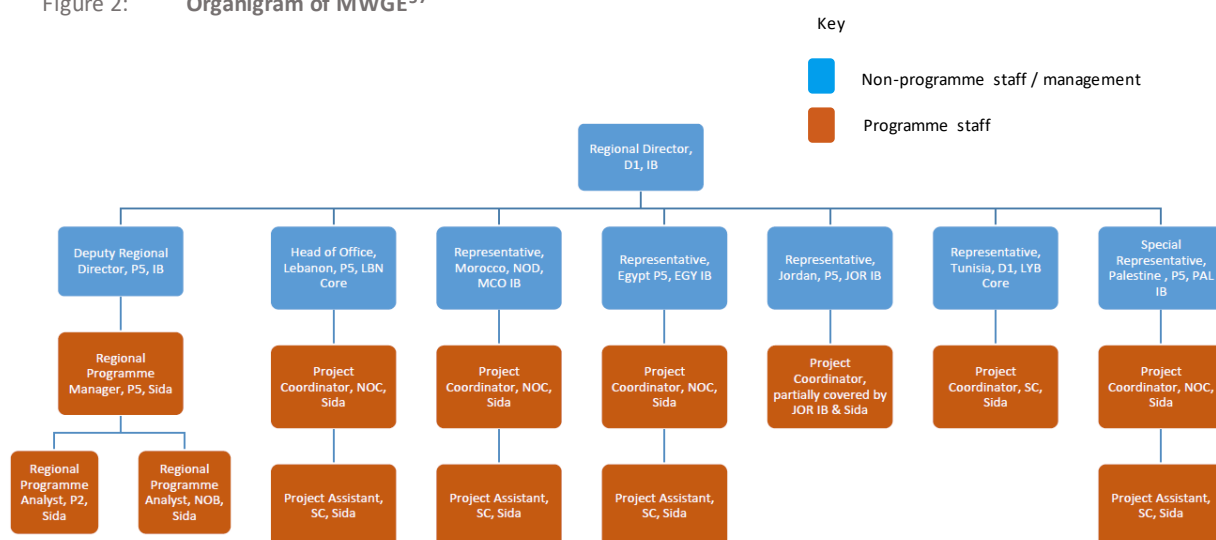
⁵⁴ Review stage feedback, Palestine CO

⁵⁵ Based on ROAS and CO organigrams and UN Women (2019) Men and Women for Gender Equality (Phase II) Application Pro Doc 2019-02-12

day-to-day technical assistance, mentoring and support to implementing partners. They also build strategic partnerships and work with Governments and other key stakeholders to ensure profiling and programme sustainability. The Project Assistants support the Project Coordinators by providing day-to-day administration and programme support.

The Programme Manager and the Project Coordinators were to work in close collaboration with UN Women’s regional and country teams, and support was to be provided to the programme from the operations team, including logistics and finance. The MWGE Programme has also worked closely with thematic advisors and programme staff at the regional and country levels to influence the design and the implementation of UN Women’s programmes. The communications campaign manager and assistant focused on supporting behavioural change through campaigns such as BIAM, while the regional monitoring and evaluation consultant is in charge of coordinating the collection and analysis of MEL data across the programme.⁵⁶ The steering committee was changed to an advisory committee in Phase II.

Figure 2: Organigram of MWGE⁵⁷



Within the COs, the Project Coordinators were placed differently within the respective CO structures: under EVAW in Egypt, under WPS in Lebanon, under the Programme Specialist in Tunisia, under the Deputy Director in Jordan and directly accountable to the Country Representative in Morocco and Palestine. Somewhat anomalously for a regional programme, the coordinators are fully accountable to their Country Reps and Country Offices, and not to ROAS. Only in the case of the coordinators in Palestine and Tunisia is there a matrixed supervisory arrangement whereby the country representative is the supervisors of the national coordinator, but the MWGE regional programme manager has a dotted line of supervision, which means that s/he takes part of the annual performance review of the coordinator.⁵⁸

⁵⁶Respective job descriptions drawn from UN Women (2019) Men and Women for Gender Equality (Phase II) Application Pro Doc 2019-02-12, although Regional Programme Manager was changed from P-5 in Phase I, to P-4 in Phase II.

⁵⁷ Prior to addition of M&E consultant, communications manager consultant and assistant (Phase II), noting that there is a typo in the organigram as the MWGE Regional Programme Manager in Phase II is at P-4 level, while it was at P-5 level in Phase I

⁵⁸ E-mail communication with ROAS

4. Evaluation Methodology and Limitations

4.1. Analytical approach

The evaluation design is **utilisation-focused** in that it uses a participatory approach throughout the evaluation cycle and provides practical and operational recommendations that are co-produced by stakeholders and fit for context. The evaluation team has therefore focused on wide and deep engagement and ownership of the process among the primary intended users within UN Women. The analytical framework for implementing this evaluation is **theory-driven** in that programme design and performance are contrasted against existing the programme ToC and its underlying key assumptions. This approach is supported by a **contribution analysis** method which assesses the extent to which the UN Women regional programme interventions taken as a whole have contributed to the achievement of the expected results and outcomes.

Furthermore, the evaluation interrogates pathways of learning to gauge the effect of the knowledge products on the three programme outcomes. To do this the evaluation adopts the **Guskey+ model**,⁵⁹ which provides a framework to systematically analyse what effect – and how – the knowledge products have had on practice and behaviour. The Guskey+ model has been adapted by introducing two additional steps: (i) ‘outputs’, to gather data on how many and what knowledge products have been produced; and (ii) ‘access’, to understand if and how target stakeholders are accessing products as intended. The adapted Guskey+ model is used in the knowledge exchange and learning thematic case study, and includes the following six steps:

1. **Outputs:** Evidence of knowledge product creation
2. **Organisational support:** Evidence of effective knowledge sharing and dissemination mechanisms
3. **Access:** Evidence that target audience is able to access product
4. **Reaction:** Evidence that the product is engaging, relevant and useful to target audience
5. **Learning:** Evidence that target groups have increased their knowledge/capacity as a result of product
6. **Use of knowledge and skills:** Evidence that target audience have changed attitude, behaviour or evidence of institutional or policy change as a result of product.

From a behavioural change assessment perspective, the evaluation uses **UNICEF’s ACT Framework for Measuring Social Norm Change** as the analytical framework to explore behaviour and social norm change. It is an enhanced version of the Knowledge, Attitudes and Practices (KAP) model, strengthened by including social norms and self-efficacy to provide a fuller picture of the drivers of behaviour and social norm change.⁶⁰ This approach is consistent with the socioecological model⁶¹ and the MWGEToC (see also Annex 14).⁶² The social norms and behaviour change case study falls at the micro level of the ToC and within the personal and community levels of the socioecological model. This model’s primary focus area will be on the thematic case study focused on social norms and behavioural change.

Finally, the evaluation ensures that a human rights-based approach and gender sensitivity are followed throughout. This approach puts people at the centre of the evaluation as rights holders, highlighting the importance of empowerment and advocacy towards the securing of those rights. On a practical level, this

⁵⁹ The Guskey model for professional development evaluation builds on the New World Kirkpatrick Model 8 and is broad enough to be applied to any type of engagement and learning activity. Guskey outlines an additional organisational component to the New World Kirkpatrick model, which is pertinent to this evaluation. See Guskey *et al.* (2002) Gauge impact with five levels of data. Available at: <https://tguskey.com/wp-content/uploads/Professional-Learning-1-Gauge-Impact-with-Five-Levels-of-Data.pdf>

⁶⁰ For further details of this model, see the UNICEF ACT Framework for Measuring Social Norm Change. Available at: <https://www.unicef.org/documents/act-framework>

⁶¹ See for example <https://www.cdc.gov/violenceprevention/about/social-ecologicalmodel.html>

⁶² See Pro-Doc 2019, Phase 2. p. 23.

approach is informed by the United Nations Evaluation Group (UNEG) guidance on integrating human rights and gender equality in evaluations.⁶³

4.2. Methodology

In carrying out this evaluation, the evaluation team used a mixed-method approach in triangulating findings framed around an evaluation matrix (simplified in Table 7). EQs are applied which cover the following OECD-DAC criteria: relevance, efficiency, effectiveness/likelihood of impact, and sustainability. A fifth criterion, on gender and human rights, is included to ensure that gender-disaggregated considerations are more clearly presented in the final evaluation and that inclusion of vulnerable groups is taken into consideration.

In order to ensure a high-quality and readable evaluation report, the team streamlined and refocused some of the proposed questions. As a result, the total number of sub-questions addressed was 28 (instead of the 33 proposed in the ToR).⁶⁴ A more detailed evaluation matrix is available (see Annex 10), which includes sub-questions for each of the six main EQs and associated sub-questions. A mapping of the EQs onto the ToC is included in Annex 14.

Table 7: Streamlined EQs

Evaluation criterion	Key question
Relevance and Alignment	EQ 1. To what extent are UN Women’s MWGE interventions aligned with regional and country contexts and addressing the priorities of stakeholders?
	EQ 2. To what extent did UN Women’s MWGE programme adapt to respond to changing contexts?
	EQ 3. What is the comparative advantage of UN Women in leading the MWGE programme?
	EQ 4. How relevant are the programme intervention logic and Theory of Change (ToC)? To what extent are the ToC’s underlying assumptions still valid?
Effectiveness/Likelihood of Impact	EQ 5. To what extent has the MWGE programme contributed to behaviour and policy change, institutional and national capacity development, information and knowledge sharing, to promote GEWE across different settings?
Efficiency	EQ 6. Has MWGE been efficient, achieving high-impact work at the lowest possible cost, while using processes and systems to enable sufficient resources are made available in a timely manner to achieve planned results?
Gender and Human Rights	EQ7. To what extent was a human rights-based and gender transformative approach incorporated in the design and implementation of the programme?
Sustainability	EQ 8. What are the indications that MWGE’s interventions and approaches will be sustained?
Evidence, Learning and Knowledge Management	EQ 9. How is the programme generating, utilising and sharing lessons and knowledge?

The evaluation matrix questions were applied across two broad areas: country case studies (and associated comparisons) and thematic case studies. **The six country case studies** (stand-alone deliverables) focused primarily on national and sub-national programme performance but also included reflections vis-à-vis

⁶³ <http://www.uneval.org/document/detail/980>

⁶⁴ For example, the questions related to the ToC (under Relevance): ‘How relevant and evidence-informed is the programme intervention logic and Theory of Change (ToC) to bring and sustain gender transformative changes in behaviours and challenge social norms, institutions, policies, and practices at the national and regional level? To what extent are the ToC’s underlying assumptions still valid?’ will be addressed in the section on the ToC (see proposed Outline of Evaluation Report in Annex 19).

dynamics at regional (ROAS) level. The more recently engaged countries (Jordan and Tunisia) were largely omitted from effectiveness and sustainability categories of analysis, given the relatively embryonic nature of engagements.

Due to the complex, interconnected, multifaceted nature of the programme, the evaluation also undertook **cross-cutting studies in two thematic areas**.⁶⁵ One case study examined the behavioural and social norms change aspects of the programme. The second case study focused on the programme's evidence and learning portfolio – aimed at filling the evidence gap and ensuring utilisation by stakeholders of the evidence, knowledge products and good practices generated by the programme. Annex 7 provides the detailed outlines and methodologies for these.

A comparator study has also been undertaken in order to inform the findings from a global 'best practice on masculinity and social norms programming' perspective. The study interviewed experts and leading agencies (Rwanda Men's Resource Centre, RWAMREC⁶⁶, Sonke Gender Justice⁶⁷ and the MenEngage Alliance⁶⁸) with a view to identifying examples of best practice related to the thematic focus of MWGE from around the world. Programmes were selected and compared with MWGE to identify the strengths and innovations of the MWGE programme.

4.3. Data collection analysis and sampling

In delivering the methodology, the evaluation team undertook a desk review and content analysis, key informant interviews (KIIs), focus group discussions (FGDs) (in a sub-selection of countries) and a remote survey with CBOs, and undertook preliminary findings/validation presentations at the country level as well as at the regional level:

Desk review and content analysis: As part of the inception phase, the evaluation team conducted a thorough document review and content analysis of key qualitative and quantitative data and critical information available, including administrative and financial data and previous evaluations – ultimately formally referencing 183 documents. The desk review provided the team with a detailed account of the approaches developed to design and implement the MWGE programme in the six countries and of its main achievements.⁶⁹

KIIs: Based on the stakeholder mapping undertaken in the inception phase and the ongoing 'snowballing' of key contacts, the evaluation team held (remotely and in person, COVID-19 restrictions permitting) a series of informal and semi-structured interviews with the main information sources for the evaluation. Cohorts included UN Women regional and CO staff, government staff at technical and decision-making levels, UN partners, civil society partners, private sector representatives, and donors (see Annex 12 for the semi-structured KII protocol and for the sub-questions to be addressed for each type of stakeholder). The evaluation team undertook 104 KIIs – from a target of 72 – with a sex-disaggregation ratio of 1.85 (F/M)⁷⁰ (see [figure 3](#) for details).

⁶⁵ During the inception phase, UN Women agreed to focus on two themes – Knowledge and Learning and Social Norms and Behaviour Change – and to drop the one on Policies and Advocacy.

⁶⁶ RWAMREC: A local NGO created in 2006 to respond to an existing need for mechanisms and strategies to fight inequalities between men and women that proved to trigger GBV.

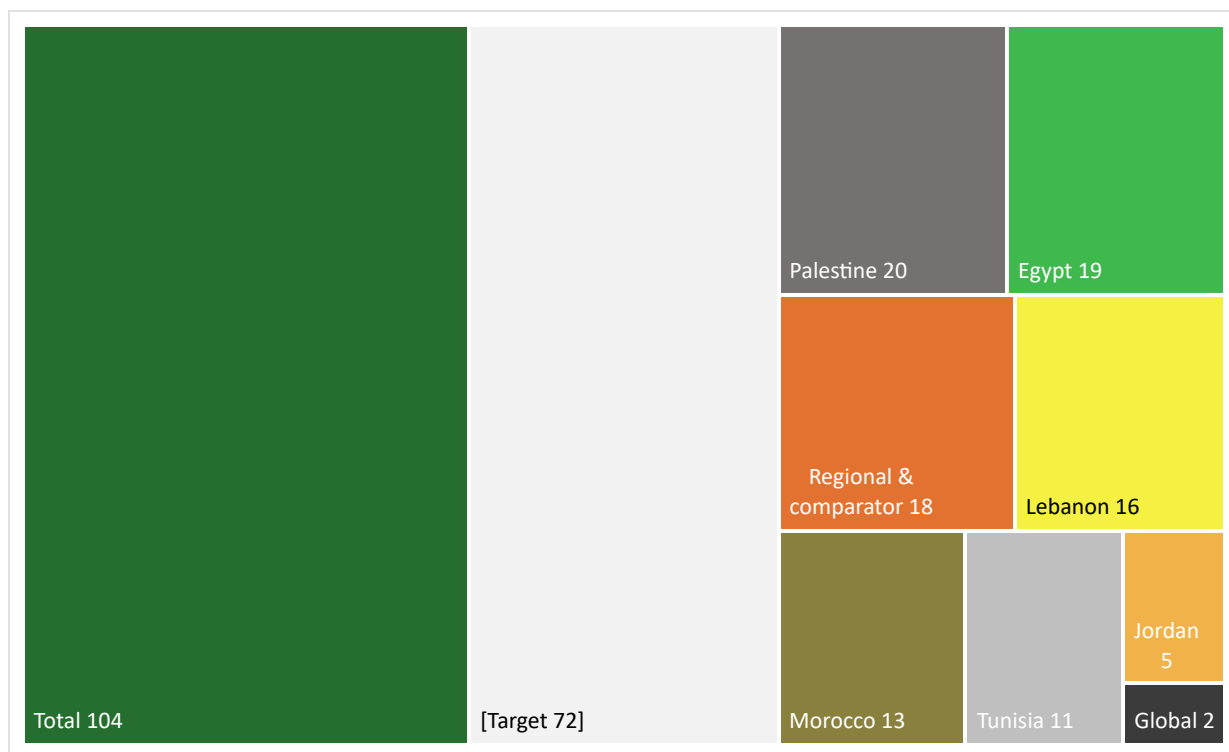
⁶⁷ Sonke Gender Justice: A South African-based non-profit organisation, established in 2006, that works throughout Africa. It aims to strengthen the capacity of governments, civil society and citizens to advance gender justice and women's rights, prevent GBV and reduce the spread of HIV and the impact of AIDS, and in this way contribute to social justice and the elimination of poverty.

⁶⁸ The MenEngage Alliance: A global alliance made up of several networks spread across the world, comprising NGOs as well as UN partners. Through its country-level and regional networks, MenEngage seeks to provide a collective voice on the need to engage men and boys in gender equality policymaking and programming.

⁶⁹ See Annex 6 for list of documents reviewed; the list will be continuously updated as additional reports are consulted. Based on the in-depth desk review, the team has produced several annexes to organise the information and carry out the analysis, which include (i) Targets/Outputs/Country/Year (Annexes 2, 3 and 4), (ii) list of CBOs funded in Phases I and II (Annex 7), (iii) the selection process of CBOs Phases I and II (Annex 8), (iv) mapping of the MWGE support to policies and institutions (Annex 9), (v) mapping of the knowledge products (Annex 10), and mapping of Mass Communications Campaign (Annex 11).

⁷⁰ Please note that we are missing final numbers from Tunisia and Morocco as we did follow up interviews – final numbers will be in next version

Figure 3: KIIs per UN Office / location, in relation to total target



FGDs: The evaluation team carried out 18 FGDs in three countries (Egypt, Morocco and Palestine⁷¹), which provided insights into the overall effectiveness of the social norms and behaviour change activities primarily (see Table 8 for details on the sex and age of participants). FGDs in Lebanon were not possible, owing to access issues. The relative emergent status of Jordan and Tunisia, where no activities beyond the IMAGES study have been carried out, meant that there were no beneficiaries who could have taken part in the FGDs.

Table 8: Sex and age disaggregation of FGD participants

	Women		Men		Total
	18–24 years	25–36 years	18–24 years	25–36 years	
Egypt	0	3	3	2	8
Morocco	2	1	1	0	4
Palestine	1	2	1	2	6
Total	3	6	5	4	18

4.4. Remote survey of CBOs

The survey was directed to all the CBOs who benefited from capacity building from ‘umbrella NGOs’ during Phases I & II in the four countries (Egypt, Lebanon, Palestine and Morocco). An outreach to 54 CBOs was

⁷¹ These were conducted in both Gaza and the West Bank.

undertaken, with a response rate of 28 (from 30 CBOs). The survey sought specifically to obtain information regarding policy influencing and advocacy capacities. Annex 13 includes the questionnaire which was used.

4.5. Strength of evidence

In order to give the reader a better sense of the degree of triangulation and strength of evidence, the evaluation report includes a colour-coding of the findings. The green, orange and red ratings refer to the strength of evidence, and not to a judgement concerning performance of objectives:

- **Green evidence** reflects data gathered from multiple sources such as desk review, FGD and KII with key stakeholders engaged in the programme (good triangulation).
- **Orange evidence** comes from multiple data sources (good triangulation) of lesser quality, or the finding is supported by fewer data sources (limited triangulation, e.g. documents from or KIIs with only one stakeholder category) of decent quality.
- **Red evidence** comprises few data sources across limited stakeholder groups (limited triangulation) and is perception-based, or generally based on data sources that are viewed as being of lesser quality.

4.6. Limitations

The evaluation team sought to minimise the evaluation limitations by triangulating findings as well as possible, drawing on as many sources as possible. Nonetheless, the key limitations identified and managed by the evaluation team includes:

The COVID-19 pandemic: it not only affected the team but also meant that a small number of planned FGDs and KIIs could not be carried out. Furthermore, some implementing partners and beneficiaries could not be reached, especially from Phase I. Some interviewees cancelled for personal reasons. With regard to the FGDs, a small sample of participants were reached, so the findings may not be representative of all beneficiaries. At 50%, the survey response rate was lower than hoped for, and this was mainly because of a lack of responses from Phase I CBOs which were no longer engaged with the programme.

The evaluation was also limited by the data which the evaluation team was able to access and there are some gaps and weaknesses in this data. Phase I data/evidence is limited to the external Mid-Term Report⁷² as well as Annual Reports prepared by ROAS to evaluate Phase I. The main source of data on social norm change comes from the FGDs and KIIs carried out for this evaluation, and there is no quantitative data on norm change, which is different from KAP data collected by the programme.

Furthermore, the collection of baseline–endline survey data raises questions regarding statistical significance and explanatory power of the dataset⁷³. While a census was used in Palestine (n=1747), the remaining sample in Egypt, Lebanon and Morocco was small⁷⁴ (from a total sample of 2023 beneficiaries, the total sample remaining for the latter 3 intervention countries amounts to n=276). This leads to a heavy skewing of regional data towards Palestine – and limited explanatory power of data, despite the introduction of weighting. Data on the implementation of Program P/ Gender-Transformative Parenting programme (GTP) approaches was not yet available at the time of the drafting of this evaluation report.

The modalities of data collection utilised by MWGE also leave room for improvement. The implementing CBOs themselves were in charge of selecting respondents for the baseline/endline surveys, meaning that there was a risk of a positive bias in sample selection and responses; and, in the case of one implementing partner, UN Women uncovered possible coaching of respondents. Furthermore, reporting by implementing partners tended to be relatively superficial and focused on activities and outputs, although in fairness it

⁷² Tarazi, R (2017) Men and Women for Gender Equality, Mid-Term Review Report.

⁷³ UN Women (2022) Quantitative Evaluation of Community-Based Interventions in Egypt, Lebanon, Morocco, and Palestine

⁷⁴ According to UN Women (2022) Quantitative Evaluation of Community-Based Interventions in Egypt, Lebanon, Morocco, and Palestine. UN Women's Regional Programme 'Men and Women for Gender Equality – Phase II', February 2022. p. 14: in Egypt 'the sample size was small due to the fact that some CBOs changed their intervention areas and targeted groups as a direct result of the Covid-19 pandemic'.

should be noted that CBOs, especially smaller ones, lack the capacity for more in-depth MEL tracking and analysis. From a Leave No One Behind (LNOB) perspective, there were also gaps as it was not possible, for reasons of safety, to collect data on LGBT populations systematically across the programme nor were disabilities perspectives comprehensively integrated into the data collection process. While programme sought to, at least indirectly, reduce VAW, no robust pre- and post-data on prevalence (e.g. using WHO survey questionnaires) was collected, reducing the explanatory power of findings on reduced violence perpetration.

With regard to assessing the impact of the social media outreach and other public awareness campaigns, the evaluation team was only able to work with the limited 'reach' data which had been collected. This captures the overall number of people on whose social media feed a particular message has shown up, regardless of whether the person interacted with it, and thus does not capture engagement with the messages or impact, recall of key messages, or actions taken because of exposure to the campaign. However, it has to be noted that this was the design of the project as it was not planned to have such a focus on the awareness campaigns that gained momentum in light of the COVID-19 pandemic.

There is also a possibility of selection and positivity bias with regard to the evaluation team's KIIs and FGDs, as those beneficiaries who were most open to the intervention were the most likely to continue with it and thus be able to be reached by the evaluators, rather than those who chose to drop out of the programme. Implementers, on the other hand, may have sought to present their intervention in an overly positive light in the KIIs. However, the evaluation team is confident that by triangulating the findings and interviewing stakeholders who have been variously involved, the risks of these biases colouring the evaluation findings have been minimised.

Furthermore, several key interventions were not evaluated because the evidence was not available yet at the time of the evaluation or implementation was still on-going. This was the case for Program P in Morocco and Palestine and the Gender-Transformative Parenting programme in Egypt, as well as for the final IMAGES studies in Jordan and Tunisia. Also, regional research on knowledge, attitudes, perceptions and practices of state and non-state actors on men's child care and paternity leave that was being conducted in 5 of the 6 programme countries (all except Egypt) was still on-going at the time of the evaluation.

The preliminary country-level findings were validated through online presentations and feedback sessions with all six COs in January-February 2022, and the regional level findings through an online presentation and validation session with ROAS and Sida in March 2022.

4.7. Ethics

The evaluation team maintained a 'do no harm' approach throughout the evaluation. In the first instance, all KII and FGD information – across both scoping and data collection phases - was pseudonymised and allocated a reference number that was untraceable to each stakeholder. All KIIs were preceded with standardised text regarding the purpose of the evaluation, and consent was requested with respect to the capture of evidence, verbatim quotes - and in several instance - audio or audio-visual recordings. All FGDs included the same procedure for obtaining consent, with additional provisions for Covid-19 – including the allocation of masks, safe distances, and anti-bacterial cleansers.

All data in the evaluation compliant with GDPR standards and kept on a secure server. Itad has robust, 3-tiered back-up solutions in place for all processing systems and services. These are managed by ISO27001 registered third parties and tested annually. In addition to this support, Itad self-certifies annually with the CyberEssentials (IASME-CE-011837) & IASME (IASME-SA-000574) governance standards. This helps Itad maintain consistently high levels of confidentiality, integrity and availability of our systems and services. Itad reviews its GDPR risks and processes quarterly via its Audit Risk and Resilience committee. Any project risks are highlighted via this process and can be mitigated before causing significant impacts.

5. Findings

5.1 Relevance

EQ 1. To what extent are UN Women’s MWGE interventions aligned with regional and country contexts and addressing the priorities of stakeholders?

Summary:

The MWGE interventions are well-aligned with national GEWE and EAW policy frameworks in all six countries, and addresses key concerns identified by civil society, government and other stakeholders both regionally and at the national level. It is in line with UN Women’s strategic goals, and the lessons learned from the programme have also been influential in shaping UN Women’s global thinking on and approach to work on changing social norms. The programme has also supported the national gender strategies and UNDAFs in all target countries.

Finding 1.1: The MWGE programme held consultations and established platforms to guide the programme design at country level. A regional steering committee was established in Phase I -turned into an advisory committee in Phase II- and advisory committees were established in all programme countries except for Palestine and Morocco, and the IMAGES surveys for each country were used to identify priorities.

In Egypt, extensive consultations were conducted with NCW and the Ministry of Social Solidarity (MOSS). There were sensitivities over publicising the findings of the IMAGES survey, but the study was translated into a ‘Key Findings’ publication to inform programme priorities, which focused on VAWG in Phase I and positive parenting in Phase II. This evidence was used by UN Women and the Government to inform various related activities⁷⁵.

In Lebanon there were conflicts of interest within the advisory committee, which was not functional at the time of the evaluation interviews. However, consultations with national NGOs led to a greater engagement with feminist organisations, such as KAFA and Fe-Male in Phase II, with a stronger focus on advocacy, policy work, and training on gender equality for CBOs. This shifted the focus in terms of the scope and uniqueness of MWGE by deprioritising engagement with men and boys as a standalone target group, and engaging more systematically with feminist movements and women more generally. Nevertheless, it was viewed as a valuable undertaking and was seen by the CO as an appropriate response to the national context.⁷⁶ The results and dissemination of the IMAGES study were also a valuable entry point to working with the military and security forces in Lebanon.⁷⁷ In Palestine there were more limited consultations with government stakeholders, and no advisory committee was formed, but UN Women held consultations with CBO and NGO stakeholders to guide programme design.

In Morocco, consultations with key stakeholders were held to identify priorities and guide the programme design. These included the IMAGES research and workshops with the national umbrella NGO and with local CBOs, as well as several multi-stakeholder roundtables to advocate for paternity leave in Phase II.⁷⁸

In Tunisia, the programme held consultative meetings and liaised with government and implementing partners during programme design. In addition, tackling social norms has been a recent interest of MoWA, and the programme has therefore aligned itself with existing national policy work.⁷⁹ In Jordan, most of the consultation work conducted to date has been around the IMAGES survey. Technical and consultative committees have been formed to review and advise on adapting the survey to the local context, including

⁷⁵ Feedback gained in review phase from Egypt CO

⁷⁶ KII 21, KII 33

⁷⁷ Communication with UN Women during presentation to UN Women Lebanon CO.

⁷⁸ KII 100

⁷⁹ KII 63

stakeholders from academia, government and civil society. The CO works closely with the national partners implementing the IMAGES research, and the findings will contribute to the framework of the larger UN agency collaboration; the framework for 2023–2027 which is currently in the design phase.⁸⁰

The programme was also guided by a regional advisory committee which met semi-annually, consisting of representatives of UN Women, Sida and, in Phase I, also UNFPA Regional Office.⁸¹

Finding 1.2: MWGE is aligned with internationally agreed norms and standards that promote gender equality, EAW and catalysing changes in social norms – including those focused on engaging men and boys. MWGE is also aligned with broader UN Women’s Strategic Plans and UNDAFs, and to a lesser extent, recent UN Women guidance on working with men and boys.

Multiple components of the MWGE programme align with the normative frameworks presented in section 2.2 above ‘National-level normative standards and adoption’. For instance, pillar 1 of the MWGE Theory of Change seeks to address community-level change by addressing knowledge, attitudes and practices, as well as wider social norm change which aligns with the Beijing Platform’s call to all stakeholders to address stereotypes and norms that impede women’s full enjoyment of their human rights⁸². This norms component of the programme also echoes the CEDAW convention in that the frameworks calls actors to address ‘prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women’ (CEDAW Art. 5).⁸³ With respect to the focus on patriarchal masculinities, the MWGE programme reflects statements in the 48th Session of the CSW⁸⁴ as well as concluding statements of the Beijing +25 and the Generation Equality Forum 2021, as well as Human Rights Council Resolution 35/10⁸⁵.

The MWGE programme is also aligned with three of the five outcome areas contained in the UN Strategic Plan 2018–2021⁸⁶ and with the United Nations Development Assistance Frameworks (UNDAFs) for each country, as well as with the UN Women Country Strategies. The new global UN Women **Strategic Plan for 2022–2025**⁸⁷ includes a new intermediate outcome targeting positive social norms through engaging men and boys. The desired outcome includes shifts in attitudes, behaviours and social norms to promote gender equality. This is directly aligned with Outcome 1 of the MWGE programme, which focuses on shifts in attitudes and behaviours.

The programme supports the UNDAFs and country strategies for each country. For example, Egypt,⁸⁸ Jordan,⁸⁹ Morocco⁹⁰ and Tunisia⁹¹ have targets around access to the labour market, to decent work and wages, and business opportunities for women. These are aligned with the programme’s focus on sharing domestic chores and childcare between men and women. Jordan, Lebanon⁹² and Palestine’s⁹³ UNDAFs also have a focus on institutional commitments to gender equality in the contexts of public allocations targeting women, the legal status of women, and gender policymaking. With respect to UN Women Country Strategies, women’s participation in government, supported by Outcomes 2 and 3 of MWGE, is also a key outcome in individual country strategies. Morocco focuses on gender sensitive government systems; Palestine and Tunisia mention benefiting from peace and security initiatives; and Lebanon focuses on political leadership, capacity building for women leaders, and the targeting of political parties to encourage women’s participation.

⁸⁰ KII 58, KII76, KII 77

⁸¹ UN Women (2019) Men and Women for Gender Equality (Phase II) Application Pro Doc 2019-02-12

⁸² https://www.un.org/en/events/pastevents/pdfs/Beijing_Declaration_and_Platform_for_Action.pdf

⁸³ Committee on the Elimination of Discrimination Against Women (CEDAW) - Contribution to the 2030 Sustainable Development Goals in response to a call for inputs by the High-Level Political Forum on Sustainable Development (HLPF) (2018).

⁸⁴ <https://www.un.org/womenwatch/daw/csw/csw48/Thematic1.html>

⁸⁵ https://ap.ohchr.org/documents/dpage_e.aspx?si=A/HRC/RES/35/10

⁸⁶ Outcome 2: Women lead, participate in and benefit equally from governance systems, Outcome 3: Women have income security, decent work and economic autonomy, and Outcome 4: All women and girls live a life free from all forms of violence

⁸⁷ UN Women Strategic Plan 2022-25. p. 6.

⁸⁸ United Nations Strategic Framework Egypt 2018-2022.

⁸⁹ United Nations Strategic development framework Jordan 2018-2022.

⁹⁰ United Nations development assistance framework Morocco 2017–2021.

⁹¹ Cadre de coopération des Nations Unies pour le développement durable (UNSDCF) pendant la période 2021-2025.

⁹² United Nations Strategic Framework (UNSF) Lebanon 2017-2020.

⁹³ United Nations Development Assistance Framework State of Palestine 2018-2022.

However, while recent reviews^{94,95,96} have identified several areas where UN Women's work on engaging men and boys could be strengthened, the MWGE programme has not demonstrated alignment across all suggested dimensions. Key suggestions include reframing the work as 'transforming patriarchal masculinities'; developing stronger processes of accountability for men and boys' work to women's and feminist groups; emphasising the centrality of women's rights organisations in social change; and connecting individual processes of change with institutional power structures. MWGE is taking steps to incorporate these lessons, but there is considerable scope to strengthen and deepen these aspects of the programme.

EQ 2. How relevant is the intervention logic of the programme and to what extent did UN Women's MWGE programme adapt to respond to changing contexts?

Summary:

The adaptivity of the MWGE programme is relevant and remained so throughout both implementation phases (see also EQ 4 below for a more in-depth discussion of the intervention logic and ToC across both phases). The programme had to respond to a variety of socio-political and economic crises in the implementing countries, but was also able to capitalise on favourable political developments. The COVID-19 pandemic forced the programme to quickly adapt its ways of working, which it did successfully. The 'shadow pandemic' of increased VAWG as a consequence of COVID-19 countermeasures and higher-level socioeconomic stress underscored the importance of the programme, and led it to adapt its messaging as well.

Finding 2.1: The programme adapted effectively to respond to a number of political and security challenges. Opportunities to intervene were identified and capitalised upon, and COs achieved impressive results in the face of major challenges – including backlash to community organisations using CEDAW language and associated logos of international organisations or donors. However, taking national-level adaptations too far carries the risk of dilution of the overall coherence of the regional approach.

In Egypt, the CO capitalised on the momentum of the new Constitution and Cabinet under the current President to influence the development of the Egypt 2030 Agenda, advocating for the inclusion of men in the gender strategy. Moreover, as described in finding 1.1., the Country Office released a summary of the IMAGES survey in Egypt to accommodate for the fact that the full study was not published.⁹⁷ Lebanon faced security, logistical and political challenges, including the October 2019 Revolution and the 2020 Beirut Port Explosion.⁹⁸ Adaptations made included moving advocacy work onto the streets, to capitalise upon the public campaigning, and supporting research on female journalists during the crisis. MWGE also unified the voices of feminist groups and supported the production of a *Feminist Charter of Demands*,⁹⁹ a gender responsive reform plan for Lebanon. Palestine also faced major security and logistical challenges in Gaza and the West Bank as a result of Israeli action, the financial crisis of the Palestinian Authority, and demonstrations against CEDAW in Hebron.¹⁰⁰

Resistance to the promotion of gender equality has also included the labelling of it as a 'western agenda', and led to the removal of UN Women and Sida logos from some of the CBO publications.¹⁰¹ An emergency plan was prepared to deal with movement restrictions in Palestine, with many activities moved to Zoom and WhatsApp.¹⁰² There were also restrictions on CBO activities and freedom of speech, with CBOs focused

⁹⁴ Men and Women for Gender Equality. UN WOMEN ROAS. Regional Review Report 2021.

⁹⁵ Grieg, A *et al.* (2021) Beyond Engaging Men: Review of and Recommendations for UN Women's Gender Equality Work with Men and Boys: Briefing Note.

⁹⁶ Grieg, A and Flood, M (2020) Work With Men And Boys For Gender Equality: A Review Of Field Formation, The Evidence Base And Future Directions.

⁹⁷ KII 5

⁹⁸ Virtual Monitoring Report, Lebanon.

⁹⁹ <https://arabstates.unwomen.org/en/digital-library/publications/2020/08/charter-of-demands-lebanon>

¹⁰⁰ See also Palestine case study

¹⁰¹ KII 58

¹⁰² UN Women (2021) Virtual Monitoring Report Palestine, KII 58

on resisting these new laws. In Tunisia, the political and economic crisis since 2021 may also have had negative repercussions on the implementation of the project and on government responsiveness.¹⁰³

National-level adaptations were necessary for the programme to be able to function, especially in Lebanon, where adaptations increased its relevance nationally, strengthened its links with the women's rights movement and developed important findings and lessons learned for the programme as a whole.¹⁰⁴ Nonetheless, the greater the national-level deviation is from the regional approach and framework, the less coherence the programme ends up having, diluting its potential impact.

Program P was also adapted to national contexts in consultation with Promundo and COs. Lebanon was the first country in which Program P was implemented in Phase I, led by ABAAD (Resource Center for Gender Equality), who conducted formative research to tailor the toolkit. In Egypt, the CO and local partners Wellspring created a new intervention tailored to the Egyptian context. A GTP programme was designed by Wellspring in collaboration with the CO and ROAS,¹⁰⁵ centred around camps targeting whole families rather than only men. In Palestine, Phase I community activities targeted men only. However, it was realised that working with both men and women was more effective, and therefore this adaptation was implemented in Phase II in the piloting of Program P. The curriculum has been adapted to take account of the impact of the security situation on children and families and the resulting trauma this created.¹⁰⁶

The IMAGES survey implementation has been adapted between Phase I and Phase II, with Jordan and Tunisia learning from the experiences of the Phase I surveys. In Egypt and Morocco, in Phase I Promundo led the contracting, and national ownership of the process was limited.¹⁰⁷ In Jordan and Tunisia, in Phase II the surveys were both nationally representative, and the tools and samples were adapted to meet local circumstances, for example adding a sub-sample of Syrian refugees in the Jordan survey.¹⁰⁸ Qualitative research methods were adapted to cover other potentially marginalised groups, such as Iraqi refugees and LGBTI persons (although the latter target group was not mentioned explicitly in the programme for complex reasons concerning government and community buy-in). Also, local research partners were directly contracted by UN Women, with technical support, training and guidance from Promundo. This resulted in stronger local ownership of the research, as well as capacity building for local research organisations to implement such surveys in future.

Finding 2.2: The programme adapted in a flexible and innovative way to the COVID-19 pandemic. Community-based interventions moved online, new ways of engaging with beneficiaries were developed, resources were redirected, and new messages were developed. However, there was a risk that poorer communities and those without access to the Internet may have been marginalised by this shift in approach.

Community-based activities were paused, cancelled, adapted or shifted online during the COVID-19 pandemic. Adaptations included reducing the size and increasing the number of training sessions to meet targets,¹⁰⁹ increasing ventilation at venues, holding meetings outdoors, providing face coverings, and other hygiene measures during community outreach.¹¹⁰ In Egypt, NCW shifted from mass awareness campaigning to a door-to-door approach, in order to avoid large gatherings while still promoting gender equality. When events were cancelled, resources were redirected to research projects, creation of knowledge products or social media messages.¹¹¹ Also, in Palestine, some peer-to-peer activities were conducted from rooftops and in public parks rather than in homes, to ensure that the interactions could continue in a safe manner.¹¹² COVID-19 also impacted MWGE MEL activities, as on-site spot checks were no longer possible and the data

¹⁰³ KII 74

¹⁰⁴ KII 33, KII 57

¹⁰⁵ ROAS also led the negotiations with Promundo to end Program P, support in the development of TOR of consultants and then the review and inputs to the curricula

¹⁰⁶ KII 19

¹⁰⁷ KII 57

¹⁰⁸ KII 58, 77

¹⁰⁹ KII 92

¹¹⁰ KII 13

¹¹¹ UN Women (2021) Virtual Monitoring of Community Grants in Palestine Report of Findings, Challenges, and Recommendations.

¹¹² Ibid.

collection possibilities of implementing CBOs were also restricted. Instead, regional monitoring data was gathered virtually, and additional data was collected at the national level, such as through regular FGDs with youth activists in Lebanon to compensate for missing data.¹¹³

Shifting activities online to Zoom, WhatsApp and Facebook, and increasing the scale of mass communications, was another response to the pandemic.¹¹⁴ In Morocco, CBOs were trained to use digital methods and social media platforms by the umbrella CBO. Quartiers Du Monde produced songs and social media messages, while Tildat used radio to promote discussion of gender equality.¹¹⁵ In Egypt, CARE conducted a capacity assessment of CBOs, and trained CBOs to use Zoom and other online platforms. Al Shabab changed the content of their training sessions, creating short films which were uploaded to Facebook and WhatsApp. In Palestine, the CO worked with CBOs to create social media products so that they could continue to engage with beneficiaries. Also in Palestine, Positive Deviants conducted peer education sessions both online and through in-person home visits, depending on the existing government restrictions which varied from time to time.¹¹⁶ In Tunisia, training for the researchers implementing the IMAGES survey was moved online, which required additional sessions to finalise the questionnaire development.¹¹⁷ Savings incurred by moving in-person activities (in all countries) online were used to fund other work of the CBOs.¹¹⁸

UN Women was aware that the lockdowns were likely to result in an increase in violence against women, and campaigns were developed to address this risk. In Lebanon a campaign was developed that focused on reporting violence against girls (*ViolenceDistancing*). Preventing VAWG and increasing men's participation in care work were also addressed in Palestine.¹¹⁹ In Tunisia, the programme contributed to a wider assessment of the impact of the COVID-19 pandemic on violence against women and on gender norms.¹²⁰ COs in Morocco and Lebanon took advantage of the lockdown to raise men's awareness of the importance of sharing household work and childcare. In Morocco, 10 videos were produced by the CO during the lockdown period and disseminated on TV, alongside various social media platforms, between April to August 2020. The reach was an average of 1.7 million views, with a peak of 6.5 million.¹²¹ Lebanon produced a series of social media videos featuring a well-known wrestler ironing, looking after his children and cleaning floors, to encourage men's involvement in domestic duties. In Egypt, CARE supported CBOs to develop a COVID-19 adaptation plan, which included shifting from rural to urban target groups – as these had greater access to social media – and working with private rather than public sector schools. Regionally, the messaging of the BIAM campaign was also adapted to the impacts of the pandemic, stressing the need for men to be more engaged in household chores and care work, as well as highlighting the prevention of VAWG during the lockdowns.

There were, however, reservations about this move online. Rural and poorer populations might not have access to social media,¹²² and in Lebanon, for example, power outages made it difficult for people to access the Internet. Some CBOs also felt that online training was unlikely to be effective, and they decided to delay activities until it was possible to resume face-to-face engagements.¹²³

¹¹³ KII 22

¹¹⁴ UN Women 2020 MWGE Annual Progress Report.

¹¹⁵ KII 84, KII 88

¹¹⁶ FGD P5; FGD P6.

¹¹⁷ References from Country Presentations to be added.

¹¹⁸ UN Women (2021) Virtual Monitoring of Community Grants in Palestine Report of Findings, Challenges, and Recommendations.

¹¹⁹ KII 38; UN Women (2021) Virtual Monitoring of Community Grants in Palestine Report of Findings, Challenges, and Recommendations.

¹²⁰ UN Women (2020) Rapid Assessment: The effects of COVID-19 on violence against women and gendered social norms. A snapshot from nine countries in the Arab States.

¹²¹ Feedback from Morocco CO in the comments phase

¹²² KII 13

¹²³ KII with Ayadi Al Amal; KII 88

EQ 3. What is the comparative advantage of UN Women in leading the MWGE programme?

Summary:

UN Women has several strategic and practical comparative advantages over other UN agencies as well as over national agencies or international non-governmental organisations (INGOs). These include: having the necessary political mandate for working on gender norm change; technical expertise; its positioning and standing at the interstice of national gender equality machineries, UN agencies and civil society, as well as links to academia; and having the necessary infrastructure in place to implement such a programme at both regional and the respective national level. UN Women has been able to use its added value to the benefit of the programme, including in terms of influencing other areas work within UN Women itself as well as with other UN agencies.

Finding 3.1: Through MWGE, UN Women has made use of its ‘triple mandate’¹²⁴ to maintain interests on gender equality, social norms and transforming patriarchal masculinities, using transparent and accountable ways of working, at both country and regional levels, that have extended partnerships with government, civil society, feminist/women’s movement, academia and other development partners

UN Women declares that “In the Arab States Region, [it] is leading efforts on gender equality and serving as a bellwether for transforming gender stereotypes and social norms, by engaging men and boys in gender equality initiatives and by promoting a feminist interpretation of Islam”¹²⁵. This statement can be confirmed in that the MWGE programme – at least - has been developed in line with UN Women’s triple mandate approach at both country and regional levels through the operational implementation of the programme as discussed throughout this evaluation, but also by influencing normative frameworks at governmental level and within the UN system, and by aligning lessons learned from MWGE with other UN programming (see also Finding 3.4). As discussed in Finding 1.2, MWGE is closely aligned with UN Women’s global strategic objectives, and the programme has also influenced the thinking behind these, especially in terms of social norms change and transforming patriarchal masculinities.¹²⁶

As the leading UN agency for promoting GEWE, UN Women has the political mandate to promote and implement programming such as MWGE, and would indeed be expected by national governments to be a lead UN agency on this type of initiative.¹²⁷ As a UN agency, UN Women has a different status and convening power as compared to INGOs, and is able to engage with government machineries in a more meaningful way.¹²⁸ Examples of successful engagement and influencing across civil society and government actor boundaries include the facilitation of the anti-sexual harassment legislation in Lebanon and the parental leave policies in Egypt and Palestine.¹²⁹ There is also detailed evidence of growing engagements with the Ministry of Youth, Ministry of Education and the National Council for Women (NCW) in Egypt, Ministry of Women’s Affairs (MoWA) in Palestine and Ministry of Social Affairs (MoSA) in Lebanon, and finally (and uniquely) the Lebanese Armed Forces (LAF), Internal Security Forces (ISF).¹³⁰

Respondents from across the spectrum of interviewees for this evaluation – from implementing partners and national gender equality machineries to development partners – also highlighted that UN Women was regionally unique among UN agencies in adopting an approach of transforming patriarchal masculinities for

¹²⁴ UN Women’s ‘triple mandate’ refers to its role in providing normative support, conducting coordination within the UN system and its operational activities on promoting GEWE (see for example UN Women Strategic Plan 2022-2025).

¹²⁵ Phase II Product

¹²⁶ KII 57, KII 95, KII 97, KII 98, KII 99

¹²⁷ KII 99

¹²⁸ KII 96, KII 99

¹²⁹ KII 33, KII 39, KII 57

¹³⁰ KII 26, KII 33, KII 35

its work on gender equality and shifting social norms, and as being the only UN agency in the region that was seen as having the technical capacity to do so.¹³¹

Unlike other UN agencies, UN Women has a long history of also engaging closely with women in civil society, with women's rights organisations and with feminist activists and researchers. For example, The Lebanon CO for example, demonstrated a unique mediation function across an emerging feminist movement following the Beirut explosion¹³² (see also 5.11). This not only gives UN Women an audience, multipliers and critical sounding boards for its messages, but also means that UN Women can draw on the knowledge and expertise of these networks, remain accountable¹³³ to them, and also undertake necessary changes to the programme design if and when needed.¹³⁴ The changes to the approach of the Lebanon component of MWGE in Phase II are, in part, an example of such dynamism.¹³⁵

The MWGE programme contributed to UN Women's fulfilment of its triple mandate in different ways. For example, UN coordination was leveraged by the MWGE programme at regional level with UNFPA and UNICEF under the framework of the Regional Accountability Framework (RAF) to End Child Marriage, where the MWGE succeeded in including the engagement of men and boys as one output of the RAF strategic plan for the MENA region and represented UN Women on this platform. The programme also collaborated with UNFPA as part of the Arab Forum for Sustainable Development to raise public awareness among key decision makers from the MENA through policy dialogue on social norms and gender-based violence. At the national level, UN coordination was demonstrated by the MWGE programme in Palestine with the partnership between UN Women and UNESCO for curricula development and capacity building to journalists on gender sensitive media reporting, and in Lebanon with UNDP for the production and dissemination of innovative social media initiatives focused on men's unpaid caregiving and domestic work.¹³⁶

Finding 3.2: UN Women has national, regional and global-level infrastructure for project management, research, analysis, MEL, advocacy, quality assurance, knowledge management and linking with networks/resources, and this has maintained its relevance in leading the MWGE programme. However, a more concerted and coordinated 'One UN' approach at all levels would have allowed for this to happen more systematically.

UN Women is in a favourable position vis-à-vis some other potential programme implementers: it already had an infrastructure in place, including in terms of registration and Memoranda of Understanding (MoUs) at both national and regional levels; and it was able to draw on, but also feed into, UN Women's global expertise and resources on issues relevant to the programme.¹³⁷ As discussed further under efficiency under Finding 6.3, the programme was also able to use 'economies of scale' and reduce some of the workload at the CO by moving functions such as MEL to regional level. By being part of the UN system, UN Women was also able to mobilise equipment necessary for the programme to continue despite COVID-19, including organising PPE and hand sanitiser for implementing partners.

Within UN Women globally, the MWGE programme and the staff involved in it have also been playing a key role in feeding into agency-wide discussions on how to best engage with men and boys for gender equality and pivot to a 'transforming patriarchal masculinities' approach, as well as more broadly on transforming social norms, as discussed in more detail under EQ 3.¹³⁸ The work of ROAS through MWGE was seen as quite a unique within UN Women in this respect, and has been a crucial source of learning on engaging with both women and men on shifting social norms for the organisation globally.¹³⁹

¹³¹ KII 57, KII 74, KII 99

¹³² KII22, KII 26, KII 28, KII 29

¹³³ On accountability, see also Comparator Study.

¹³⁴ KII 57, KII 95, KII 97.

¹³⁵ KII33, KII 57

¹³⁶ E-mail communication with ROAS

¹³⁷ KII 57, KII 79, KII 95, KII 97, KII 99

¹³⁸ KIIs 57, KII 95, KII 97, KII 98, KII 99; UN Women's Strategic Plan 2022-2025 calls for 'supporting positive social norms, including through engaging men and boys; women's equitable access to services, goods and resources; [and] women's voice, leadership and agency'. The work of UN Women thus seeks to transform patriarchal masculinities with the explicit aim of thereby fostering gender equality, women's empowerment and women's access to rights and services.

¹³⁹ KII 95, KII 97

Regionally, the programme has also informed UN Women ROAS's work, in particular on women's economic empowerment (WEE) and EVAW, with the IMAGES studies of Phase I helping to give a solid evidence base for the work in the latter area.¹⁴⁰ There is also a plan to draw MWGE lessons learned, findings and approaches into the UN Women and ILO joint regional 'Decent Work for Women' programme (also funded by Sida), including on preventing sexual harassment, exploitation and abuse in the workplace.¹⁴¹

Finally, at CO level, respondents highlighted how the MWGE findings and lessons learned had supported WEE work in Egypt¹⁴² and Palestine, as well as broader EVAW work in Lebanon and Morocco.¹⁴³ In Lebanon, the MWGE programme was also able to support UN Women's Women, Peace and Security (WPS) work through its direct engagement with the Lebanese Armed Forces (LAF) and Internal Security Forces (ISF).¹⁴⁴ In Palestine, UN Women's rule of law programme utilised the work of Musawah.¹⁴⁵ At CO level, the findings and insights from MWGE have, to differing degrees, been taken up by at least the United Nations Children's Fund (UNICEF),¹⁴⁶ the United Nations Development Programme (UNDP)¹⁴⁷ and ILO.¹⁴⁸ In Jordan, the upcoming IMAGES evidence and data are expected to contribute to the larger UN agencies cooperation framework with the Government of Jordan; its 2023–2027 framework is currently in its design stage.¹⁴⁹

EQ 4. How relevant are the programme intervention logic and Theory of Change (ToC)? To what extent are the ToC's underlying assumptions still valid?

Summary:

The ToC is relevant to the extent that it broadly captures the programme thematic areas and the change it seeks to achieve in the impact and outcome statements. It outlines information about what activities could contribute to these changes and some intermediary outputs which would suggest the programme is on the right path to reaching them. It therefore provides a useful overview of the programme and a broad framework for the country programmes to follow for implementation. That said, the broadness of the ToC means that logic chains are not interrogated, the ways in which the different levels of the ToC (micro, meso and macro levels) interact and reinforce each other is not explored, and assumptions remain at a very high level whereby they cannot feed tangibly into a specific risk and mitigation plan.

Differences between ToC in Phase I and Phase II

The programme theory across both Phases I and II drives toward an impact-level change to enable men and women in Arab societies to equally exercise their rights and participate as active citizens.¹⁵⁰ However, the programme theory evolved between the two phases, adapting to lessons learned.

The Phase I programme ToC is expressed through the results framework, which depicts output and outcome statements. The Phase I theory focused on creating change among communities and civil society actors through capacity building, networking and advocacy, evidence-based research and community engagement towards impact-level change (see Annex 2 for targets and achievements).

¹⁴⁰ KII 57, KII 99.

¹⁴¹ KII 99

¹⁴² KII 2.

¹⁴³ KII 21.

¹⁴⁴ KII 26, KII 35

¹⁴⁵ KIIs38, KII 39

¹⁴⁶ UNICEF Egypt began using the positive parenting guide developed by Care under MWGE; KII 2.

¹⁴⁷ Early in 2020, UN Women Lebanon ventured into a pre-emptive awareness campaign to address the social norms of the nuclear family with the UNDP Accelerator Hub, and UNDP more broadly used insights from MWGE in designing its pre-elections work with a view to reducing violence against women in the political sphere; KII 21, KII 33.

¹⁴⁸ IMAGES findings helped inform ILO's work on decent employment in Egypt and Palestine; KII 2, KII 39; Annual Report.

¹⁴⁹ KII 76, 77

¹⁵⁰ Impact statement from UN Women Phase I and Phase II results frameworks.

In contrast, the Phase II theory reframes UN Women’s approach towards creating change across macro level (laws and policy), meso level (institutions and networks) and micro level (communities and individuals).

With the introduction of this framing, there is a more prominent emphasis on targeting key institutions – including universities, schools, governments and ministries as well as media and faith-based organisations – to institutionalise gender approaches toward greater sustainability.¹⁵¹ Phase II outputs also introduced new interventions – including fatherhood activities as an entry point to engage men in the community (a strategy identified through the Phase I IMAGES surveys)¹⁵² and developing the capacity of government decision makers – alongside continuing CSO and community engagement activities from Phase I.

The Phase II ToC also places a greater emphasis on internal learning and knowledge management. The role of the regional office in cultivating partnerships, facilitating cross-country programme learning, implementing regional-level campaigns and acting as a knowledge hub cuts across the whole theory. An indicator to monitor this was introduced to the Phase II Results Framework accordingly.¹⁵³

A diagrammatic ToC was introduced in Phase II to depict this. (It can be found, with EQs mapped onto it, in Annex 17.)

It should be noted however that Phase II had a deficit of over 3 million USD for Outcomes 2 and 3, and thus there was a very limited budget for work under these two outcomes at the country-level in the four countries of Phase I.¹⁵⁴

Finding 4.1: The micro, meso and macro levels of the Phase II ToC, as well as associated intervention activities, are insufficiently linked. As a result, it is unclear how change (or lack thereof) at one level is likely to mutually reinforce or undermine that of another. However, most the assumptions in the TOC have held – although the assumptions or components focusing on the private sector’s role are unclear.

The ToC could be much clearer on how the activities contribute or create momentum towards the desired change at different levels and how some activities or outputs contribute to multiple desired outcomes. For example, the ‘CSO increased advocacy capacity’ output is presented as a contribution to macro-level policy change outcomes. Yet, considering the programme results, CSOs had more success advocating to institutions (e.g. paternity leave in Palestine) or advocating for the enforcement of policy at community level (e.g. anti-harassment and taxi drivers in Lebanon). There are a few examples of where the programme has made links between the micro, meso and macro levels of the ToC, e.g. Lebanon anti-sexual harassment interventions and Musawah regional network.

In Lebanon the theme of anti-sexual harassment was used to tie together micro-level, meso-level and macro-level interventions.¹⁵⁵ The anti-sexual harassment bill was passed for the first time in 2020. The programme sought multiple opportunistic entry points to support the passing of the bill and enforce its implementation:

- **Macro level:** The programme contributed to the passing of the bill by working with the Center for Inclusive Business and Leadership for Women (CIBL for Women) and using their network to link them with the NCLW.
- **Meso level:** Following the passing of the bill, the programme was involved in operationalising the law through anti-harassment workshops for employers with CIBL for Women, UNDP, the Lebanese League for Women in Business, and the CSOs ABAAD and SEED (Socio-Economic Enhancement and 37Development). Technical workshops were also held with over 150 employers from the private

¹⁵¹ A focus on faith-based organisations and media was a key learning and recommendation of the MTR.

¹⁵² The programme is implementing both a regional fatherhood campaign and Program P/GTP initiatives for positive caregiving in Morocco, Egypt and Palestine.

¹⁵³ UN Women (2019) Development results framework 2019–2021.

¹⁵⁴ Outcome 3 funds also covered the two regional partnerships with Promundo and Musawah, as well as the IMAGES budget for Jordan and Tunisia.

¹⁵⁵ KII 21, KII 33

sector that resulted in 13 employers adopting anti-sexual harassment policies in their workplace¹⁵⁶. The anti-sexual harassment toolkit used in these workshops is included as a knowledge product developed by the programme. The programme also used some of this training in the work with LAF, ISF and GS.

- **Micro level:** The programme also cascaded operationalising the bill at community level by emphasising anti-sexual harassment as a priority in its work with CBOs. As a result, the CBO partner Mousawat has conducted awareness session as well as a study on taxi drivers and sexual harassment in Tripoli. The CBO also used this in advocacy work through creating videos and other communications materials, as well as providing self-defense lesson (Al Jaleel), online advocacy on sexual harassment (Fe-Male), and community engagement on sexual harassment (ABNAA SAIDA).

Purposefully increasing linkages across the ToC in practice can be mutually beneficial to actors at each level, as seen in the Musawah work:

- The regional Musawah work has also been isolated to an extent at meso level and also at regional level. The regional pillar in the ToC cuts across the ToC which was successful with the IMAGES work and BIAM campaign, for example, because they were streamlined into each country. This is not true of the Musawah work, which targets meso-level institutional actors. However, in Phase II the work has begun to link into country programme actors, and by doing so has become more inclusive of community-level actors such as CBOs and youth groups. The connections are mutually beneficial, the CBOs are presented with the opportunity to connect with institutional actors for networking and learning sharing and institutions (and Musawah) are able to ground their advocacy work in community realities and increase the reach of their work.¹⁵⁷
- **Regional meso level:** The programme works at meso level with professionals from a range of NGOs and law, justice, religious and other institutions to train them on advocacy for feminist interpretations of Islam. It also generates policy brief knowledge products which the advocates are able to use as resources and share with actors they want to influence, and runs an advocacy network with advocates from the programme countries and from other countries (such as Iraq and Syria), where there are monthly capacity building and sharing sessions.
- **Country micro and meso levels:** In Palestine, the Musawah regional training was given to the Youth Agora Network, a youth advocacy platform. CBOs were invited to the advocate network meetings. The CBO Sawaed in Palestine was inspired by Musawah trainings and used information from the network to work on paternity leave advocacy with employers.¹⁵⁸ Palestinian Sharia court judges involved in the UN Women Rule of Law programme were also linked in to Musawah training, and as a result one Sharia court judge has joined the advocacy network.¹⁵⁹

With respect to the assumptions in the ToC, there are three types to consider: programme, causal, and contextual¹⁶⁰. All of the assumptions in the ToC fall under 'contextual assumptions'; therefore there is no interrogation of logic pathways ('if we do *a* it will lead to *b*') or programme design. In order to develop these kinds of assumptions, the pathways of change would need to be unpacked further. It is important to think this through, as these assumptions will feed into the risk management of the project and enable a mitigation plan to be put in place.

¹⁵⁶ Feedback in the comments stage from Lebanon CO

¹⁵⁷ KII 56, KII 57

¹⁵⁸ KII 43.

¹⁵⁹ Tarazi, R (2017) Men and Women for Gender Equality, Mid-Term Review Report. p. 25.

¹⁶⁰ 1. Programme design/delivery assumptions: assumptions about how the programme will be delivered, such as targeting the right people or the quality of outputs, e.g. training is of good enough quality to improve knowledge; 2. Causal assumptions: assumptions about how and why we believe something will cause a change, e.g. training CSOs will enable them to advocate more effectively for policy change; 3. Contextual assumptions: assume the factors that are influencing/could influence a certain situation within your operating environment, e.g. acceptance and willingness of partners/government to promote gender equality.

The engagement of MWGE with the private sector, as foreseen in the programme design,¹⁶¹ has not been very pronounced, and a logical entry point could be by ensuring that key insights and findings from MWGE continue to flow into and are taken up by the UN Women/ILO Decent Work programme, so as to maximise on synergies between the two programmes.

Finding 4.2: The ToC was not systematically reviewed at key stages at country level by UN Women staff to guide programme decision making across both Phases I and II. Nevertheless, the ToC remains relevant and sufficiently broad to facilitate changing contexts.

Based on the KIIs with UN Women CO staff and implementing partners, the ToC was mainly used as a planning document at the design stages of the two phases. Based on the KIIs and project documentation review, it was not systematically reviewed at key stages at country level by UN Women staff to guide programme decision making across both Phases I and II, nor elements of it explicitly referenced in project documentation, such as Annual Work Plans, Annual Progress Reports, and Regional Reports. While this is not uncommon, best practice would involve a regular review process, in particular at times when the basic assumptions underpinning the ToC might no longer be fully valid (e.g. as a result of the multiple crises in Lebanon). Regular engagement and familiarity with the ToC should also help in better ensuring that the various levels (micro, meso and macro) are better and more consistently linked.

5.2 Effectiveness

EQ 5. To what extent has the MWGE programme contributed to behaviour and policy change, institutional and national capacity development, information and knowledge sharing, to promote GEWE across different settings?

Summary:

With respect to approaches relating to programming for behaviour change and norms at community level, MWGE has demonstrated good effectiveness in a broad range of interventions. The arts and sports-based approaches and the BIAM campaign reached a considerable number of people but were likely more effective in raising awareness rather than affecting change. There is also strong evidence that the MWGE programme has increased beneficiaries' knowledge, attitudes and practices concerning gender equality and discrimination. However, despite multiple indications that beneficiaries were sharing newly gained knowledge concerning positive attitudes toward GEWE in their households and communities (Findings 5.8 and 5.9), there was as yet little sign of change in empirical or normative expectations in the wider communities.

The MWGE Programme has also undertaken several engagements – with some successes – across all the implementing countries to facilitate and affect legal and policy change with respect to the leveraging of men's and boys' engagement for GEWE – predominantly exercised at national level due to a lack of institutional counterparts at the regional level, though ROAS facilitated cross-learning between implementation countries on their advocacy work.

This section of the report assesses how and to what extent the programme was successful in promoting positive behaviours and challenging negative social norms about gender equality. The analytical framework used is the UNICEF ACT Framework for Measuring Social Norm Change—an enhanced version of the KAP model, strengthened by including social norms and self-efficacy.¹⁶²

Overall model: a review of the approaches used to promote positive behaviours and norms

¹⁶¹ UN Women (2019) Men and Women for Gender Equality (Phase II) Application Pro Doc 2019-02-12

¹⁶² For further details of this model, see the UNICEF ACT Framework for Measuring Social Norm Change. Available at: <https://www.unicef.org/documents/act-framework>

1. **Knowledge:** the degree to which beneficiaries have increased their knowledge of gender equality
2. **Attitudes:** the degree to which beneficiaries have positively shifted their attitudes towards gender equality
3. **Self-efficacy:** the degree to which beneficiaries have acquired skills to engage in gender equal behaviours and challenge harmful practices
4. **Behaviour change:** the degree to which positive behaviours are practiced by beneficiaries as a results of engagement with the programme
5. **Social norms:** the degree to which beliefs about typical and appropriate behaviour in the community have shifted.

Approaches used to promote positive behaviours and norms

Finding 5.1: The Positive Deviance approach and GTP programmes were the key approaches used to influence attitudes, behaviours and social norms in all four countries. There was strong evidence of effectiveness of the Positive Deviance approach in contributing to behavioural change.

The main approach used at community level in Palestine was the Positive Deviance method. This involves a core group of individuals, who are already practicing gender equal behaviours, who are trained and supported to promote positive behaviours within their social network. The method has proven effective in deepening positive deviants' commitment to gender equality and in shifting attitudes and behaviours among the peer groups with whom they have engaged. Key success factors seem to be the strong training provided for the positive deviants, the long-term and repeated engagements with target beneficiaries, and the impact of learning through the peer-to-peer approach. The approach was central in Palestine¹⁶³ and Lebanon,¹⁶⁴ and was also used in Egypt¹⁶⁵ and Morocco.¹⁶⁶

GTP programmes were developed and piloted in Egypt, Morocco and Palestine -while also in Lebanon in Phase I. In Egypt, the model comprised two three-day residential parenting camps, separated by a two-week gap, for couples to try out new approaches to parenting, while in Palestine and Morocco, Program P

was implemented.¹⁶⁷ In Palestine, the positive deviants worked with peers in their homes over a number of sessions, concluding with a parenting camp for peers to meet each other and share experiences and challenges.¹⁶⁸ Both approaches appeared to drive shifts in attitudes and behaviours, although there were questions about how sustainable these changes would be, given the relatively short engagement with community members.

Finding 5.2: Arts and sports-based approaches were successful in engaging young people and prompting debate, but there was less evidence of their effectiveness in shifting behaviours and social norms without further follow-up activities.

A range of arts and sports-based approaches was used by CBOs to raise awareness and prompt discussion of gender issues. These included football tournaments (Egypt and Morocco), swimming activities involving boys and girls together, photography competitions (Morocco), murals (Palestine), interactive theatre (Egypt, Palestine and Morocco), dance and music (Egypt and Morocco), and role plays (Morocco). Such approaches were innovative, appealing to younger people and rural audiences, and more fun and engaging for the public. They were effective in raising awareness, challenging stereotypes, provoking public debate and taking gender issues to rural or more conservative communities. However, there was less evidence of their impact on attitudes and behaviours. They are probably best seen as a first step along the path to behaviour change, requiring follow-up activities to build on the awareness and interest generated.

¹⁶³ FGD P6; FGD M4; KII 43.

¹⁶⁴ KII 43.

¹⁶⁵ FGD E7.

¹⁶⁶ FGD M4.

¹⁶⁷ Note that this evaluation does not cover these approaches in detail as the MEL data was not yet available at the time of the evaluation.

¹⁶⁸ FGD P5; FGD P3; FGD P2.

Finding 5.3: The BIAM campaign reached a huge number of people and generated considerable engagement. Locally produced materials that were used to support the community-based activities, but awareness of the regional materials was patchy among local CBOs and beneficiaries. There was a lack of alignment between some nationally produced materials and the regional campaign guidelines, and several materials lacked a clear call to action, while a small number did not demonstrate good practice.

Mass communications – social media, television, radio, videos, etc. – were effective in reaching large numbers of people.¹⁶⁹ The regional BIAM campaign developed a range of communications products, disseminated via social media and traditional means (e.g. radio, TV, songs). COs and CBOs produced videos, posters, social media posts and radio programmes of their own. The media campaigns generated considerable engagement in terms of likes, comments and shares, and many of the locally produced materials were used by CBOs to generate debate in communities and raise awareness of gender equality.¹⁷⁰ However, the regional campaign, national campaign, and the community-based activities were not always connected to each other, and this limited the impact of the regionally produced materials. Adherence to the communications strategy and brand guidelines was inconsistent, many materials lacked a call to action, and some materials risked reinforcing negative practices.

Moreover, the brief review of the BIAM campaign (annex 18) suggests that brand identity is not consistently implemented across the range of BIAM communications. In addition, some campaign multimedia highlight negative behaviours, publicise the prevalence of harmful practices, and do not prioritise positive messaging. Such approaches are not aligned with good practice in relation to social norms programming, which emphasise that only positive messages should be promoted, and that regressive behaviours should not be demonstrated¹⁷¹. For example, the series of videos from Morocco created as part of the *Hit Ana Rajel (Because I Am a Man)* campaign highlights insulting, harmful and negative behaviours towards women in manner which can potentially normalise rather than challenge negative gender norms. Other media (such as the *Understanding Gender Norms in Palestine: A Drama* and *Understanding Gender Norms in Lebanon: A Drama*) use comparable framing. This was due to factors such as spending much more time on the negative norm/behaviour than the positive norm/behaviour, and thereby making it more memorable to the audience rather than emphasising, or focusing on men's agency (be it in the positive or negative sense) and portraying women as passive.

Knowledge: the degree to which beneficiaries have increased their knowledge of gender equality

Finding 5.4: There was strong evidence that the programme had increased beneficiaries' knowledge of gender equality and discrimination.

Data from the IMAGES surveys was used in training to provide locally relevant evidence of discriminatory attitudes and behaviours.¹⁷² Men gained an understanding of their own prejudices and realised that violence against women could include verbal insults, child marriage and female genital mutilation (FGM).¹⁷³ Men came to understand the impact of children witnessing violence and of how cycles of violence were repeated within families.¹⁷⁴

Attitudes: the degree to which beneficiaries have positively shifted their attitudes towards gender equality

Finding 5.5: There was strong evidence of positive attitude changes among beneficiary groups, both from programme data and the Evaluation Team's primary research.

The baseline–endline studies, using the Gender-Equitable Men Scale (GEMS) developed as part of the IMAGES studies, found substantial positive shifts in attitudes in Morocco, Palestine and Lebanon, all of

¹⁶⁹ See Social Norms and Behaviour Case Study for a detailed discussion of the BIAM campaign.

¹⁷⁰ FGDs P1-6; KII 29, KII 30, KII 31, Al Jalil, and Fe-male, Lebanon; KII 81, KII 92.

¹⁷¹ Annex 18, Cislighi, B., & Heise, L. (2018). Theory and practice of social norms interventions: eight common pitfalls. *Globalization and health*, 14(1), 1-10.

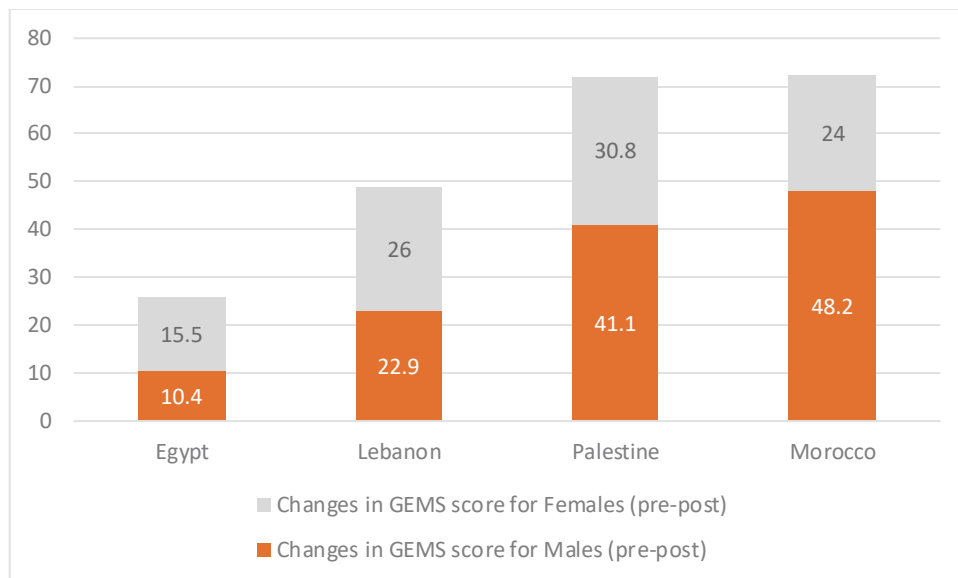
¹⁷² FGD E7.

¹⁷³ FGD E1.

¹⁷⁴ FGD E1; FGD E4; FGD E6.

which exceeded their targets (see figure 4 below).¹⁷⁵ By comparison, the results for Egypt should be contextualised within the sheer scale and spread of the intervention (which has limited traction), as well as the challenging enabling environment (see findings 5.7 and 5.10).

Figure 4: Relative changes (percentage) in the GEMS score (baseline to endline) by country and sex¹⁷⁶



In table 9 below, ‘Baseline’ refers to the proportion of beneficiaries exhibiting positive attitudes towards gender issues before the intervention; the target for attitude change was 15% over baseline for all countries; the result is the proportion with positive attitudes at endline; and the ‘Achieved’ column refers to the extent to which the target has been achieved. So, for example, the ‘Achieved’ column for Morocco is 128%, meaning the target has been exceeded by 28%.

Table 9: Percentage of young men and young women who report positive change in attitudes toward gender equality

Country	Baseline	Target ¹⁷⁷	Result
Egypt	45%	(+15) 51.75%	61%
Lebanon	56.8%	(+15%) 65.32%	74.8%
Morocco	43.7%	(+15%) 50.26%	64.2%
Palestine	36.9%	(+15%) 42.44%	64.3%

The focus group data collected by the evaluation team as well as the, Virtual Monitoring Reports¹⁷⁸ and Most Significant Change (MSC)¹⁷⁹ stories generated by the MWGE programme confirmed this positive picture. Some men said they had taken violence against women for granted, as a cultural norm, but were now questioning these views. Women, too, noticed these changes, saying that their husbands had reduced

¹⁷⁵ Baseline–endline surveys for Egypt, Lebanon, Morocco and Palestine, UN Women 2021.

¹⁷⁶ UN Women (2022) Quantitative Evaluation of Community-Based Interventions in Egypt, Lebanon, Morocco, and Palestine

¹⁷⁷ Note that the 15 % target was regional

¹⁷⁸ The Virtual Monitoring of Community Grants was conducted by the **Regional Monitoring and Evaluation Specialist** of the MWGE programme in Egypt, Morocco, Lebanon and Palestine. The monitoring comprised a series of interviews with national and local CBOs conducted online – hence ‘virtual monitoring’ – combined with documentary review.

¹⁷⁹ Phase I MSC Stories, UN Women. Note: Phase II MSC stories are currently being reviewed.

– although not completely stopped – their use of insulting and aggressive language, and were more willing to listen to their wives' views.¹⁸⁰

There was good evidence that attitudes towards gender roles in the household and in childcare were shifting. For instance, one man said he had realised it was not shameful to cook and do household chores, to get his children ready for school or change their diapers.¹⁸¹ Another man in Morocco commented that he used to worry what the neighbours would think if he mopped the floor outside their house, but now this no longer concerned him.¹⁸² Women were no longer accepting of always having to serve food to their male relatives or to do all the household chores when they were also working outside the home.¹⁸³

Self-efficacy: the degree to which beneficiaries have acquired skills to engage in gender equal behaviours and challenge harmful practices

Finding 5.6: There were many examples¹⁸⁴ of beneficiaries gaining new skills and confidence to challenge discrimination and inequality in their families and wider communities.

The evaluative evidence suggests that Men and women had learned how to challenge discrimination in their families and communities and felt confident to do so. Examples were shared of men challenging their own brother and colleague for shouting at their wives and inviting his brother to join the programme¹⁸⁵; men being asked to respect a female nurse and her work instead of criticising her late-night return from work.¹⁸⁶

One Moroccan woman said that both her father and cousin expressed sexist attitudes, which she now challenged.¹⁸⁷ Another had persuaded her younger brother to tidy up his bedroom, and he had now advised his friend to do the same.¹⁸⁸ They observed that they had learned how to influence different community members, using folk stories for older men, citing the life of the Prophet Mohammed¹⁸⁹ or providing examples of role models for younger people.¹⁹⁰

Women were also able to influence their husbands after the couples had participated in the parenting camps. Examples were given of wives influencing their husbands against FGM and child marriage, and of husbands permitting them to work outside the home for the first time.¹⁹¹ One Moroccan woman who had been subjected to child marriage demanding a divorce after she learned about her rights,¹⁹² and another reported to have gained the confidence to demand her inheritance after participating in a training session.¹⁹³

Behaviour change: the degree to which positive behaviours are practiced by beneficiaries as a result of engagement with the programme

Finding 5.7: There was strong evidence of behaviour changes among beneficiary groups. The clearest evidence was in men's engagement in household duties and childcare, parenting practices and participatory decision making.

¹⁸⁰ FGD E1.

¹⁸¹ FGD E6.

¹⁸² FGD M1.

¹⁸³ FGD E7.

¹⁸⁴ These vignettes of change derive from a range of qualitative sources, and therefore we cannot be sure of the scale of change which they reflect. However, they do demonstrate that new norms and behaviours were being disseminated by beneficiaries, which is an essential requirement for social norm change in the wider community. We can also observe that these vignettes come from a range of data sources – FGDs, KIIs, virtual monitoring, and MSC stories – from all four countries, and from men and women.

¹⁸⁵ FGD E6.

¹⁸⁶ FGD E5.

¹⁸⁷ FGD M2.

¹⁸⁸ FGD E7.

¹⁸⁹ KII9; FGD E6; FGD M3.

¹⁹⁰ FGD M2.

¹⁹¹ FGD E3.

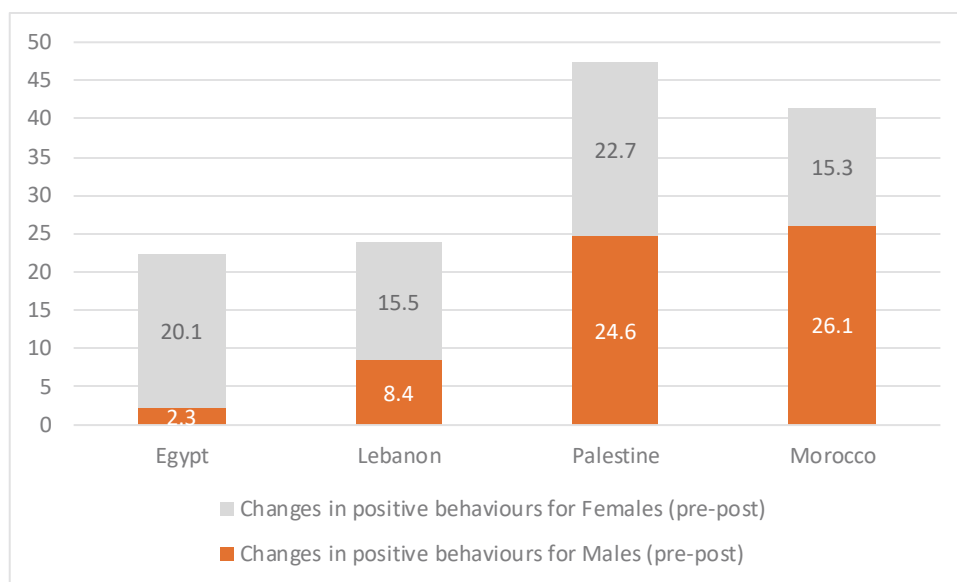
¹⁹² FGD M4.

¹⁹³ Virtual Monitoring Report Egypt.

There was some evidence of change regarding violence against women, mainly in the area of intimate partner violence (IPV). However, the degree of change was not as strong regarding prevalence of IPV, and a substantial proportion of beneficiaries said that violence was still used against women in their families.¹⁹⁴

The baseline–endline studies found notable positive shifts in behaviours in Morocco and Palestine, and to a lesser extent in Lebanon and Egypt¹⁹⁵. Figure 5 presents the relative changes for shifts in behaviours across phases I and II, and also demonstrates disparity in gender-equitable results between men and women in Egypt and Lebanon.

Figure 5: Relative changes (percentage) in positive behaviours (baseline to endline) by country and sex¹⁹⁶



Drawing on the data from the UN Women Quantitative Evaluation of Community-Based initiatives in Lebanon, men changed their behaviours in relation to household chores, male guardianship and girls’ access to the Internet. However, the prevalence of GBV in families remained unchanged, and there was limited improvement in women’s involvement in decision making. In Morocco, there were strong positive changes in men’s behaviour regarding engagement in household chores and childcare, participatory decision making, and the prevalence of VAWG. In Egypt, behavioural change was lower than in other countries, and was much lower among men than among women.¹⁹⁷ In Palestine, improvements were reported in men’s behaviours regarding women’s decision making, engagement in childcare and household chores, and the prevalence of VAWG. However, around 44% of men still claimed that men took the final decision in their homes, 47% said that cooking and family care were women’s roles, and around a third said that men sometimes beat women in their families. From a more positive perspective, the figures could be seen from the other side – i.e. 56% claimed that women took the final decision, while 53% claimed household care burden was not only the women’s role in the household.

Evaluation data from FGDs and KIIs suggest that there have been some reductions in VAWG in Egypt. One woman said that her husband used to beat her for not serving his family to his satisfaction. She persuaded her husband to take part in the parenting sessions in Sohag; through the better communications they

¹⁹⁴ As mentioned in the limitations, IPV (or GBV prevalence more broadly) was however not tracked using rigorous before/after data collection methods, such as WHO GBV prevalence questionnaires

¹⁹⁵ These changes occurred despite challenges in cohort attrition between baseline and endline

¹⁹⁶ UN Women (2022) Quantitative Evaluation of Community-Based Interventions in Egypt, Lebanon, Morocco, and Palestine

¹⁹⁷ Note that this data is not statistically significant, owing to sampling challenges in Egypt.

achieved, he had stopped being violent and assisted her with household chores.¹⁹⁸ Levels of VAWG had, reportedly, reduced among men who took part in the fatherhood camps run by Wellspring.¹⁹⁹

Stronger progress had been made in sharing household chores and in childcare. Many examples were given from Palestine, Morocco and Egypt of husbands sharing household duties, doing the shopping, taking children to school, doing laundry and cooking.²⁰⁰ These changes seemed to be sustainable, and beneficiaries were maintaining their positive behaviours after their engagement with the programme had ended.²⁰¹

Again, drawing on the FGD and KII data, parenting practices appeared to have shifted, moving away from physical discipline and towards talking and listening and using non-violent forms of discipline. These changes were strongest in Egypt and Palestine, where GTP programmes had been implemented. Men and women were calmer in dealing with their children, and avoided beating and insulting them.²⁰² Fathers who took part in the Wellspring parenting camps in Egypt were more involved in their children's education, discussed their problems, and encouraged their children to express their feelings and not to fear their fathers.²⁰³ However, it should be noted that quantitative evaluations²⁰⁴ of these initiatives (which were not available to the evaluation team at the time of writing) show more limited improvements in Palestine and Egypt, and therefore the current findings should be triangulated with the emerging quantitative findings in order to form a robust picture of the impact of GTP programming.

Social norms: the degree to which beliefs about typical and appropriate behaviour in the community have shifted

Finding 5.8: There was good evidence of participants sharing their new knowledge, attitudes and behaviours among their networks.

For the positive deviants, this followed a structured programme, often visiting peers in their homes to support them to shift their behaviours. For other beneficiaries – for example, those who had taken part in parenting programmes in Egypt and Palestine – they discussed what they had learned with family members, neighbours, friends and colleagues informally.²⁰⁵ For example, one woman in Morocco said she invited her brother to the training with Tildat and that he helped to explain gender equality to their parents, who were more conservative.²⁰⁶ Another man in Palestine who was participating with the Brilliant Future Association said that his sister asked him to speak to her fiancé about sharing household chores.²⁰⁷

Box 1. Social norms

Social norms are the unwritten rules about the way people are expected to behave within a social group and what is considered to be acceptable behaviour. For a social norm to exist, there need to be expectations around what we think others do (empirical expectations) and what we think we are expected to do (normative expectations). Usually there are sanctions for breaching the norm and rewards for complying. Social norm change therefore requires shifts in the wider community (rather than at individual level), such as the family, peer group, local community, and institutions.

¹⁹⁸ FGD E1.

¹⁹⁹ FGD E5.

²⁰⁰ FGD E3; FGD P4; FGD P5; FGD M1; FGD M4.

²⁰¹ FGD P1.

²⁰² FGD E2; FGD E5.

²⁰³ FGD E5; FGD E2.

²⁰⁴ Social norms endline

²⁰⁵ FGD M3; FGD M4; FGD P3; FGD P5; Virtual Monitoring Report, Palestine.

²⁰⁶ FGD M3.

²⁰⁷ FGD P5.

In Palestine, the peers who had engaged with the programme were supporting each other to promote gender equality. In one location, the local town had established a club for older and younger men to meet and exchange ideas on masculinity and gender.²⁰⁸ They also met with other like-minded couples during the camping activity which concluded the GTP programme, established a new network of friends, and had the opportunity to share experiences and challenges as well as ideas for overcoming them.²⁰⁹

Finding 5.9: Although the first steps towards social norm change were being taken by positive deviants and beneficiaries, there was as yet little sign of change in empirical or normative expectations in the wider communities, although evidence of attitudinal and GEMS score change is evident at individual level.

A small number of mothers-in-law were reported to fear that their sons would lose authority and respect in their households if they shared domestic chores with their wives.²¹⁰ A handful of women in Morocco (only a small number, given the sample size) reported that their fathers, brothers and male relatives tried to control their behaviour, in terms of where they went, when they went out, what they wore and who they socialised with.²¹¹

*"I have this uncle who always comments about the way I dress, and my studies and how he wouldn't allow me to this if I were his daughter. I just avoid debating with him."*²¹²

One woman in Egypt, who had participated in the Wellspring parenting camps, reported that she had convinced her husband that she should not take sole responsibility for serving all his relatives when they came to stay. However, her husband's relatives were so offended by this that they refused to visit him in future.²¹³

Sanctions were applied to many men and women who breached social norms by behaving in more gender equal ways. Several male participants were criticised, ridiculed or bullied as a result of their gender equal behaviours. Men who shared household chores and childcare with their wives might be seen as weak, losing their authority or becoming 'womanised'.²¹⁴ One woman beneficiary from Egypt reported that since her husband had stopped beating her, his brothers ridiculed him, saying that his wife was now the 'man' of the house.²¹⁵ Another reported that if her husband wanted to ask her opinion, he would never do it in front of their children, in case the children believed that 'the wife is leading the husband'.

Those who practiced gender equal behaviours risked being stigmatised and ridiculed within their communities, and in some cases, they hid this behaviour. This emphasises the importance of providing support mechanisms for beneficiaries – as had happened in Palestine – so that they can maintain motivation and challenge resistance. It also suggests that programming targeting the wider community (for example schools, colleges, religious leaders, local politicians, etc.) in the same areas where the positive deviants are working could help accelerate and scale-up norm change by creating an enabling environment for gender equality.

Finding 5.10: Policy change: Multiple engagements have been conducted, and in some instances there have been successes in contributing toward policy and legal reform in the majority of Phase I and II countries, with regional support and dialogues in the advocacy for paternity leave despite limited openings to target regional platforms or spaces; there has been more resonance at global level. The policy change advocacy component of the programme was less well-funded.

Policy change advocacy – supported by four thematic regional policy briefs produced in phase 1 as well as the four policy round tables - was a less well-funded workstream of the programme compared to others. The programme was able influence and contribute to a range of national level legislative and policy processes frameworks which, though not always with full success (see Annex 6 for a list). The programme outputs which were most consistently mentioned as having had the most impact regionally, as well as in

²⁰⁸ KII 43

²⁰⁹ FGD P4; FGD P5; FGD P2.

²¹⁰ FGD E3; FGD E4.

²¹¹ FGD M3; KII with Koloud.

²¹² FGD 10.

²¹³ FGD E2.

²¹⁴ FGD E1; FGD P4; FGD P5; FGD E7.

²¹⁵ FGD E1.

Lebanon, Morocco and Palestine, were the IMAGES studies themselves, and it is hoped that they will have a similar impact in Jordan and Tunisia.²¹⁶

MWGE also contributed successfully to other policy processes and engagements, such as the anti-sexual harassment legislation in Lebanon and, to a lesser extent, the parental leave policies in Egypt and Palestine (see also respective country case studies).²¹⁷ While institutional uptake among government actors and national GEWE machineries was slow at times, there were also successes with the Ministry of Youth, Ministry of Education and the National Council for Women (NCW) in Egypt, Ministry of Women's Affairs (MoWA) in Palestine and Ministry of Social Affairs (MoSA) and the parliamentary committee of women and children in Lebanon. In Lebanon, the programme had a somewhat unique impact with the Lebanese Armed Forces (LAF), Internal Security Forces (ISF) and General Security in integrating WPS perspectives and establishing a Gender Unit.²¹⁸

The programme also sought to engage with a range of influential non-state organisations, such as the Lebanese and Egyptian Scouts, Palestinian trade unions and the Moroccan Higher Institute of Information and Communication (ISIC), which trains future journalists and media professionals, and the Gender Mashreq Facility (World Bank) in Lebanon.²¹⁹ While the programme was agile and responsive in capitalising on openings of institutional uptake and had some notable successes, the resultant overall picture is somewhat scattershot.

At the regional level the programme suffered, to a degree, from the lack of a clear advocacy target for its messages, as the League of Arab States does not have the same kind of normative leverage on issues of gender equality, or let alone labour law questions, as some regional organisations elsewhere, such as for example the European Union. Nevertheless, the programme did actively engage with the League of Arab States, the Arab Women's Organisation and the Youth Department of the League.

Finding 5.11: Institutional and national capacity development: umbrella organisations, CBOs and research partners were central to success, but their role and utility were dependent on context and the stages of the programme; this was especially the case for umbrella organisations. A transparent selection process was valued, as was the possibility for CBOs to 'graduate'.

The use of umbrella organisations was largely seen by UN Women staff – and by the implementing partners themselves – as a successful mode of engaging with national implementers, especially smaller and less experienced CBOs. The one drawback was that the umbrella organisations created an additional level of distance between UN Women and the CBOs – as noted in the case study from Palestine.²²⁰ However, on the positive side, this allowed UN Women to focus on other aspects of the programme while the umbrella organisation handled capacity building and coordination with the various CBOs. The transparent selection of CBO implementing partners, and the positive impact of the support given to them by the umbrella organisations, found positive resonance among the CBOs as well as other development partners.²²¹

²¹⁶ KII 57, KII 77, KII 99

²¹⁷ KII 33, KII 39, KII 57

²¹⁸ KII 26, KII 33, KII 35

²¹⁹ Morocco Monitoring (2021); KIIs.

²²⁰ KII 76.

²²¹ KII 33, KII 57, KII 76

Box 2. Affecting policy change – two examples

The policy advocacy component of MWGE (Outcome 3) was underfunded but nevertheless was able to contribute to policy change and uptake to some degree in all implementation countries (see Annex 6).

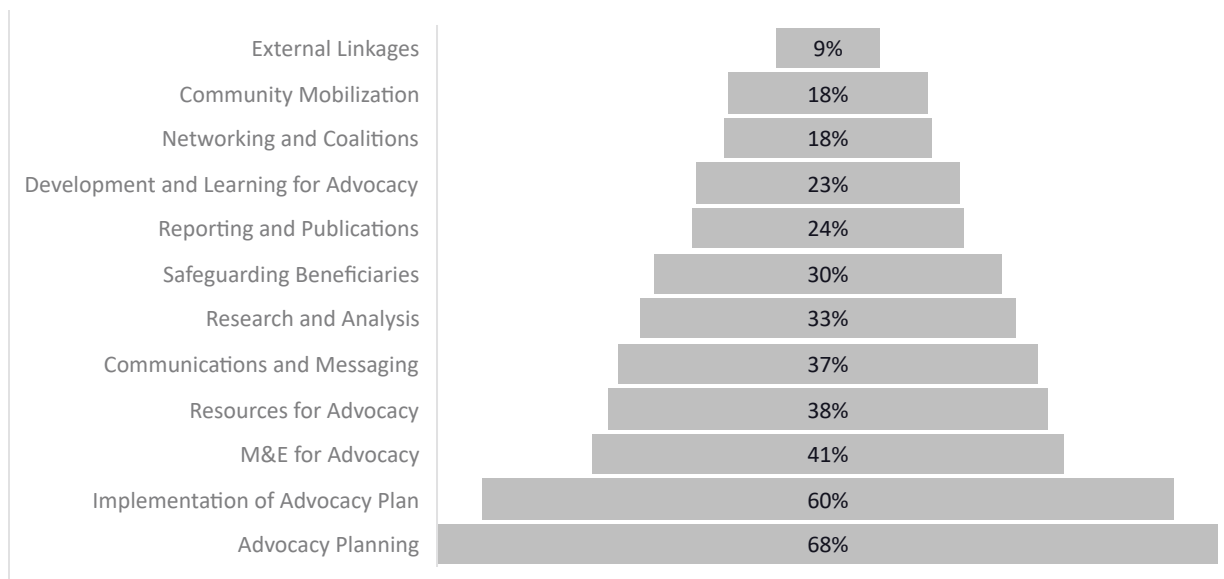
The degree to which policies, especially at national level, can be changed is highly contingent on external factors, such as the political will of decision-makers, being able to create a window of opportunity as well as momentum, and being able to capitalise on it. A comparison between two advocacy campaigns which were run under the umbrella of MWGE illustrates the context-specific nature of this work.

In Egypt, as in other implementation countries, MWGE sought to improve parental leave legislation, and worked on this both at the national level through the NCW as well as through a bottom-up advocacy approach involving the implementing partners (see also Egypt Country Case Study). The CBO El Shabab organised public awareness campaigns and collected signatures for a petition calling for a change, and worked with a parliamentarian whom they knew. In spite of increasing the number of signatures and shifting the focus of the proposed legislation to focus on the public sector – as this was seen as easier than focusing on the private sector – the proposed legislation became stalled in parliamentary committees. Furthermore, the framing of the legislation was limited (1 day) – which falls short of international standards. El Shabab's campaign was not picked up by the umbrella organisation and other CBOs to the degree that they had hoped for. Political interest in the campaign waned in parliament, but other parliamentarians were later able to increase parental leave by one day in the new labour law.

MWGE's support for the campaign in Lebanon on a new anti-sexual harassment law was a more successful effort, and also was able to ensure meso- and micro-level follow up. UN Women convinced CIBEL and NCLW to combine their proposals for a law on the issue, and funded the campaign, which successfully passed parliament. Apart from the strong, evidence-based lobby efforts, of the partners, the campaign was also able to make use of the fact that the government, under pressure from the public, was looking for legislative victories. MWGE then supported local level awareness-raising on the law, and the CBO Mosawat conducted a study on sexual harassment by taxi drivers, developed campaign videos and conducted trainings with taxi drivers. The programme thus was able to successfully unite and mobilise forces around a common demand, and make use of a politically opportune moment. Furthermore, MWGE also able to connect the macro-level advocacy success with meso- and micro-level follow up and

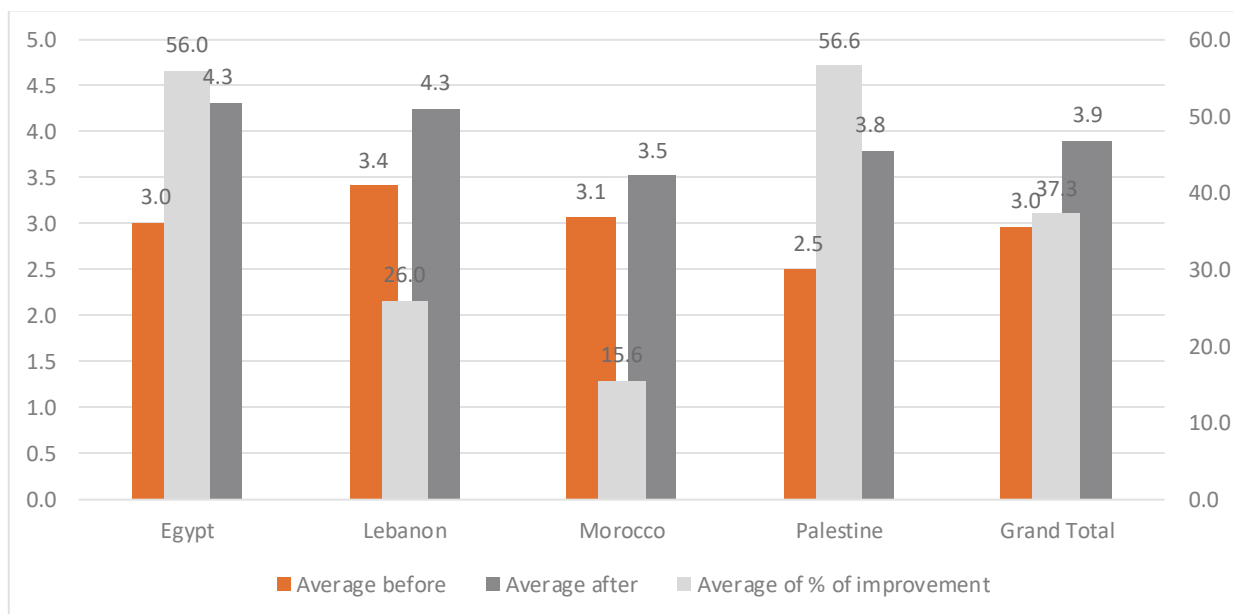
A number of tools and training exercises were undertaken with CBOs in all country programmes, resulting in proven gains in capacity across 12 monitoring domains – the top three of which showed gains in advocacy planning, conducting advocacy, and undertaking the monitoring and evaluation of advocacy – with gains of 68%, 60% and 41% respectively (see figure 6).

Figure 6: Advocacy capacity improvement by category²²²



The CBO capacity building MEL data also shows that enhancements are noticeable across all Phase I and II countries – particularly in Egypt and Palestine (see figure 7). Overall, the average capacity of all CBOs across capacity categories in all countries expanded by 37% from baseline to endline.²²³

Figure 7: Average score increase for CBO advocacy capacity support – across Phase I and II, and average²²⁴



All CBOs demonstrate some notable highlights with respect to demonstration of these capacity gains. For example, the umbrella NGO in Egypt enhanced human resource capacity in several CBOs, such that these CBOs have engaged in gender-responsive programming in their other programmes and have developed knowledge products that are being used by the CBOs in other ongoing projects.²²⁵ In Lebanon, CBOs continued working on 16 days of activism with no budget provided from the programme, providing evidence

²²² Un Women (2021) CBO capacity building assessment

²²³ CBO capacity building endline review, 2021.

²²⁴ Un Women (2021) CBO capacity building assessment

²²⁵ KII 9 KII 10; Egypt FGDs 4, 5.

of their commitment and buy-in.²²⁶ CBOs have built trust relationships with local stakeholders with increased capacity to advocate and connect with government entities (MOSAWAT CBO), religious leaders (Abnaa Saida) and other local CBOs (Al Jalil). Lebanese CBOs were also encouraged to engage in the feminist network that was formed following the Beirut blast in 2020, which provides a common platform for activists and NGOs to join efforts in advancing the Charter of Demands, which is operational at present.²²⁷ In Palestine, several CBOs felt empowered to build on their vision, strategies and frameworks: Reform, for example, received funds from Oxfam,²²⁸ and Benna received funds to continue the interventions in Gaza.²²⁹

The findings of the CBO capacity building survey conducted by the evaluation team with the implementing partners echo these results from the point of view of the CBOs/CSOs. The capacity building by the umbrella organisations and the knowledge exchange between CBOs/CSOs to improve their collective action in advocacy were seen as having had great, significant or transformative impact by 18 organisations out of 28, with only four judging it as having had little impact.²³⁰ Similarly, advocacy capacity building support was seen as having been a major or fairly important factor in contributing to any policy or legislature changes achieved by the CBOs/CSOs by 18 organisations, with two considering the contribution as having been minor. Nonetheless, implementing partner respondents still highlighted the need for more support in terms of making their engagement with government and with local community leaders more effective, including in terms of giving them better skills to overcome resistance. A further growth area is in tailoring tools to the needs of CBOs/CSOs, though this scored moderately well. At least one implementing partner also saw a need to increase their own capacity in terms of monitoring and evaluating the impact of their activities, rather than just activities and outputs.²³¹ The positive reception of the capacity building is confirmed in findings from the CBO survey. Gains in research and analysis, and in reporting and publications, have also been notable (33% and 24%).²³²

Finding 5.12: Institutional and national capacity development: The MWGE programme has demonstrated use of adaptable and scalable approaches (Program P, IMAGES, Positive Deviance), and has recognised the need for national adaptation capacity to support this. ROAS has coordinated and supported COs in building up national capacity and facilitated exchanges of experiences. Given the size of the region, there is further space to increase the work, and while there has been an improved integration of Musawah's component with the programme, this could be further enhanced. The approaches developed in Egypt for working with men living with disabilities also offer further opportunities for scaling up both nationally and regionally

The MWGE programme did not seek to develop its research tools and interventions from scratch but rather used existing tools and approaches, e.g. IMAGES, Promundo's positive fatherhood-focused Program P and Positive Deviance approaches. These were adapted to regional and the respective country contexts, using more easily accessible language but also removing issues deemed as too sensitive or controversial, such as LGBT issues from the IMAGES survey in Egypt and Palestine.²³³ A particularly notable adaptation in Egypt was the development of material based on the programme for use with hearing-impaired and visually impaired people.²³⁴ A thorough process of local adaptation of the IMAGES methodology by national research partners in Tunisia and Jordan has been a central element of the expansion of the programme into these two countries. The process was seen by the involved partners and UN Women as having been a highly successful one, though it is not possible to assess the final outcome of this yet as the studies have not been finalised.²³⁵ ROAS has coordinated and supported COs in building up national capacity and facilitated

²²⁶ KII 25, KII 32.

²²⁷ KII22, KII 26, KII 28, KII 29.

²²⁸ KII 45

²²⁹ KII 46

²³⁰ Of these four, one was only engaged in Phase I and three were engaged in both phases.

²³¹ This came from the comments section of the survey.

²³² CBO Capacity Building Survey.

²³³ KII 57, KII 99

²³⁴ KII 3

²³⁵ KII 57, KII 74, KII 76, KII 77, KII 99.

exchanges of experiences in implementing IMAGES and Program P regionally between the countries, tri-laterally with Promundo and directly bi-laterally with the COs.²³⁶

One of the recommendations of the midterm review (MTR) was to better integrate the work of Musawah with the rest of the MWGE programme and with national institutions.²³⁷ This was improved in Phase II of the programme, including linking Musawah's work with the Youth Agora and in the training of Sharia court judges in Palestine.²³⁸ Nonetheless, several implementing partners expressed a wish for a closer engagement with Musawah, as they felt that this would be an important addition to their work.²³⁹ Furthermore, the use of an Islam-based narrative to promoting gender equality allows the programme to have impact beyond the focus countries across the Arab region and in the Islamic world more broadly.

The approaches developed in Egypt for working with visually and hearing-impaired men further offer opportunities for scaling up and replicating these both nationally and regionally.²⁴⁰

Finding 5.13: The programme as a whole and the implementing partners at their respective working levels showed high levels of innovation, including in adapting to new circumstances because of social and political dynamics as well as the COVID-19 pandemic. Other innovations arose directly out of the work of the programme. Some of these innovations were seen across the programme as a whole, while others – such as the work with persons with disabilities – remained localised but could be scaled up.

MWGE implementation on the ground has led to a variety of innovative approaches, often localised and often in response to crises. First and foremost, the COVID-19 pandemic forced implementing partners and UN Women at all levels to quickly rethink and adapt all of their research preparation and programming, and also the monitoring and evaluation, as in-person spot checks had to be replaced.²⁴¹ Adaptations were made to community interventions, e.g. finding alternate spaces for implementing 'Positive Deviance' activities (see also EQ 2). In Palestine, 'positive deviants' also increased their engagement in spreading pro-gender equality messages in online conversations.²⁴² In Egypt, Morocco and Palestine especially, the programme made good use of visual arts, theatre, sports and local traditions of song in its messaging, in particular in rural areas, and national implementing partners often made particular efforts to engage with hard-to-reach populations. In Lebanon, the multiple crises since 2019 led to a reconfiguration of the approach to implementing MWGE. This also included innovations such as UN Women/MWGE playing a key role in establishing a feminist platform in the aftermath of the August 2020 Beirut Port Blast as well as engaging with new, innovative avenues for its work, e.g. working with taxi drivers to prevent sexual harassment or preventing the sexual harassment and abuse of women journalists. In Egypt, the programme pioneered work with hearing-impaired men on preventing violence and shifting gender norms, as well as having Braille transcripts of outreach materials of MWGE, e.g. theatre plays, for the visually impaired (see also EQ 7). This could be scaled-up and/or be systematically utilised across the region, with the potential for sharing experiences among CSOs working with people with disabilities.

Finding 5.14: The programme had unintended and/or unforeseen consequences, both positive and negative. On the positive side, these included a far greater reach than anticipated and the creation of positive momentum around the key messages of the programme. On the negative side, the subject matter – concerning gender equality and human rights - did trigger opposition from socially conservative forces, which was expected. More unexpectedly, however, some of the outreach messaging led to pushback from feminist movements, underscoring the need for COs to adhere to regional-level quality assurance mechanisms.

MWGE has had several unintended consequences, although in terms of the positive consequences they are better described as unforeseen, as they do follow from the programme's intervention logic. The unforeseen positive impacts have been in the unexpectedly high number of women and men participating in community-based activities as well as the high outreach numbers, though the latter need to be treated with

²³⁶ E-mail communication with ROAS

²³⁷ Tarazi, R (2017) Men and Women for Gender Equality – Mid Term Review. p. 58.

²³⁸ KII 39, KII 56, KII 57.

²³⁹ See knowledge product case study and country case studies

²⁴⁰ See also Egypt country case study

²⁴¹ KII 58, also UN Women (2022)

²⁴² KII 39, KII 43, KII 58

some caution (see also Thematic Paper on Social Norm Change).²⁴³ Further positive momentum was created by the Positive Deviance peer-to-peer approaches as well as in the drive for a paternity leave petition in Palestine.²⁴⁴

The programme has sparked resistance at micro, meso and macro levels, which was not unexpected but did lead the programme to adapt its approaches in particular at the meso and macro level. At micro level, participants reported resistance and pushback from peers and family members. In Egypt, it was in particular the mothers of the husbands who were reported in FGDs and KIIs as being the most resistant to their sons' changed behaviour after attending the MWGE sessions.²⁴⁵ At the meso level, the programme has faced resistance in some communities in Palestine, where socially conservative groups have rallied against the the family protection bill, CEDAW and the institutions that promote these agendas.²⁴⁶ This could, however, be part of a growing regional macro-level issue, as interviewees in Jordan also expressed concern about growing 'anti-CEDAW' movements that are opposed to work on gender equality, and the labelling of this work as being a 'western agenda.' Similarly, in Morocco there was resistance from socially conservative groups and individuals to the utilisation of the Quranic concept of *qiwamah*²⁴⁷ to push for increased men's engagement in household chores.²⁴⁸ At the macro level, societal resistance to LGBT inclusion and the political risks involved led the programme to leave the issue out in Egypt and Palestine, and the Egyptian government did not endorse the IMAGES study so the Egyptian IMAGES report was not published as a separate report.

There has also been unintended negative pushback from women's rights organisations, in particular against some of the BIAM media products published in Morocco that were perceived to amplify men's agency at the expense of not simultaneously celebrating women's agency (in Phase II) and from a small number of Lebanese feminist movements (in Phase I) under the programme which were seen as undermining key feminist messages.²⁴⁹

The feminist pushback in Morocco against some of the media messages also highlights the potential risk of reinforcing unintended messages. Whether this occurred or not cannot be discerned from the available data on media products; however, these are issues which the evaluators wanted to flag as a possible issue to be considered when moving into the next phase. These unintended consequences include: having an explicitly or implicitly less-than-transformative message, e.g. celebrating men for 'helping' in the household rather than showing them taking on equal responsibilities; inadvertently reinforcing traditional stereotypes by e.g. associating masculinity with strength, and thus celebrating women when they take on 'masculine' roles, or by focusing on women as submissive, passive or victims only; and subliminally reinforcing problematic behaviours or norms by spending the majority of the time of a messaging clip focusing on those rather than the hoped-for behaviour or norm.

5.3 Efficiency

EQ 6. Has MWGE been efficient, achieving high-impact work in a cost-effective way, while using processes and systems to enable sufficient resources to be made available in a timely manner to achieve planned results?

Summary:

Though it has faced delays – in part due to external circumstances (e.g. COVID-19 pandemic, political and security context) and in part due to processes internal to UN Women – and has had to adapt many of its ways of working, the programme has been largely efficient and cost-effective in its delivery. By taking a

²⁴³ For example, social media 'reach' data captures the total number of social media users on whose screens a particular post appeared but does not track actual engagement.

²⁴⁴ See also Palestine Case Study

²⁴⁵ FGDs Egypt

²⁴⁶ KII 39, KII 43

²⁴⁷ See for example <https://www.musawah.org/knowledge-building/qiwamah-wilayah/>

²⁴⁸ Morocco MWGE Annual Report 2020, p. 18.

²⁴⁹ KII 57

regional approach and adapting existing programmatic approaches, it has been able to utilise economies of scale. Moving forward into a potential third phase of MWGE (or a follow-up new programme) will require a fundamental discussion of how the programme can shore up the gains it has made and whether the next programme should focus on scaling up, scaling out or scaling deep – and in which ways. This will need to be accompanied by a costing exercise.

Finding 6.1: Management efficiency: As with all similarly complex programmes, the inevitable negotiation and balancing between regional and national level roles, priorities, competencies has proved challenging

The programme, especially in its second phase, has sought to ensure that it is a regional programme rather than a multi-country programme. Thus, there was a conscious effort to ensure that MWGE implements a coherent and cohesive approach in all countries rather than implementing a collection of different approaches in parallel.²⁵⁰ At the same time, however, the programme needed to allow for flexibility at country level, as each context was different in terms of possibilities, challenges and entry points. The greatest deviance from the overall programme was arguably in Lebanon, in part owing to the shift toward the support and engagement of the feminist movement.²⁵¹ As a result, the regional office sought to give the programme as much of a ‘steer’ as possible, to create synergies and have common systems and standards where possible, while giving COs the necessary leeway and without entangling the programme by being micro-managerial.²⁵² The approach used in Lebanon to engage with KAFA, a Lebanese feminist NGO, as the umbrella organization for CBO interventions in Phase II (instead of an INGO, like Save the Children, in Phase I), has been regarded as a good practice contributing to strengthen local ownership and increase accountability towards the feminist movement.²⁵³

The regional-level management of the programme sought to provide quality assurance across the programme, though there were instances when COs did not consult the regional office in operational matters, such as when producing or launching some media and knowledge products (see also EQ 9).²⁵⁴ Several COs did, however, request that there be more supporting staff at regional level who could be drawn upon when needed, including further regional MEL support and support to help with politically sensitive issues and situations.²⁵⁵

Interviewees’ views on the utility of country-level steering and advisory committees were mixed. In Phase I, a regional Strategic Consultative Group (SCG) was established at regional level as well as in three of the implementation countries. While the regional SCG involved Promundo, UN Women and the umbrella organisations, at country level they also brought together government and civil society actors.²⁵⁶ In Egypt, the Country Advisory Board (CAB) was seen as a useful mechanism both to ensure government engagement and to create a space for dialogue between UN Women, government and civil society, even if it had no decision-making power.²⁵⁷ The lack of such a mechanism bringing together various actors was seen as a drawback in Palestine.²⁵⁸ In Lebanon, however, the advisory board, which only met once during Phase II, was not seen as efficient, and at least one interviewee suggested having a technical oversight committee instead.²⁵⁹

Finding 6.2: The ROAS level Design, Monitoring, Evaluation and Learning (DMEL) system has been an overall positive addition to efficiency and effectiveness and has adapted to COVID-19 related constraints. A drawback of the centralised DMEL system was that COs focus mostly on activity and output level, as impact monitoring and analysis were moved up to regional level. On the other hand, decentralised MEL activities – as conducted by partners – were rarely augmented validated via third party stakeholders.

²⁵⁰ KII 57, KII 99

²⁵¹ This change of approach was, however, seen – at both country and regional levels – as having benefited both the in-country component and the overall regional programme. (KII 33, KII 57, UN Women feedback during Lebanon country study presentation)

²⁵² KII 57, KII 99

²⁵³ See also Comparator case study and Lebanon case study

²⁵⁴ KII 56, KII 57, KII 58

²⁵⁵ KII 3, KII 21, KII 74

²⁵⁶ MTR (2017).

²⁵⁷ KII 3.

²⁵⁸ See also Palestine case study

²⁵⁹ KII 23, 30, and 34.

Having a centralised DMEL system at regional level was seen by country office and regional office-level interviewees as benefiting the programme and as a gain in both efficiency and effectiveness. Having a regional system to collate and analyse DMEL data systematically across the programme freed up COs to focus on implementation.²⁶⁰ The data collected included standard activity and output data, such as activities, sex- and age-disaggregated number of participants, or the number of outputs such as knowledge products, or expenditures. In addition, the DMEL data sought to capture the impact of various aspects of the programme using a range of quantitative and qualitative tools. Quantitative tools included measuring the impact of capacity-building trainings as well of CBO activities by tracking changes in knowledge, and for the beneficiaries also in attitudes and behaviours. For the baseline and endline surveys with beneficiaries, the GEMS scale was used. Furthermore, reach data was collected for public awareness and outreach campaigns. Qualitative monitoring data of the impact of community-level interventions was mainly collected using the Most Significant Change (MSC) technique, as well as virtual monitoring of community events. Prior to the Covid-19 pandemic, on-site spot checks were conducted with the implementing partners. While the DMEL system thus collected a wide variety of data on the programme, it did also have its limitations, as discussed in section 4.5.

The DMEL system had to be adapted with the pandemic as in-person spot checks were no longer possible and was able to continue monitoring online.²⁶¹ In at least Lebanon, the programme also organised additional FGDs with youth activists to compensate for monitoring data that could not be collected by the CBOs due to restrictions.²⁶²

COs and, to a lesser degree, implementing partners were engaged in all steps of developing the DMEL system, including how to track changes in attitudes and behaviours.²⁶³ Feedback from the implementing partners was provided and reflected at all levels and passed by COs to regional level. When the regional DMEL team conducted in-person spot checks, CO staff attended some of the meetings as observers.²⁶⁴ Nevertheless, one drawback of the centralised DMEL system was that COs end up being focused on the delivery of activities and outputs, reflecting less on impacts as these are analysed at regional level. In addition, given the limited engagement of third-party stakeholders in MEL or associated validation and quality assurance processes across all COs, there has been a potential loss of triangulation or credibility of MEL data.

Finding 6.3: The programme was able to leverage ‘economies of scale’/sharing of resources regionally, using tested, manualised approaches. There are potential gains in efficiency and effectiveness through of the shift from Promundo to local research partners for IMAGES, especially in Jordan.

The programme was able to leverage ‘economies of scale’ by using tested, proven and (in part) manualised approaches that could be adapted comparatively easily and rolled out across the region, e.g. IMAGES and Program P. Although substantial time and effort was invested into the local adaptation of these approaches – as, for example, with the Phase II adaptations of IMAGES for Jordan and Tunisia – these did not have to be developed from scratch. Furthermore, the common use of Arabic – in spite of national and regional differences – allowed for sharing of resources, media and knowledge products across the implementing countries and across the broader region. The regional approach also allowed the programme to have impact on a larger scale.²⁶⁵ However, there was comparatively little opportunity to affect sustained policy change at regional level, for example with the League of Arab States.²⁶⁶

In MWGE Phase I, two umbrella organisations (Care in Egypt and Save the Children in Lebanon) were INGOs, and the United States (US)-based INGO Promundo played the central role in the IMAGES process, as well as in introducing Program P as an intervention. Phase II saw a greater degree of localisation, with KAFA in Lebanon becoming the umbrella organisation and Promundo taking a more advisory rather than

²⁶⁰ KII 58

²⁶¹ UN Women (2022)

²⁶² KII 22

²⁶³ KII 58, UN Women (2022)

²⁶⁴ Ibid.

²⁶⁵ KII 57, KII 99

²⁶⁶ However, the programme did engage with the Youth Department of the League of Arab States and the Arab Women Organisation (KII 57, KII 99)

implementing role. Given that the locally-run Jordan and Tunisia IMAGES studies have not yet been finalised and the data on the impacts of the local adaptations of Program P and GTP is not available yet, it is too early to say what the impact of this shift has been for effectiveness. However, it has increased national ownership and – final results pending – should have contributed to cost efficiencies.

Finding 6.4: The MWGE programme was affected by delays and bottlenecks within internal UN Women processes, staffing gaps and procurement, engagement with government approval processes, shifts toward Covid-19 sensitive programming, and wider political developments

Of the delays affecting the MWGE programme, some were caused by processes internal to UN Women, e.g. staff changeovers, hold-ups in staff recruitment, and procurement procedures. The implementation of Phase I faced delays from the very beginning in terms of staff recruitment as well as research design and implementation. This required a revision of the timeline for the entire programme, allowing for some components – such as the capacity building of CSOs – to begin in parallel in 2016.²⁶⁷ Staffing issues also affected Phase II at a critical time, as there were heavy delays in the recruitment of the Regional Manager and the MWGE Tunisia national co-ordinator, as well as some shifts in the post of MWGE Egypt national coordinator that affected the smooth oversight of the MWGE in Egypt.²⁶⁸

COVID-19 affected both the modalities and timelines of implementing planned activities. The IMAGES research in both Jordan and Tunisia was affected as the questionnaire development workshops had to be changed from an in-person to an online format. This required more sessions to finalise both the household survey and qualitative questionnaire.²⁶⁹ Additionally, field trainings, which had to take place physically, had to be pushed back, creating the need to extend the total implementation period. The timeline to finalise and launch IMAGES in Jordan and Tunisia was thus extended into Q2 of 2022.²⁷⁰

Political developments also affected programme timelines negatively, beyond the larger responses required by the Israeli attacks on Gaza and the multiple, simultaneous crises in Lebanon from 2019 onward (discussed in EQ 2). In Palestine, the public release of the findings of the Palestine IMAGES study, scheduled for November 2017, had to be cancelled owing to instability caused by the decision to move the American Embassy in Israel to Jerusalem. UN Women overcame the situation by rescheduling the launch to February 2018.²⁷¹ In Egypt, the implementation of the small grants components was delayed owing to the ratification of a new NGO law (No. 70 for 2017) and its Executive Regulations.²⁷² In Tunisia, political turmoil in 2021-2022 also negatively impacted on implementation.

Finding 6.5: Budget allocations by country are seen as requiring revision by some COs – moving into next programme/Phase III, while budgeting categories require clarification for shared understanding.

As noted in section 3.4., the budget for human resources for MWGE was comparatively high, and in Phase II, the original four countries had an additional project assistant, whose salary contribution was gradually reduced year by year (from 100 %, to 75 % to 50 %) with the expected reduction in workload²⁷³. At the ROAS level in Phase II, cost-savings were implemented compared to Phase I by changing the contract modality of the Regional Programme Manager to a lower salary class and sharing the costs of the Programme Analyst by 50 % with another programme.²⁷⁴ As also noted in section 3.4, the lines of accountability of national coordinators were somewhat anomalous, in that they mostly only reported their respective CO line managers even if they were funded from regional funds, which may have led to reduced efficiencies and

²⁶⁷ MWGE Annual Report 2015. p. 12.

²⁶⁸ KII 56, KII 58.

²⁶⁹ KII 63

²⁷⁰ MWGE Annual Report 2020. p. 36.

²⁷¹ MWGE Annual Report 2017. p. 5.

²⁷² MWGE Annual Report 2017. p. 7.

²⁷³ KII 57

²⁷⁴ E-mail communication with ROAS

effectiveness – based on lack of immediacy in oversight and potential for course correction. Furthermore, some MWGE staff also worked on other programmes as part of their portfolio, which had both benefits and drawbacks from the point of view of MWGE. While this allows for cost-sharing and ensures that learning from MWGE has flowed into other work, it can lead to a blurring of lines between programmes, competing priorities, and over-burdening.

Nonetheless, in spite of additional HR investments, in all four of the COs engaged in both the first and second phases of the programme, UN Women CO interviewees raised concerns that the funds, staff and/or time allocated had not been enough. A particular concern in Egypt was the sheer size of the population compared to the other countries, greatly reducing the per capita investment.²⁷⁵ In Lebanon, on the other hand, the unprecedented financial and economic crisis led to an explosion in costs and a massive reduction in purchasing power for the programme.²⁷⁶ In both Morocco and Palestine, UN Women CO respondents felt that both the staff and financial resources were not adequate at country level.²⁷⁷ This was echoed by similar concerns from implementing partners in all four countries.²⁷⁸ The analysis thus brings to the fore questions of effectiveness and efficiency of the use of human resources at various levels – implementing partners, COs, ROAS – in terms of staff time use and budget allocations, job descriptions, contract modalities, tasks and responsibilities, as well as lines of accountability, questions which looked different when viewed from different vantage points in MWGE (for example CO level compared to ROAS level). While the resources were thus clearly enough to produce results and impacts at various levels, a more in-depth assessment of HR modalities at all levels in both phases may be warranted (see recommendation 1).

Finally, a more technical finding was that in budget tracking for financial reporting at CO level, offices were often using different categories of analysis for human resources, programme implementation, different reimbursable labels and the like, making overall budget tracking difficult and time-consuming. There is thus a need to continue to give guidance and accompaniment for financial staff, as well as for management to ensure systematic, consistent use of agreed financial tracking tools²⁷⁹.

²⁷⁵ KII 3, KII 12

²⁷⁶ KII 33

²⁷⁷ KII 38, KII 100

²⁷⁸ See also Country Case Studies

²⁷⁹ KII 55, confirmed via budgetary analysis conducted in inception stage

5.4 Gender and human rights

EQ 7. To what extent was a human rights-based and gender transformative approach incorporated in the design and implementation of the programme?

Summary:

The findings demonstrate that there is a strong conceptual foundation in the MWGE programme emphasising a transformative approach towards gender equality and the empowerment of women through the targeted engagement of both women and men. In support of this, the acknowledgement and understanding of the Leave No One Behind (LNOB) Agenda remained embryonic in Phase I but has accelerated in Phase II, especially in terms of including refugees and persons with disabilities, but to a lesser extent for LGBT people given the restrictive political environment and social norms in most country contexts. Underpinning this, the articulation of rights-based approaches – and the associated implications for men’s and boys’ engagement for GEWE – is inconsistent and broadly undefined. As a result, the MWGE can arguably be given mostly a ‘gender-responsive’ status on the GRES scale, though for many individual beneficiaries, the impacts undoubtedly were ‘gender transformative.’ Individual activities, such as relatively basic awareness raising on gender would however need to be ranked as ‘gender targeted.’

Finding 7.1: The MWGE ToC sets the scene for a transformative approach which is evident in capacity building materials and outcomes across ROAS and, to a lesser extent, the implementing CBOs, although the definition of ‘transformative’ requires further nuance.

A review of the ToC (see EQ 4) demonstrates an increased emphasis on transformative change concepts as the MWGE programme has developed across Phases I and II. The shift towards generating change across the macro level (laws and policy) and meso level (institutions and networks) is evidence of this progressive movement – although financial resources have not followed suit to fully underpin this movement (see also EQ 6).

Nevertheless, an understanding and awareness of the gender transformative approaches, as well as other dimensions of the gender effectiveness scale,²⁸⁰ is dominant throughout the knowledge products produced by the MWGE programme from the early stages in Phase I. For example, the guidance document on ‘Understanding How to Engage Men in Gender Transformative Approaches to End Violence Against Women’ (2018) is one of 21 documents available on the MWGE online portal, and it advises that practitioners ‘go beyond simply recognizing inequalities’ and that instead they ‘work to directly challenge and change the harmful norms that perpetuate inequality and justify men’s use of violence in the first place’.²⁸¹ This framing and language of gender transformative concepts is endemic in the knowledge products in the online portal.²⁸²

There is also good evidence from the CBO survey, which focused on capacity building, to suggest that the training afforded to CBOs by the umbrella organisations was well received. Of the multiple options provided to CBOs to select the area in which they received the most support, the support for generating an understanding of the ‘differences between gender-harmful, gender-blind, gender sensitive, gender-responsive and gender-transformative’ was marked as the most useful by 25% of CBOs.²⁸³ This is aligned with the in-depth framing of gender transformative approaches provided in the ‘Capacity Building Toolbox for Emerging CBOs and Youth Groups’ toolkit, among other materials.²⁸⁴

However, beyond the IMAGES GEMS score, a gender analysis marker relating to the gender effectiveness scale appears sporadically in technical documentation and reporting materials across Phases I and II. This lack of a standard or tailored gender effectiveness scale could undermine MEL quality and explanatory power in reviewing progress across MWGE programming areas in different country contexts over time. For

²⁸⁰ http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf

²⁸¹ Understanding How to Engage Men in Gender Transformative Approaches to End Violence Against Women’ (2018 : 21)

²⁸² <https://arabstates.unwomen.org/en/what-we-do/ending-violence-against-women/men-and-women-for-gender-equality>

²⁸³ CBO Capacity building survey.

²⁸⁴ Toolkit for Youth on Advocating’ (2018), Outside the Box: a training manual on gender & masculinities & strategies of engaging men and boys in combating gender discrimination & violence (2018).

example, while the catalogue of MEL approaches used in the MWGE programme across Phase s I and II has gone ‘above and beyond’²⁸⁵ the standards expected of the UN Women HQ office, there is nonetheless no clear definition of ‘gender transformative’ that would support robust analysis, nor of similar concepts in the MEL materials and capacity building toolkits. This shortfall is partially evidenced in feedback from the 46% of CBOs who stated that support in understanding the gender effectiveness scale is an area in which they have a priority need.²⁸⁶

Finding 7.2: Recognition of the LNOB agenda has been slow to gather momentum consciously across Phase I (particularly for LGBT people), although the integration of refugees, LGBT people and persons with disabilities has grown steadily in Phase II. More broadly, however, linkages of the LNOB agenda to intersectional approaches remains underappreciated across the programme design, implementation and MEL components.

There is clear evidence from Phase I and II countries that there has been an expansion of interest in marginalised people and communities in the MWGE programme – although this expansion has not always been explicitly linked to the LNOB agenda. In Morocco, for example, the targeting of women and men beneficiaries from hard-to-reach rural areas through public outreach (via Souks)²⁸⁷ was undertaken, despite there being no evidence of the programme intentionally focusing on incorporating the LNOB principle ‘Do No Harm’ or emphasising a focus on diversity, minorities and at-risk groups.²⁸⁸

Similarly, for Palestine and Egypt there was marginally more evidence of addressing LNOB concerns – but primarily for a geographic or socioeconomic perspective. In Egypt, for example, although documents show limited data on ‘leaving no one behind’ and its framework, the MWGE programme considered the LNOB principle by addressing disadvantaged women, men and girls with lower incomes, as well as the poorest cohorts across several geographical settings.²⁸⁹ However, the design of community interventions does not refer to the LNOB concept explicitly. Similarly, in Palestine, the umbrella NGOs NGO development Centre (NDC) and Women’s Affairs Technical Committee (WATC) reported that the programme targeted families in marginalised areas, including south Hebron and Gaza. In addition, many of these families demonstrated little access to electricity and the Internet at that time. However, while most Palestinian implementing partners made efforts to be inclusive of poorer marginalised, remote, rural and border communities in addition to refugee camps, there was ‘no strategic direction to be inclusive of people with disabilities, with few limited attempts to include them’.²⁹⁰

With regard to the explicit targeting and successful inclusion of persons with disabilities groups, the evidence is notably patchier in the Phase I and II countries – particularly in Palestine and Lebanon. In Palestine, persons with disabilities were not systematically included in the programme. Moreover, the intervention in Palestine did not target LGBT groups (due to contextual sensitivities) or marginalised elderly persons (programme beneficiaries were limited to 15-35 years of age). In contrast, in Egypt some emergent initiatives in working with persons with disabilities were evident in the collaboration with CARE:

*‘There was brilliant work done with people with disability (visual impairment) through one of the CBOs under the umbrella of CARE. They used the Braille for the blind through CBOs. There should be more work on disability in Phase III of the programme’.*²⁹¹

Nevertheless, FGDs with GTP trainers confirmed that during sessions with parents, it was highlighted that some parents needed more support in addressing issues pertaining to children with disabilities, and that there is a need to include a module on persons with disabilities within the GTP:

²⁸⁵ KII 58

²⁸⁶ CBO Capacity building survey.

²⁸⁷ Souks are traditional marketplaces and are often divided into sections for the various trades.

²⁸⁸ See also Morocco country case study

²⁸⁹ Proposals of the CBOs of Phase II.

²⁹⁰ UN Women (2021) Palestine virtual monitoring report.

²⁹¹ KII 3

'Inclusion of people living with disability should be integrated in the call for proposal as a criterion for accepted applications'.²⁹²

It should, of course, be appreciated that there are considerable legal constraints that frame decisions by UN Women and implementing partners in avoiding explicit engagements with LGBT groups. LGBT rights are to some degree curtailed in all six countries and are actively deprioritised or criminalised in some. Furthermore, community attitudes are often hostile to LGBT inclusion. In Lebanon, for example, most CBOs were constrained when it came to integrating LGBT perspectives, except for the FE-Male CBO, which was able to involve them in the training. The Abnaa Saidaa CBO, for example, reflected that the cultural conservative views of the community are a constraint to talking on topics related to religion or LGBT.²⁹³

For the new Phase I countries, there is strong evidence to suggest that there has been a shift in awareness and acknowledgement of the LNOB agenda – including with respect to persons with disabilities and LGBT groups. In Tunisia, the IMAGES research included persons with disabilities and sexual minorities as they were targeted in the research sample; it also reached remote communities. UN Women Jordan and implementing partners also confirmed that the programme incorporated the principle of LNOB in the research methodology: the study target group included persons with disabilities, older people, youth, people from different nationalities aged 18–65 – including Syrian, Iraqi and Palestinian refugees and Jordanians – and LGBT persons.²⁹⁴ Moreover, the IMAGES research covered the whole country with a representative sample (12 governorates).²⁹⁵

Finding 7.3: Rights-based language is consistently present at both ROAS and CO levels, but detailed definition and reporting on the delivery of this approach is fragmented across the MWGE programme .

The MWGE programme is well supported in principle by Article 35/10 (2017) of the UN Human Rights Council which focuses on 'accelerating efforts to eliminate violence against women: engaging men and boys in preventing and responding to violence against all women and girls'²⁹⁶. This article calls upon States to take immediate and effective action to prevent VAWG by 'fully engaging men and boys, alongside women and girls, including community and religious leaders, as agents and beneficiaries of achieving gender equality and the empowerment of all women and girls', as well as addressing 'behaviour that perpetuates gender stereotypes, including misconceptions about masculinities that underlie discrimination and violence against women and girls'.

Within this supportive framework, the MWGE programme has not demonstratively taken advantage of this rights-based foundation. More broadly, a human rights-based approach is not defined in detail across several key ROAS documents.²⁹⁷ Although the Fourth Progress Report to Sida demonstrates an increased emphasis on rights-based language, there remains a limited amount of detail on the definition and programmatic realities of promoting a rights-based approach at senior management level.

At CO level this lack of detail is replicated in a variety of ways. In Palestine, for example, consultations with beneficiaries suggest that some men continue to understand their role in supporting women in terms of 'help', rather than support on the basis of women's inherent human rights²⁹⁸. In Egypt, according to the midterm evaluation of Phase I, no specific gender or human rights analysis was conducted in the formulation stage.²⁹⁹ Similarly, the Morocco 2020 annual report demonstrates extensive use of the term 'rights' but does not provide a systematic overview of human rights achievements in relation to a pre-defined definition of a human rights-based approach. In Jordan and Tunisia, respondents confirmed that a human rights-based approach was undertaken during the analysis phase,³⁰⁰ although limited evidence is available regarding the detail of this approach.

²⁹² KII 7

²⁹³ UN Women (2021) Virtual Monitoring Report. p. 15; Lebanon KII 3.

²⁹⁴ KII 21.

²⁹⁵ KII 20.

²⁹⁶ Human Rights Council, Thirty-fifth session, 6–23 June 2017, Agenda item 3. – International Declaration of Human Rights

²⁹⁷ Mid Term review, 2017; Formative evaluation – final report (2019); majority of partner proposals and quarterly reports across Phases I and II.

²⁹⁸ FGD 4, 5

²⁹⁹ UN Women, Mid-term Evaluation, MWGE, 2017. p. 14.

³⁰⁰ KII 21

5.5 Sustainability

EQ 8. What are the indications that MWGE’s interventions and approaches will be sustained?

Summary:

The sustainability of CBOs advocacy capacity has been significantly enhanced across both phases of the MWGE programme, although limitations have been observed with respect to ongoing or tailored capacity support from umbrella organisations for CBO advocacy activities. Nevertheless, several positive engagements with policy initiatives have been traced in all programming contexts, despite the backdrop of a challenging enabling environment in a number of countries. At community level, activities and outcomes have been very positive and well evidenced, although changes in ‘practices’ and social or gender norms have been difficult to determine or have been anecdotal, as the MWGE programme has not yet fully embraced a sophisticated social norms measurement approach. The sustainability of community level gains is, therefore, difficult to ascertain. The knowledge products that have been developed around all of these activities have been numerous and appropriate and provide a solid foundation for the MWGE programme to present results to prospective donors and share lessons with other UN offices and further afield. Finally, despite multiple efforts to expand financial resources – undertaken primarily at ROAS level and few country offices – no new funding has been obtained –with the exception of Jordan Country Office.

Finding 8.1: CBO capacity building selection and outcomes – orchestrated by ROAS – have been significant across all implementation contexts and phases, and in several instances led to CBOs revising or building gender strategies. However, the process has been fairly ‘supply-led’ rather than longstanding and ‘demand-led’, suggesting that sustainability of results could be potentially at risk.

The targeting and onboarding of CBOs in Phase I was relevant and appropriate to the interests of both the MWGE programme and the CBOs themselves. After an initial mapping of over 1000 organisations in the four countries, 68 organisations were selected (15 CBOs in Egypt, 15 CBOs in Lebanon, 15 CBOs in Morocco and 14 CBOs and 9 youth groups in Palestine) based on a comprehensive capacity assessment, nine months’ capacity building and mentoring processes were initiated based on their needs. Organisations selected were ‘younger’ than 10 years old, with a gender and/or youth focus, a community-based approach and with programme ideas that had the potential for scaling up. These organisations demonstrated the potential for organisational growth, were based in various geographies, and many of them had not previously benefited from donor support.

As discussed in Findings 5.13 and 5.14, a number of tools and training exercises were undertaken with CBOs in all country programmes, with positive reception and capacity gains. However, as noted in the UN Women 2019 formative evaluation report (Finding 7)³⁰¹, CBO grantees reported needing further capacity development towards gender mainstreaming within their own organisations and also needing on-the-job training to further their institutional-level change. The report further notes that CBOs could also have benefited from broader training to support them in future proposal development processes. The report recommended that it was ‘important that these efforts are more systematically followed up with coaching and mentoring where possible’. In practice, the CBO findings survey and feedback from a number of respondents suggests that the follow-up to this recommendation was limited.

³⁰¹ Marrar, S (2019) Community Based Solutions and National Level Grants for Promoting Gender Equality and Engaging Men and Boys

Finding 8.2: Engagement with government ministries and other stakeholders for both coordination and policy change has grown steadily across Phases I and II, with some notable policy gains, supported by consultative/reference groups. However, a lack of clarity on the role and mandate of the panels has threatened national-level coordination.

Strategic consultative groups (SCGs) in each country have been instrumental in providing a sounding board, and will continue to be so in the finalisation and launching of the IMAGES research and its communication material.³⁰² The IMAGES MENA recommendations were endorsed by the SCGs in each country before the regional launch.

Each of the Phase I & II countries also demonstrate enhanced entry points and policy engagements with government apparatus (see finding 4.1, 5.12, and Annex 6 for a detailed list). Highlights include the fact that the Lebanon CO – with CIBL for Women and NCW – contributed to the approval by the Lebanese Parliament in December 2020 of a law against sexual harassment.³⁰³ Other advocacy efforts for legal reforms continued by the MWGE programme and its partner CBOs included: the promotion of a law on equal nationality rights and a unified personal status law in Lebanon; a paternity leave add-on to improve the provisions of maternity leave in Egypt; and the inclusion of paternity leave in the labour law and to pass the Family Protection Bill in Palestine.³⁰⁴ The High Commission for Planning in Morocco used elements of the IMAGES questionnaire to inform a survey to collect men and women’s perceptions and attitudes towards violence against women (VAW).³⁰⁵

However, the broader political enabling environment in several of the Phase I & II countries (and, to a lesser extent, the new Phase I countries) remains challenging – particularly in Egypt, Palestine and Morocco. As a result, MWGE has faced challenges in developing partnerships with government counterparts in these contexts. In addition, feedback from respondents suggests that the coordination efficiency and capacity of SCGs in a number of countries³⁰⁶ have been undermined by a lack of detailed MoU agreements or by varied expectations on the focus and purpose of the consultative groups.

Finding 8.3: The community-level intervention model has demonstrated multiple positive results across all Phase II contexts, but sustainability potential could be increased by a greater focus on organised diffusion, systematic onboarding of faith leaders, and more strategic linkages to meso-level and macro-level activities – as outlined in the ToC.

As described in detail in Section 6.2, there have been a number of positive outcomes with respect to the community engagement model employed by the MWGE programme in Phase II that have significant potential to be sustained. For example, there is strong evidence of effectiveness of the Positive Deviance approach in contributing to behavioural change (Finding 5.1), considerable outreach and engagement with the BIAM campaign (Finding 5.3), behaviour changes among beneficiary groups, and evidence of beneficiaries sharing their new knowledge with family, friends and peer groups (Finding 5.8).

The findings of the MWGE endline quantitative evaluation of CBOs intervention (2022)³⁰⁷ are particularly telling, in that the average regional gain in the IMAGES GEMS score shifted from 24.7 to 31.4 from baseline to endline (a relative improvement of 27%) – with the most marked shifts occurring in Palestine and Morocco (35.3% and 35.8% relative growth respectively) (see figure 4, finding 5.5). There was also a marked increase in positive attitudes towards gender equality across all Phase I & II countries, with a shift from 45.7% to 66.2%, marginally in favour of male beneficiaries. Finally, both sexes demonstrated a 17.2% increase in positive behaviours towards gender equality across the four countries.

³⁰² Annual report 2016.

³⁰³ Annual report 2020.

³⁰⁴ Annual report 2020.

³⁰⁵ Annual report 2020. p. 5.

³⁰⁶ See country reports

³⁰⁷ UN Women (2022) Quantitative Evaluation of Community-Based Interventions in Egypt, Lebanon, Morocco, and Palestine.

However, while these statistics demonstrate significant shifts in the GEMS score, as well as specific positive attitudes and behaviours, there are no 'practice' or impact-level findings – largely as a result of the stage of the programme. Importantly, as outlined in findings 5.10 and 5.11, there is also no explicit social and/or gender norms data, given that the MEL indicators have focused on a KAP approach. Consequently, it is challenging to ascertain or predict the likelihood of the sustainability of these shifts. Indeed, there are indications of resistance to attitude and behaviour change at family, extended family or community level (Finding 5.8, 5.10 and 5.16) that may hinder the sustainability of the changes observed at beneficiary level.

Finding 8.4: Despite an intensive learning curve in Phase I, the credibility and comparability of the IMAGES approach (as well as other knowledge products) has been crucial for obtaining the buy-in of all stakeholders and has built a baseline that will be of use beyond the MWGE programme in forthcoming years in all contexts.

As demonstrated in the forthcoming EQs, the MWGE programme has generated a range of knowledge products (marginally exceeding the target – Indicator 3.2.1) and has delivered multiple far-reaching IMAGES studies. These outputs have influenced and been founded upon a range of learning mechanisms that have facilitated cross-country learning and, to a lesser extent, regional-level learning (see Findings 9.1 and 9.3). From a sustainability perspective these findings are promising, and are reinforced by another finding (Finding 9.4) which shows that lessons have largely been fed from Phase I into Phase II, as well as into new Phase I countries (Jordan and Tunisia). In the latter instances, the enhancement of the IMAGES methodology with additional considerations for marginalised cohorts (i.e. linked to the LNOB agenda), as well as more intensive mixed-methods sequencing, suggests that the MWGE programme is not only solidifying its evidence base but also innovating around it.

In some instances, the sustainability of uptake of IMAGES studies has been limited by the enabling environment (e.g. Egypt, where full detail of IMAGES findings were published, but replaced with a summary of key findings). Nevertheless, the IMAGES data provides a solid foundation for ongoing comparability of changes across the MWGE programme, and also for other regional and global activities that are founded on GEMS (or elements of it). Consequently, outreach and uptake of the knowledge products, as well as the capacity that is being built around their development, suggest a strong likelihood for sustained change – particularly at national levels. At regional and global levels the evidence is too weak to make an informed judgement, but recent engagement between ROAS and UN Women HQ in a social norms community of practice indicates that knowledge gains will be intensified at regional and global level in due course.

Finding 8.5: The ROAS office and (to a lesser extent) COs have engaged in multiple resource mobilisation activities late in Phase II, with limited success.

The findings above (Finding 6.5) show that there have been some constraints in delivery as a result of resource mobilisation in all four countries. These issues pertain to appropriate costing and proportionate distribution and the overall budget envelope relative to the ambitions for the MWGE programme, as well as a lack of detail on how the MWGE model should be scaled up, scaled out or scaled deeper in relation to context, opportunity and performance. Concerns have also been raised about the comparability of financial expenditure data (see Finding 6.6). Collectively, these limitations constrain the sustainability of the programme in terms of reduced operational impact (due to lack of intensity or longevity of interventions) and in terms of reduced capacity for strategic steering of the programme (having sub-optimal expenditure data and understanding of how to scale the MWGE model).

In addition, KIIs with ROAS management – triangulated with budget data – demonstrate that meso and macro levels (institutional capacity and normative frameworks) have been under-supported across both Phase I and Phase II.³⁰⁸ Nevertheless, there is clear evidence that the MWGE programme has attempted to address this resource gap – primarily via engagements undertaken by ROAS, but not at any point prior to 2020. For instance, ROAS engaged with the Swiss Development Cooperation in 2020 using IMAGES evidence as an entry point to seek additional funding. ROAS also consulted with Global Affairs Canada in 2021 on a similar platform, supported by concept notes with the Dutch Lottery Fund and the EU in 2020 and 2021. Likewise at national level, in Morocco and Palestine, UN Women COs engaged with the Belgian

³⁰⁸ KII 3, KII 33, KII 39, KII 57KII 100.

Development Agency to obtain EUR 800,000 in 2021. Finally, the Jordan Country Office mobilized over USD 100,000 to support the undertaking of IMAGES. So far, with the exception of Jordan, none of the above efforts have resulted in donor funds being mobilised by UN Women, resulting in risks for the sustainability of MWGE programme inputs, outcomes and impacts. It is worth noting, however, that UN Women did not at that time have sufficient evidence on the effectiveness of its approaches at hand when approaching potential donors.

5.6 Evidence, learning and knowledge management

EQ 9. How is the programme generating, utilising and sharing lessons and knowledge?

Summary:

Knowledge management, learning and feedback has improved linearly across Phase I and II countries, and dramatic improvements in knowledge exchange and uptake have been demonstrated for new Phase I countries. ROAS has organised and facilitated in-country and cross-country learning mechanisms through both thematic and bilateral meetings – although with some oversight and consistency shortfalls. Regional cross-learning was facilitated for IMAGES and Program P in Phase II through regional exchanges as well as a regional platform with Musawah and other partners, in addition to which there were a small number of successful South–South exchanges. A noticeable shift is identifiable with respect to the transfer of lessons and enhancement of the IMAGES approach in new Phase I countries.

Finding 9.1: The MWGE programme has established learning mechanisms to facilitate cross-country and cross-regional learning. Programme learning mechanisms function at two levels – regional programme level and implementing partner level.

Among regional and country programme staff, key learning mechanisms include bi-weekly team meetings, bilateral or thematic meetings – including bi-weekly working group meetings on IMAGES (Jordan and Tunisia programmes) and Program P/GTP (Egypt, Palestine and Morocco programmes) – and the annual planning session. At implementing partner level, learning mechanisms led by the CO and umbrella organisation partners vary. They include learning meetings/retreats, WhatsApp group exchange and file sharing. In some countries, programmes are also involved in communities of practice or other platforms which comprise national and international organisations operating in the country.³⁰⁹

The South–South exchange and regional learning exchange bring together implementing partners, programme staff and other actors. In Phase I, South–South exchange visits were hosted by other international organisations working on engaging men and boys in gender equality.³¹⁰ The exchange happened in Phase I in Indonesia and South Africa but was paused in Phase II owing to COVID-19-related restrictions. Regional learning events have also been held for CBOs involving implementing partners,

³⁰⁹ The Palestine programme is part of a country-level community of practice on engaging men alongside other UN agencies and international organisations; it was formed in 2021. The Tunisia country programme takes part in the UN gender thematic group and a donor group. In Lebanon, the programme takes part in the national feminist forum formed following the Beirut blast in 2020.

³¹⁰ The programme was hosted in Indonesia Rutgers WPF and South Africa by Sonke Gender Justice who shared their programme experiences. UN Women (2019) Final report.

country-level and regional-level staff. Two have been held – one at the end of Phase I and one online in Phase II (in 2021).

For a full list of learning mechanisms implemented by the programme, see Box 3.

Finding 9.2: The regional office fulfils the function of joining the dots in the programme between the different countries and the regional interventions by organising and facilitating cross-country learning mechanisms. Thematic and bilateral meetings (including the IMAGES and Program P working groups) were found to be the most effective for sharing learning and enabling country programme adaptation accordingly.

Cross-country learning meetings organised by ROAS were deemed by country-level staff to be useful and constructive without developing any feelings of competition between the country programmes.³¹¹ Dialogue between country programmes has helped unblock challenges; for example, when the Palestine programme was ahead of other countries on the implementation of the fatherhood programme ‘Program P’, the country staff were able to provide specific support to the Morocco Program P implementation, where they had an issue with low attendance of fathers;³¹² further, Palestine was able to provide advice to the Lebanon country programme on the process and challenges of working on parental leave policy as they already had experience in this area.

There are divergences between the UN Women offices of the MWGE programme regarding the frequency and purpose of meetings to facilitate coordination and rapid learning, which is not optimal for enabling coordination and collective knowledge development. Bilateral and thematic learning meetings were deemed to be more useful than the bi-weekly meetings, which (one respondent noted) were more useful for ROAS than the country programmes.³¹³ A good example of thematic learning and their value can be seen in the IMAGES working group meetings involving Jordan and Tunisia teams. By coordinating with the country teams that had already completed IMAGES, they were able to improve the questionnaire development process and thereby strengthen data collection quality.³¹⁴

Finding 9.3: There has been limited cross-regional learning. Cross-regional South–South exchanges have inspired implementing partner CBOs to adapt their projects in line with new learning in Phase I. In Phase II, ROAS organised regular exchanges between COs on IMAGES and Program P.

South–South exchanges in Phase I received mixed feedback from attending CBOs.³¹⁵ Several implementing CBOs highlighted that they provided valuable learning opportunities and were able to apply the learning to their context and project. For example, the CSO Abna Saidaa in Lebanon learned about how to engage youth in outreach activities and subsequently incorporated this into their Phase II strategy; and CBOs in Lebanon

Box 3. Learning mechanisms

Regional programme level

- Formal external reviews
- Bi-weekly meetings with the regional and country teams
- Informal brown bag lunch discussions
- Biannual programme planning sessions
- Ad hoc bilateral or thematic meetings/communications
- IMAGES & Program P thematic working group meetings

Implementing partner level

- Country programme learning meetings and retreats
- Country programme file-sharing platforms and WhatsApp groups (Kafa, Lebanon)
- Communities of practice or platforms with other organisations (Palestine, Tunisia and Lebanon)
- Inter-regional South–South exchange visits
- Regional learning exchange events

³¹¹ KII 56

³¹² KII 56, KII 57, .

³¹³ KII 55.

³¹⁴ Jordan emerging findings presentation discussion 9 February 2022.

³¹⁵ Two South–South exchange events were held in Phase I, one in Indonesia (March 2018) and one in South Africa, involving NGOs and CBOs implementing the programme and representative NGOs from the host country – Rutgers WPF for Indonesia and Sonke Gender Justice for South Africa. UN Women (2019) Final report.

and Palestine provided marriage counselling sessions to newlyweds and engaged couples to raise their awareness on sexual and reproductive health and on positive parenting.³¹⁶ After each South–South visit, implementing partners and UN Women country staff put together an action plan to take forward key learnings.

While respondents found the South–South exchanges useful, there were suggestions that further adaptations could help focus the learning relevance to the country programme contexts.³¹⁷ The halting of South–South exchanges in Phase II due to the COVID-19 pandemic reduced opportunities for further cross-regional learning.

Other opportunities for cross-regional learning include the programme’s engagement with regional and international partners and platforms such as the HeForShe and MenEngage networks, the Regional Accountability Framework to End Child Marriage and the League of Arab States and its subsidiary body, the Arab Women Organization. There has been some organising and attendance at international and regional-level events,³¹⁸ but there are no clear outcomes or evidence on how this has facilitated cross-regional learning. Regional and international partnerships can be used more strategically, particularly for regional policy dialogues, as planned in the MWGE Phase II programme document. At the UN Women level, the Regional Offices and the He4She campaign organised a global workshop on developing a corporate strategy on engaging with men and boys, to which all MWGE national coordinators were nominated.

There is also potential for unintended cross-regional learning among beneficiaries through the Musawah advocacy network and the regional platform on Family Law Reform co-organized by Musawah, UN Women, Equality Now and the Jordanian National Council for Women. The network focuses on advocating for policy reform in relation to Islam and gender and works with advocates in the programme countries as well as in Iraq, Libya, Saudi Arabia and Syria. The network has sown seeds of cross-regional learning through monthly capacity building and learning sessions with advocates and through forming regional advocacy groups around three thematic areas; EAW, economic empowerment and child marriage.³¹⁹ The Musawah network also involves advocates from the country programme in its Asia–Pacific advocacy events. One Musawah advocate emphasised how useful it was to hear the experiences of others working on Islam and gender in different regional contexts for their advocacy work.³²⁰

Finding 9.4: Learnings from formal external reviews were systematically fed into Phase II – some more effectively than others.

Several formal learning reviews and evaluations have been conducted by the programme thus far. These include;

1. The MTR at the end of Phase I (2017)³²¹
2. The formative evaluation of the community and national-level grants (2019)³²²
3. Engaging Men and Boys and the regional review (2021)³²³
4. Final evaluation of UN Women’s regional programme ‘Men and Women for Gender Equality’ – Phase I (2015–2019) and Phase II (2019–2022) – this evaluation.

Learnings from Phase I were compiled into the MTR (2017), and shortly afterwards a deep dive review was conducted on the programme grants (2019). These two reviews were key in feeding learning from Phase I to Phase II. The regional review (2021) was conducted part way through Phase II, and therefore action is yet

³¹⁶ UN Women (2020) Final narrative report 2015-2019. p. 16.

³¹⁷ See also Egypt, Lebanon and Palestine country case studies

³¹⁸ Such as HeForShe webinars, MenEngage symposium 2020 in Rwanda (KII with UN Women) and some regional events focused on youth engagement for GEWE. Abualsameed (2021) UN WOMEN regional review engaging males in Arab states. p. 10.

³¹⁹ KII 20.

³²⁰ KII 20.

³²¹ Tarazi, R (2017) Men and Women for Gender Equality, Mid-Term Review Report.

³²² Marrar, S (2019) Community Based Solutions and National Level Grants for Promoting Gender Equality and Engaging Men and Boys.

³²³ Abualsameed (2021) UN WOMEN regional review engaging males in Arab states.

to be taken on the findings. The final evaluation is ongoing. The regional review and final evaluation learnings will guide the final portion of Phase II in 2022 and the design of Phase III.

Following the MTR and evaluation of community and national-level grants, there were learning events at country and regional levels to consolidate the findings and generate a management response and action plan going forward. Overarching recommendations from the reviews include:

MTR (2017)

- Continue to build on CBO capacity development and use these existing relationships to set the foundations for advocacy and campaigning work with CBOs and the community for Phase II
- Through the Musawah network, continue to engage with policymakers, decision makers and activists on Islam and gender equality and justice at country level
- Ensure sufficient consultations with government counterparts and national and regional stakeholders.

Evaluation of community and national-level grants (2019)

- Engage more segments of the community in the programme, including the media, schools and faith leaders
- Broaden the human rights framework, acknowledging multiple forms of discrimination and working more with women's rights organisations
- Expand capacity building of partner organisations; develop grant ToCs which are linked to programme ToCs and can better connect community-level and national-level grants
- Continue to support and expand non-traditional activities to promote gender equality, e.g. sports.

Most of the above recommendations were streamed effectively into the Phase II programming. In Phase II in Lebanon, Palestine, Morocco and Egypt, the CBO and community work built on learnings and recommendations. Capacity building of CBOs continued with a greater focus placed on capacity building for advocacy and campaigns with positive results, e.g. progress on paternity leave by-laws in Palestine³²⁴ and the passing of the anti-harassment bill in Lebanon.³²⁵ Non-traditional activities, such as sports and also theatre, music, painting and other arts, were further pursued to advance gender equality and were particularly engaging for young people (see social norms case study).

The Musawah work progressed as suggested in the MTR, continuing to influence institutions through the advocacy network, most prominently the Dar-il-iftaa religious institution in Egypt (see Egypt case study). Also, notably in Jordan and Tunisia, consultations with government and national and regional stakeholders were conducted more effectively than in Phase I for the IMAGES study, ensuring that a variety of stakeholders were engaged from the very beginning to develop buy-in (see finding 9.5).

Recommendations on engaging more segments of the community (media, schools and faith leaders), broadening the human rights framework and engaging with women's rights organisations had mixed application. The work with media entities and schools has gained momentum in Phase II, with media outlets producing content on fatherhood and GBV in Morocco and Lebanon³²⁶ and commitments from media entities in Palestine and Egypt,³²⁷ and with targets for sensitising school and university curricula surpassed.³²⁸ However, approaches to engaging faith-based organisations and religious leaders in Phase II

³²⁴ 28 CSOs and one labour union in Palestine establishing by-laws on paternity leave for their male employees. Abualsameed (2021) UN WOMEN regional review engaging males in Arab states. p. 21.

³²⁵ The programme succeeded in linking the CBO interventions with national-level advocacy and dialogue around legislation for gender equality issues. KII 56, KII 58; Abualsameed (2021) UN WOMEN regional review engaging males in Arab states. p. 21.

³²⁶ UN Women (2020) Second Annual Progress report. pp. 24–25.

³²⁷ UN Women (2021) MWGE progress until Sept 2021.

³²⁸ UN Women (2021) MWGE progress until Sept 2021.

have remained discreet and disconnected, with no traction at an institutional level aside from the work of Musawah.³²⁹

Efforts to broaden the human rights framework can be seen in Phase II IMAGES in Jordan and Tunisia, which has incorporated voices of persons with disabilities, refugees and LGBTIQ+. However, the other country programmes have not consistently considered such intersections of discrimination in the programming (see EQ 7). Also, while there are clear efforts to further incorporate women's organisations and feminist voices in consultation in Phase II, more can be done to partner with these organisations – as showcased in Lebanon, where the umbrella organisation elected in Phase II was a key feminist body. These recommendations should be rolled over and reconsidered for Phase III.

Finding 9.5: Learning from the IMAGES study was built on successfully during Phase II, although some engagement issues and research ethics issues emerged as a result of operating in a Covid-19 context.

The Phase II studies built on and improved on the process from Phase I. Phase I IMAGES produced high-quality, well utilised research data, but respondents noted that improvements could be made to better develop national ownership of the research and, more meaningfully, involve voices of varied actors.³³⁰ Important components of the knowledge production process for IMAGES that were improved on for Phase II include the following:

- a) **The process is overseen by an SCG (Phase I and Phase II)** in each country, which consists of UN Women, the national research organisations, government stakeholders and key women and feminist organisations. This is to ensure a level of consultation and to foster national ownership at different levels, as well as to encourage relationship development between stakeholders.³³¹ In Phase I, the group were not involved at an early enough stage or as engaged as in Phase II, which impacted ownership.³³²
- b) **The strategic use of the regional partner Promundo (Phase II)**. In Phase II, Promundo provided technical expertise and support but did not lead on local partner relationships as they did in Phase I. UN Women directly contracted local researchers in Phase II, which both enhanced regional office oversight and increased the visibility of local researchers.³³³
- c) **Learning from Phase I IMAGES countries was fed into Phase II (Phase II)**. Learning from Lebanon, Palestine, Morocco and Egypt was shared with the Jordan and Tunisia IMAGES teams for Phase II. The Jordan and Tunisia teams also learned from one another, as the work was being conducted in parallel. This further developed the quality of the data collection.
- d) **National academic institutions are used to validate the quality of the survey data³³⁴ (Phase I and Phase II)**, which again contributes to national ownership and validity within the specific context.
- e) **Qualitative and quantitative components of the research were closely aligned (Phase II)**. In Jordan, the qualitative research was informed by the quantitative research, enabling complementarity in data collection and enabling data gaps to be filled.³³⁵
- f) **The Phase II Jordan IMAGES was more inclusive of LGBT, persons with disabilities and LNOB principles.**³³⁶

Nonetheless, it is important to review the IMAGES data critically once published, in order to reflect on the impact which the change in process during Phase II has had on the data quality, and also to review the impacts of COVID-19. There were concerns raised among research partners about (a) the sensitivity of the data being collected and their ability to collect it, and (b) restrictions the pandemic imposed on the technical capacity building sessions with Promundo. The challenges emerging from the pandemic meant that

³²⁹ Musawah's advocate influenced the religious body Dar-il-iftaa (see knowledge & learning case study).

³³⁰ Emerging findings presentation Jordan & Tunisia; KII 57, KII 73.

³³¹ KII 57.

³³² Tarazi, M (2017) Men and Women for gender equality mid-term review.

³³³ Jordan emerging findings presentation discussion 9 February 2022.

³³⁴ KII 21, KII 57.

³³⁵ KII 21; Jordan emerging findings presentation discussion 9 February 2022.

³³⁶ Ibid.

Promundo were unable to do technical capacity building sessions with country research partners as they did in Phase I. In addition, their input into technical collaboration sessions such as survey question adaptation was moved online, which was not as conducive as in person.³³⁷ Both of these concerns pose risks to data collection quality and, as one partner flagged under-reporting.³³⁸

Finding 9.6: There has been an inconsistent approach in the knowledge product creation at country level in some cases, with details of some communications and outreach products being communicated with ROAS after dissemination events or opportunities.

The programme has developed a wide range of KPs as well as communications and outreach products, both at the country and regional level. For the most part, the production of these has followed a process of quality assurance and consultation involving both the CO in question as well as ROAS. However, this has not always been the case, and in some cases, the end products have faced criticism from women's rights organisations for either reinforcing gender stereotypes or overly celebrating small changes undertaken by men, rather than pushing for more transformative change.³³⁹ This highlights the need to adhere to quality assurance mechanisms, but also highlights the importance of having local feminist organisations involved in the programme, as for example KAFA in Lebanon, which can act as a sounding board and hold the programme accountable to its core principles.

³³⁷ KII 17, KII 20, KII 21

³³⁸ KII 17, KII 19.

³³⁹ KII 56, KII 57

6. Lessons Learned

Based on the above analysis, following seven key lessons learned have been identified which are in part applicable to other social norms change programmes (1, 2, 3, 5, 6) as well as to regional programmes with country-level components (3, 4, 5, 7) elsewhere:

1. A key programmatic lesson learned is the need to ensure that various levels of intervention actively and strategically support each other at individual, community, national and regional levels – in other words, there should be a concerted and explicit **move towards a socioecological model**. While there were many effective and innovative approaches at community level, these were not always backed up by enhancing and supporting activities at other levels. Similarly, broader regional-level approaches, such as by Musawah, could have been better linked to community-level work, especially where there was faith-based resistance. There was little evidence for the effectiveness – or efficiency – of stand-alone public awareness raising campaigns.
2. Linked to the above, the programme has shown that individual-level – and, to a degree, community-level – **attitudinal and behavioural change is possible** even under very challenging political, social and economic conditions. Variations between different groups based on sex, age and location should be factored into the design, allowing for more targeted approaches. Change has, however, been met with resistance at micro, meso and macro levels, and responding to and overcoming this will need to be factored into the design of interventions and built into monitoring and feedback systems.
3. The **local/national-level adaptation of globally tried and tested approaches** has proven successful in terms of building local/national capacity and ownership, making these more relevant to the context and bringing these closer to the stakeholders regionally and nationally. Whether these will all prove to be more effective and efficient cannot be fully ascertained at the time of writing, as the ‘localised’ IMAGES studies in Jordan and Tunisia have not been published yet and the final data on Program P and GTP approaches is not yet available.
4. The approach used in MWGE with **umbrella organisations and Calls for Proposals to select CSOs/CBOs worked well**, and was seen as fair and transparent by implementing partners. However, as useful as the umbrella organisations were and are, especially in the initial phases, their role as capacity builders and coordinators for CBOs needs to be time-bound. This was also reflected by CBO implementing partners interviewed, who appreciated the opportunity to be able to ‘graduate’ once their capacity had been built to a sufficient level, also allowing implementing partners from Phase I to apply for grants in Phase II and take on more central roles. A further key lesson learned for the implementing partners was that, in order to be effectively able to deliver gender and social norm change programming, they need to have **understood and internalised core feminist principles**.
5. In terms of communications and messaging, there needs to be **more adherence** by all COs to regional quality assurance processes and **ensuring accountability** to core feminist principles. Communications and awareness raising activities should continue to draw on and support work at individual and community levels. MEL on these activities need to be developed to go beyond just reach.
6. One of the gaps of MWGE has been **institutional uptake at national and regional levels**, including in terms of mobilising additional resources, for example from other donors (including the private sector). In part this is because of sequencing: in order to have the evidence base for why engaging men is important, IMAGES had to be run first; in order to show that particular approaches (e.g. Positive Deviance or GTP/Program P) can be adapted to the Arab region and run successfully, this had to be tested first. Nonetheless there is a marked gap in terms of uptake throughout both phases, with visible individual and, to a lesser degree, community-level interest documented on one end of the spectrum, and on the other a high level of interest at global level, be it within UN Women, at the CSW, or IMAGES uptake by the Cable News Network (CNN) and the British Broadcasting Corporation (BBC). However, at national and regional levels, in spite of the best efforts of the

programme, impact has been less pronounced. This ‘missing middle’ is more difficult, but also crucial for sustainability.

7. A final, and not uncommon, lesson is around ensuring **overall regional coherence** and a regional approach while giving national or local-level implementers the **necessary flexibility** to respond to changing circumstances. This was navigated well in practice by the programme, but perhaps not anticipated enough, for example in the assumptions of the ToC. While some things, such as the pandemic, could not have been foreseen, there was always a high risk of socio-political instability in some countries, with unforeseeable results. The design process of the next stage should include a discussion between ROAS, involved COs and the donor on what the parameters are for national-level flexibility while maintaining regional and systemic coherence, perhaps by working through scenarios based on the experiences in Phase II, in particular in Lebanon and Palestine. If the next phase of MWGE will include countries which are less stable than the current ones, then this reflection process becomes even more pressing.

7. Conclusions

Overall, the MWGE programme succeeds in addressing highly sensitive issues in an extremely challenging and diverse operational context. The programme is highly relevant, with tangible results and aligned with regional and national environments, but could be further improved in terms of effectiveness, efficiency, coherence, impact and sustainability. On balance, the major successes are demonstrated in design and delivery of technical components, while observed shortfalls have been mainly process-oriented. As a result, the MWGE can arguably be given mostly a 'gender-responsive' status on the GRES scale, though for many individual beneficiaries, the impacts undoubtedly were 'gender transformative.' Individual activities, such as relatively basic awareness raising on gender would however need to be ranked as 'gender targeted.'

The above statement is supported by twelve conclusions, synthesised from across the nine EQs.

Conclusion 1: In terms of **relevance**, the MWGE intervention is very well aligned with national GEWE and EAW policy, normative frameworks and strategies; supports the respective UNDAFs in all six countries; and addresses key concerns identified by civil society, government and other stakeholders, both regionally and at national level. It is in line with UN Women's strategic goals, and the lessons learned from implementing the programme have also been influential in shaping UN Women's global thinking on and approach to work on changing social norms (see Findings 1.1, and 1.2). The MWGE programme is for the most part aligned with UN Women's guidance on engaging men and boys, but strategies for engagement with feminist groups, transforming patriarchal masculinities, and developing linkages of individual change with wider social and legal change are not yet fully articulated (Finding 1.2).

Conclusion 2: The **adaptivity** of the MWGE programme is appropriate to the changing contexts in all countries, and has remained so throughout both implementation phases. The programme had to respond to a variety of socio-political and economic crises in the implementing countries, but was also able to capitalise on favourable political developments (Findings 2.1 and 2.2). The COVID-19 pandemic forced the programme to quickly adapt its ways of working, which it did successfully (Finding 2.2). The 'shadow pandemic' of increased VAWG as a consequence of COVID-19 countermeasures and higher levels of socioeconomic stress underscored the importance of the programme and also led to it adapting its messaging. While the degree of flexibility and adaptability was essential to the work at the local and national levels, it did in some cases lead to a degree of divergence – particularly in relation to communications - that risked challenging the overall regional coherence of the programme.

Conclusion 3: UN Women has also demonstrated several strategic and practical **comparative advantages** over other UN agencies as well as compared to national agencies or INGOs. These include: having the necessary political mandate for working on gender norms change; technical expertise; its positioning and standing as an intermediary across national gender equality machineries, UN agencies and civil society (Findings 3.1), as well as its links to academia; and having the necessary infrastructure in place to implement such a programme at both regional and the respective national level (Finding 3.2). However, while UN Women has been able to use its added value to the benefit of the programme, including in terms of influencing other areas of work within UN Women itself, building on synergies, as well as influencing and cooperating with other UN agencies, engagements under a 'One UN' approach could be further explored, planned for and undertaken (Finding 3.2).

Conclusion 4: The **ToC** is relevant to the extent that it broadly captures the programme thematic areas and the change it seeks to achieve in the impact and outcome statements. It outlines information about what activities could contribute to these changes and some intermediary outputs which would suggest that the programme is on the right path to reaching them. It therefore provides a useful overview of the programme and a broad framework for the country programmes to follow for implementation. That said, the broadness of the ToC means that logic chains are not interrogated, the ways in which the different levels of the ToC (micro, meso and macro levels) interact and reinforce each other is not systematically explored – although there are examples of this being done in Lebanon with respect to sexual harassment responses (Finding 4.1). Furthermore, assumptions remain at a very high level whereby they cannot feed tangibly into a specific

risk and mitigation plan (Finding 4.1). ROAS and COs have also not worked systematically together to interpret the ToC at country level and contextualise the change pathways in terms of reporting, course correction and consensus building (Finding 4.2).

Conclusion 5: With respect to approaches relating to programming for **behaviour change and norms** at community level, MWGE has demonstrated good effectiveness in a broad range of interventions (Findings 5.1, 5.2 and 5.3). There is also strong evidence that the MWGE programme has increased beneficiaries' knowledge, attitudes and practices concerning gender equality and discrimination – particularly in Palestine and Morocco, and with indications that women and younger people demonstrated greater uptake in Egypt and Lebanon (Finding 5.7.), indicating that more tailored approaches are needed for different target groups. Despite multiple indications that beneficiaries were sharing newly gained knowledge concerning positive attitudes toward GEWE in their households and communities (Finding 5.8), there was as yet little sign of change in **empirical or normative expectations** in the wider communities. Micro-, meso- and macro-level resistance was observed which may jeopardise the gains made among programme participants, which could be minimised through a more explicit and sophisticated social or gender norms approach (Findings 5.9 and 5.10). Efforts to ensure that gender equality is not misunderstood as a 'western agenda' need to be continued and factored into intervention design by highlighting national ownership.

Conclusion 6: The MWGE programme has undertaken several engagements – with some successes – across all the implementing countries to facilitate and affect **legal and policy change** with respect to the leveraging of men's and boys' engagement for GEWE. Engagements have predominantly been exercised at national level with support from ROAS on cross-learning for advocacy related to men's caregiving and paternity leave (Finding 5.10). There is an expectation that MWGE could have extended more effort in this area, given that it is a central pillar of the ToC, but it should be acknowledged that this pillar was the least well-resourced, and that UN Women ROAS was not able to address this funding shortfall (see conclusion 11). Important lessons were drawn from both successful and unsuccessful policy change campaigns on the need to line up various levels of advocacy, make use of arising opportunities, engage with 'less usual' allies and ensure a common message.

Conclusion 7: The **institutional and national capacity development** interventions have been largely successful – particularly with respect to the outcomes observed in the majority of CBOs. A contributing factor to this is the use of umbrella organisations to oversee CBO activities and capacity building: the CBO capacity building MEL data shows that enhancements are noticeable across all Phase I & II countries – particularly in Egypt and Palestine (Finding 5.11). Positive outcomes were also noted as a result of CBOs being supported to use innovative, adaptable and scalable approaches (Findings 5.12 and 5.13). However, some negative unintended results were observed in relation to the triggering of conservative and feminist movement reactions to a small number of communications materials (Finding 5.14). The former was, to a degree, to be expected but may require additional counter-strategies if anti-gender equality roll-backs gain more momentum. The latter needs to be addressed by pro-actively engaging with the women's movement nationally and ensuring adherence to internal quality assurance processes.

Conclusion 8: Although it has faced numerous delays, in part owing to external circumstances and in part owing to processes internal to UN Women (requiring the adaptation of several ways of working), the programme has **largely been efficient and cost-effective** in its delivery, and has been hampered mostly by coordination and alignment challenges vis-à-vis COs, as well as some human resource bottlenecks (Finding 6.4). By taking a regional approach and adapting existing programmatic approaches, ROAS has been able to utilise economies of scale (Finding 6.1), but has met constraints in maintaining coherence and expectations around the framing of knowledge products and communications materials (Finding 6.2 and conclusion 12). Nevertheless, economies of scale have been gained by onboarding local research partners for IMAGES studies (to improve direct oversight and contribute to institutional capacity building and memory) (Finding 6.3).

Conclusion 9: The validation, distribution and monitoring of the MWGE **programme budget has been inconsistent** across Phases I and II. Evidence from across ROAS and COs demonstrates that considerations for tailoring budget allocations relative to the scale and context of implementing countries (such as adjusting for purchasing power parity) was not clearly grounded in an overarching or shared logic between

ROAS and all COs (Finding 6.5). There are also some inconsistencies in the financial tracking of resources lines across COs, which reduces the potential for ensuring accurate comparability and associated course correction (Finding 6.5).

Conclusion 10: The findings demonstrate that there is a strong conceptual foundation in the MWGE programme emphasising a **transformative approach towards gender equality and the empowerment of women** – which is more evident at the ROAS level of operations (Finding 7.1). In support of this, the acknowledgement and understanding of the LNOB agenda remained embryonic in Phase I but has accelerated in Phase II, including for refugees and persons with disabilities, and to an extent for LGBT communities, depending on the space available given restrictive political environment and social norms (Finding 7.2). Underpinning this, the articulation of rights-based approaches – and the associated implications for men’s and boys’ engagement for GEWE – is inconsistent and broadly undefined (Finding 7.3).

Conclusion 11: The likelihood of **sustainability of CBO capacity, policy change and community engagement outcomes** is mixed. CBO capacity has been enhanced significantly across both phases of the MWGE programme, although limitations have been observed with respect to ongoing or tailored capacity support from umbrella organisations for CBO advocacy activities (Finding 8.1). At normative framework level, several positive engagements with policy initiatives have been traced in all programming contexts, despite the backdrop of a challenging enabling environment in a number of countries (Finding 8.2). At community level, activities and outcomes have been very positive and well evidenced, although changes in ‘practices’ and social or gender norms have been difficult to determine or have been anecdotal, as the MWGE programme has not yet fully embraced a sophisticated social norms measurement approach (Finding 8.3). The sustainability of community-level gains is therefore difficult to ascertain. Despite multiple efforts to expand financial resources – undertaken primarily at ROAS level – **practically no new funding has been obtained** - with the exception of over USD 100,000 from the UK for IMAGES development in Jordan-, thereby limiting the sustainability potential of operations at all levels.

Conclusion 12: Knowledge management, learning and feedback has improved linearly across Phase I and II countries, and dramatic improvements in knowledge exchange and uptake have been demonstrated for new Phase I countries. Cross-national and regional learning in Phase I and II countries was facilitated by ROAS especially on IMAGES and Program P, and implementing partners were, to a degree, able to share lessons learned and approaches, though this could be enhanced (Findings 9.1, 9.2, 9.3, 9.4, and 9.6.). Nevertheless, a noticeable shift is identifiable with respect to the transfer of lessons and enhancement of the IMAGES approach in new Phase I countries (Finding 9.5). The numerous **knowledge products** that have been developed provide a solid foundation for the MWGE programme to present results to prospective donors and share lessons with other UN offices and further afield in the next few years

8. Recommendations

Drawing on the evaluation evidence, a number of recommendations have been identified at three interlinked levels, in particular with a view to a potential Phase III of MWGE and/or the implementation of a similar programme elsewhere:

- **Strategic level:** These recommendations are related to the broad parameters of the programme, and involve fundamental questions about the scope, focus and structure of the overall approach.
- **Programmatic level:** Linked to the above, these recommendations refer to the choosing of appropriate programmatic tools for reaching the strategic goals.
- **Implementation-level:** Lastly, these recommendations are focused on the practical working level of programming, including ensuring that the necessary procedures, processes and frameworks are in place to allow for an effective and efficient implementation.

These recommendations were pre-validated by a series of participatory preliminary findings presentations with each of the UN Women COs – each of which involved representation from the ROAS office. A similar exercise was undertaken with the ROAS and Sida at the regional level, all of which supported the tailoring and contextualisation of the recommendations.

Recommendation	Level	Linked conclusions	Directed	Ranking (urgency of action)	How Action Can be Supported
<p>1 The MWGE to make a decision for a potential next stage whether it should scale up, scale out and/or scale deep, and decide what these approaches would mean in the given context, what is feasible, and at what level. The options are not mutually exclusive but require strategic decisions on where to invest resources and how to best leverage entry points and maximize efficiency and cost-effectiveness within the programme. Options include:</p> <ul style="list-style-type: none"> ▪ scaling up by using similar approaches as in the previous phases of MWGE, but 	Strategic	1, 3, 4, 5, 6, 7, 9, 11	UN Women (regional/country offices), Sida/ other donors	High	Consult with MWGE team, wider UN Women COs, in-country stakeholders and forthcoming donor(s) in conducting a cost-benefit exercise modelled upon a range of implementation combinations (scaling-up vs out vs deep). This exercise should be accompanied with a costing exercise and a rethink of budget allocation per country based on the scope and focus, as well as

<p>increasing the number and/or type of beneficiaries reached, and/or focusing on achieving change ‘at scale’ by ensuring better institutional uptake by national and regional actors (see also recommendation 3 below on institutional uptake);</p> <ul style="list-style-type: none"> ▪ scaling out by taking similar approaches as used up to now, but running these in parallel with new additional implementing partners in new communities/new beneficiaries and/or in other countries in the region; and/or ▪ scaling deep by engaging in the communities, with the partners and beneficiaries who have been in the focus of the intervention to date, and in new communities, but seeking to deepen the processes of change and to consolidate gains of previous phases, especially in the face of continuing economic crises and resistance to gender equality. 					<p>on purchasing power in-country. These materials should then be pivoted towards more systematic resource mobilisation, further endorsed by drawing on knowledge products and key results from Phase II. The latter exercise should be underpinned by a MWGE resource mobilisation strategy – and aligned with the broader ROAS equivalent. Finally, seek commitment for core resources at ROAS and CO levels to be used to implement the strategy.</p> <p>A detailed review of the effectiveness and efficiency of staffing at all levels (implementing partners, COs, ROAS) of Phases I and II should also be carried out to review of staff time use and budget allocations, job descriptions, contract modalities, tasks and responsibilities, as well as lines of accountability to improve future efficiency and avoid over-burdening of staff. Furthermore, lines of accountability should be revisited to ensure a matrixed supervisory arrangement</p>
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						toward ROAS and the MWGE Programme Manager rather than having national level MWGE staff only being accountable to the country representative.
2	Increasing regional and national ownership of the various aspects of the programme should be continued, as this not only builds capacity and increases sustainability but also has positive impacts in terms of cost-efficiency and effectiveness. UN Women needs to ensure that all implementing partners understand, incorporate and live up to core feminist principles in their work, and are horizontally accountable to the women's rights movement nationally . Particular emphasis should be afforded to national implementing partners in this regard to both draw upon and enhance national partner capacities.	Programmatic and Strategic	1, 3, 5, 6, 7, 8, 9, 11, 12	UN Women (regional/ country offices)	High	Expand on the catalogue of tools and guidance developed across Phase I and II by engaging in bespoke and targeted training for implementing partners on core feminist principles and accountability to women's rights movements in specific policy dialogues. Engagement can be preceded by a shared understanding of the support available to partners, and formalised in a memorandum of understanding (MoU).
3	Enhance engagement and collaboration with national ministerial and gender equality platforms/mechanisms for the purposes of 1. ensuring institutional uptake of lessons learned across MWGE thus far, 2. building collaborative space and credibility to then lever institutions for affecting wider policy change, and 3. shifting focus to policy implementation with a focus on the dividend that a masculinities focus brings to GEWE.	Strategic	1, 3, 6, 11, 12	UN Women (regional/ country offices)	High	Undertake a detailed cross-programme stakeholder analysis for a potential new programme/phase III, as well as a detailed feminist political economy analysis to understand the political environment and associated fiscal space. Findings from these enquiries will inform a programme wide advocacy strategy, and will include

						actions to strengthen engagement across the UN system with other agencies. A by-product of this will be the cross-pollination of experiences on working with men and boys for the purposes of promoting GEWE.
4	To achieve sustained change, the MWGE programme must move away from a linear 'KAP approach' and a heavy reliance on public awareness raising and shift towards a social and gender norms change approach utilising a comprehensive socioecological model . This shift should be reflected in a reconstructed programme-wide TOC, and include key risks and assumptions – particularly those relating to both feminist and broader resistance or 'patriarchal backlash'. More broadly, there is a need to extend the timescale – particularly 'face time' with beneficiaries - beyond the current allocation to allow for sustained work on norm change, while catering for retention/attrition concerns.	Programmatic	1, 2, 4, 5, 6, 10	UN Women (regional/ country offices)	High	<p>Draw on the evaluation Social Norms and Comparator studies, as well as the newly formed UN Women norms working group (at HQ) to frame the thinking and practical implications of shifting toward a sophisticated gender and social norms approach.</p> <p>This process must be supported by ROAS and CO staff, implementing partners and other key stakeholders via a review or 'reconstruction' of the MWGE ToC in a participatory workshop(s). This process also needs to reassess assumptions and risks the TOC and consider more effective responses to overcoming resistance to gender equality, and strategies on mitigating backlash (incl. clear guidelines</p>

						on when/when not to use logos).
5	Engage more systematically with the strategic private sector actors , who are also key potential partners in ensuring that norms and behaviour change at individual and community levels are also enhanced through messaging and practices at the workplace, e.g. through parental leave practices.	Programmatic	3, 8, 9, 11	UN Women (regional/country offices)	High	Work with SIDA and also other UN Women colleagues working in the Decent Work for Women programme at both ROAS and COs levels to mitigate overlaps with other programmes when looking to engage with potential private sector partners. This discussion would be conducted in reference to any current private sector engagement plan/strategy, with the aim of re-developing this, as well as associated action plans.
6	Given positive evaluation results of effective community-based, peer-to-peer, and 'Positive Deviance' ³⁴⁰ conceptual approaches and work with persons with disabilities, invest further in these to promote new norms among individuals and communities through organised diffusion. In line with a socioecological approach, these modalities must be undertaken on multiple levels (individual, community, faith-based and state and private institutions).	Programmatic	4, 5, 7, 10, 11	UN Women (regional/country offices)/ Sida	High	Potential Phase II results frameworks should seek to align and combine outcome areas across micro, meso and macro-operational levels by facilitating a tiered approach to MEL. In other words, while standalone activities may be endorsed in a particular CO, COs should nevertheless have the choice to prioritise a suite of

³⁴⁰ Fatherhood/parenting approaches are not included as the evaluation team was not able to obtain final data on these approaches (data is being processed in Apr/May 2022)

						mutually reinforcing activities, which recognising the increased complexity and support costs of the latter.
7	Continue to facilitate regular bilateral and thematic learning sessions between country-level teams and implementing partners, as well as the ROAS office, to ensure that best practices are shared and learning is captured in real time, but also coherent with an MWGE communications strategy overseen by ROAS. Coherence with a revised MEL approach – which should increasingly involve third party monitoring – would enhance evidence triangulation possibilities and credibility of findings. The umbrella organisation approach works for new implementing partners, but these should continue to be able to ‘graduate’ once this capacity has been built.	Operational	2, 5, 6, 7, 11, 12	UN Women (regional/ country offices)	Medium	Facilitate cross-learning events that are scheduled from programme inception onwards. In addition, COs must ensure that ROAS and third party agents (national and regionally-based universities, think-tanks or consultancies) are systematically brought in for quality assurance. The alignment of associated knowledge products can be reinforced by a comprehensive MWGE knowledge exchange, learning and communications strategy (and/or a revised MEL strategy).
8	Continue to improve social and gender norms measurement tools and – more broadly – develop more ambitious MEL indicators, including to better capture resistance to change as well as with respect to impact of media outreach and advocacy. Improve feedback mechanisms to COs and implementing partners, and build their capacity to better capture outcomes and	Operational	2, 5, 6, 7, 10, 11	UN Women (ROAS/ country offices)	High	In consultation with UN Women COs and key implementation partners, ROAS should develop a MEL strategy for a potential phase III of the MWGE programme. This strategy should include technical guidance on more sophisticated social and gender norms

	impact. Ensure that baseline and endline data, and other evaluation data involving beneficiaries, is collected and analysed by external third parties with, or in addition to, implementing partners.					approaches (see Recommendation 4) but also managerial expectations on quality assurance and when/where third party agents can add value (such as through capacity building, evidence validation and triangulation, or standalone ‘operational research’ contracts which can unpack promising emergent results or critical bottlenecks in relative ‘real-time’).
9	Strengthen the HRBA and LNOB approach by introducing an initiative to refresh familiarity on both the HRBA and LNOB approach (and their interlinkages) with ROAS, CO and partner staff to develop a shared understanding of the associated concepts and practical realities of integrating such approaches into MWGE programming.	Operational	5, 10	UN Women (ROAS/ country offices), implementing partners	Medium	Use (and/or revamp for the regional context) existing UN Women guidelines and tools on HRBA and LNOB as part of the potential phase III kick-off reading package, and provide detailed insights in the programme TOC, and accompanying strategic documentation (results frameworks, communications strategy, MEL strategy, annual work plans etc.).
10	Develop and systematically apply ‘ways of working’ guidelines that outline agreed responsibilities, accountabilities, consultation processes and information	Managerial	2, 3, 8, 11, 12	UN Women (ROAS/ country offices)	Medium	By drawing inspiration from a ‘RACI chart’ ³⁴¹ , revisit lines of accountability to ensure matrixed supervisory

³⁴¹ A RACI chart, also called a RACI matrix (responsible, accountable, consulted and informed), is a type of responsibility assignment matrix in project management. In practice, it's a simple spreadsheet or table that lists all stakeholders on a project and their appropriate level of involvement in each task

	updates between ROAS, CO and implementing partners.					arrangements. This exercise would map expectations on management and sequencing of the programme cycle and thereby facilitate alignment and coherence with ROAS vis-à-vis COs and also implementing partners. This would underpin, for example, recommendation 8 above.
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Egypt

Recommendation	Level	Linked conclusions	Directed	Ranking (urgency of action)	How Action Can be Supported
1	Strategic	1, 2, 3, 4, 5, 6, 7,	UN Women (regional/CO), Sida/ other donors, implementing partners	High	A lessons learned-session with current implementing partners, UN Women ROAS and CO could reflect on challenges, innovations and entry points, as well as strategic partners. This should be combined with a costing exercise.
2	Strategic	1, 3, 4, 5	UN Women CO, implementing partners	High	Strategies should be developed to effectively engage with local and national government and find entry points for institutional take-up. Synergies with other UN Women programmes should be maximized.
3	Programmatic	1, 8,	UN Women CO, implementing partners	High	Targeted training for implementing partners on core feminist principles and accountability to women's rights movement where necessary.
4	Programmatic	1, 4, 5, 6, 7	UN Women CO, implementing partners	High	This will require ensuring better integration of different levels of programming to ensure that these are

	messaging need to be tailored to different age groups, different parts of the country and people of different socio-economic backgrounds. The broader approach should also utilize alternative stakeholders as amplifiers of messaging.					mutually reinforcing rather than stand-alone. The design phase should also consider more effective responses to overcoming resistance to gender equality.
5	Build on and scale up successful and innovative approaches developed to date, such as working with persons with disabilities.	Programmatic	1, 2	UN Women CO, implementing partners	Medium	Investigate scope to replicate innovative community-based interventions for the potential Phase III of MWGE. Expand the work with men and women with disabilities.
6	Work with ROAS to clarify and confirm lines of accountability and feedback vis-à-vis ROAS and CO programme staff.	Programmatic	1	ROAS, all COs	High	ROAS can lead in developing a 'ways of working' document – similar to a RACI ³⁴² chart – which serves to clarify opportunities for engaging in performance management reviews.

³⁴² Responsibility, Accountability, Consulted, Informed

Jordan

Recommendation	Level	Linked conclusions	Directed	Ranking (urgency of action)	How Action Can be Supported
1 Further document the learning process between Phase I&II, and the productive collaboration between national research partners, the UN Women CO and ROAS, to be used as guidance for the onboarding of stakeholders in any new Phase III countries. Ensure a repository of the handover of tools, guidelines and quality assurance/feedback guidance is captured for further use	Programmatic	1,2, 6	ROAS, all COs	High	Undertake brief review of lessons learnt across the collaboration, and develop short guidance note, with inputs from COs. ROAS to engage with both Jordan and Tunisia offices to capture detailed nuances on the IMAGES methodological shifts for the purposes of sharing internally and externally.
2 Work with ROAS to clarify and confirm lines of accountability and feedback vis-à-vis ROAS and CO programme staff.	Programmatic	1	ROAS, all COs	High	ROAS can lead in developing a 'ways of working' document – similar to a RACI ³⁴³ chart – which serves to clarify opportunities for engaging in performance management reviews.
3 Take further advantage of a well-capacitated enabling environment to ensure momentum and institutional memory is maintained	Operational	3	Jordan CO	Low	Ensure a plan or agreement is in place – via a MoU or open dialogue between the UN Women CO and research partners – that ensures institutional memory is retained in Phase II, and maximises the role of civil society partners.
4 Take advantage of the considerable potential of forthcoming IMAGES study findings by developing a detailed communications and knowledge uptake strategy	Strategic	6, 7	ROAS, Jordan CO	High	Jordan CO to work closely with CSS and IRCKHF (and other knowledge uptake and communications specialists as needed) at the end of Phase I to map policy windows so that

³⁴³ Responsibility, Accountability, Consulted, Informed

						IMAGES evidence can be appropriately prepared and framed for maximum uptake
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Lebanon

Recommendation	Level	Linked conclusions	Directed	Ranking (urgency of action)	How Action Can be Supported
1 The regional and country-level implementers, in particular the regional and country offices, need at the outset of the programme to decide on clear rules on how far national implementation can deviate within the overall parameters of the regional programme, what the process is, and agree these with the donor.	Strategic	1, 2	UN Women (regional/CO), SIDA/other donors	High	Go through scenarios of possible needs for national-level deviation, drawing on experiences in especially Phase II, and accompany this with a costing exercise (including human resources) , to the degree possible.
2 Enhance institutional uptake , in particular at national and local levels of government, work with implementing partners and other allies on developing joint and co-ordinated advocacy efforts, and ensure that these link with other programme activities as well as the regional level.	Strategic/ Programmatic	1, 3, 4, 5	UN Women (regional/CO)/ Implementing partners, third parties	Med	Identify key entry points, including with 'unusual suspects,' and ensure there is coherence in messaging and a joining up of different levels of activities, backed up with regional expertise, quality assurance and possibilities of amplifying the message.
3 Further work towards integrating different levels of programming to ensure a more comprehensive socioecological approach involving men and women together, and supporting individual-level change at the community level and vice-versa, and linking these to regional efforts.	Programmatic	1, 3, 4, 6, 7	UN Women (regional/CO), implementing partners	High/ Med	This will require ensuring better integration of different levels of programming to ensure that these are mutually reinforcing rather than stand-alone.

4	Given the challenges of the more strategic level Advisory Committee, consider having a more working-level Technical Committee instead.	Programmatic	3, 4, 7	UN Women CO	Med	This should involve government structures but also representatives of the women's movement.
5	Continue to ensure that all implementing partners understand, incorporate and live up to core feminist principles in their work, and are accountable to the women's rights movement nationally, and are able to link up with these . Ensure however also that approaches engage with men to transform patriarchal masculinities.	Programmatic	7	UN Women CO, umbrella organisations, CBOs	Med	Continue current model of having local feminist umbrella organisation and cooperate with ROAS and other country offices to incorporate this approach in other countries of the programme as well.
6	Improve integration of LNOB principle by further broadening engagement with LGBT persons as well as people living with disabilities.	Operational	6	UN Women CO, implementing partners, local LGBT rights and disabilities rights NGOs	Med	Strengthen the ongoing work with local LGBT and disabilities rights organisations to build capacity of CBOs to work more with these populations. Test, pilot and adapt some of the approaches developed in Egypt on engaging with men with disabilities.
7	Systematically apply agreed responsibilities, accountabilities, consultation processes and information updates between ROAS and CO levels.	Operational	1, 2, 3, 4	UN Women (ROAS/ country offices)	High	Cos need to ensure that ROAS is systematically brought in for quality assurance and consistency of all external outreach products and that these reinforce messaging informed by best practice.

Morocco

	1. Recommendation	Level	Linked conclusions	Directed	Ranking	How action can be supported
1	Expand engagement and partnership activities with governmental entities in order to 1. mainstream MWGE approaches and use of knowledge products within similar programmes, and to 2. Facilitate greater buy-in and leverage from government institutions when policy windows arise	Strategic	1	UN Women (regional/CO), SIDA/other donors	High	Use different pathways into government institutions. Options include the development of a cross-cutting (technical and managerial) advisory committee; utilize pre-existing entry points from other UN agencies to facilitate introductions to governmental entities.
2	Enhance institutional uptake by often overlooked stakeholders such as religious institutions, universities, Ministry of Employment, and the Ministry of Youth, as well as other UN agencies such as the ILO	Strategic/ Programmatic	1, 2	UN Women (regional/CO)/ implementing partners, third parties	High	Through identifying entry points amongst newly identified stakeholders (via a feminist political economy analysis) and extensive engagements in dialogue and specific interventions that meet their priorities. Incorporate feminist principles and social norms as cross-cutting areas in all future uptake.
3	Update and initiate a national-level survey of IMAGES to ensure national representativeness and facilitate operational and strategic	Programmatic	1, 3, 4, 6, 7	UN Women (regional/CO), national and CSO partners	Medium	Using IMAGES survey tools and process, initiate a wide scope of dialogue among all national and CSO key players to present progress of previous phases of MWGE. This may take the form of a national conference that will be followed by forming an

	learning from previous phases of MWGE.					ongoing consultation through national advisory group, not only for IMAGES but also for the new phase of MWGE.
4	Enhance the inclusion and participation of people living with disabilities as well as LGBT persons	Programmatic and operational	3, 4, 7	UN Women CO	High	Integrate mandatory detail on approaches to include persons with disabilities and LGBT persons in the call of proposals as eligibility criteria, and facilitate capacity building on this subject matter by undertaking rapid reviews of organizational experience.
5	Continue working on community initiatives with a longer time frame to ensure outreach and wider social norms change.	Programmatic	7	UN Women CO, umbrella organisations, CBOs	Medium	Differentiate between the contractual time frame (amount of time a CBO is engaged) and the duration of the community interventions (in terms of face time with beneficiaries). This distinction is important in gender and social norms programming because interaction time is a critical indicator of changes in knowledge, behaviour, practices, and wider norms change.
6	Ensure a fully resourced MWGE coordinator role, with appropriate assistance, to avoid bottlenecks	Operational	2	UN Women CO, ROAS	High	Ensure the remit of the national coordinator is protected to avoid multiple and/or competing role priorities by providing additional resources at junior level.
7	Design and implement a resource mobilization plan to complement pre-existing programme allocations	Operational	2	UN Women CO, ROAS	Med	Work with ROAS (in reference to a centralized resource mobilization plan) to identify potential MWGE programme resource gaps at national level, and to liaise with national and international donors to address these. Personal networks can be tapped for this, but proactive engagement in national level for a (attended by bilaterals and multilaterals) will also facilitate dialogue on emerging resourcing opportunities.

Palestine

	Recommendation	Level	Linked conclusions	Directed	Ranking (urgency of action)	How Action Can be Supported
1	Update assumptions and pathways in the Theory of Change TOC, and reflect on the ongoing utility and reporting of deviations in relation to the regional TOC. This process enhances ownership of the TOC at CO level, and facilitates feedback and accountability to ROAS.	Strategic	1, 2	UN Women Office and ROAS	Med	Discuss in technical coordination meetings, and planning for potential phase III activities – inc. overarching ‘ways of working’ guidance documents outlining shared responsibilities.
2	Capitalise on the capacities that had been built among the implementing partners by shifting from an ‘Umbrella’ model to direct engagements for the purposes of efficiency and tailored approaches – especially in relation to real-time advocacy.	Programmatic	2, 7	UN Women office and implementing partners	High	Engage with implementing partners in phase III planning to develop memoranda of understanding, especially in relation to policy change goals.
3	Maximise the utility of the IMAGES study with pre-existing stakeholders by inputting into demographic studies, situation analysis, and other context assessments to ensure knowledge, attitude and practice evidence concerning men and boys are mainstreamed into organisational and governmental planning (as recommended by Birzeit University, Institute of Women’s Studies).	Programmatic	4	Institute of Women’s Studies (IWS) at Birzeit University (BZU), The NGO Development Center (NDC) and the Women’s Affairs Technical Committee (WATC)	Med	Conduct detailed feminist political economy analysis with organisation such as IWS or NDC to map where IMAGES evidence (and corresponding evidence) can be utilised to affect change in alignment with strategic goals.

4	Reinvigorate consultations with government line ministries and create room for enhanced dialogue in terms of design and engagement around interventions for new programme/Phase III.	Strategic	1, 3	Ministry of Women's Affairs Ministry of Labour Ministry of Planning and Administrative Development Ministry of Finance and the Palestinian Central Bureau of Statistics (PCBS).	High	Engage with other UN Women CO teams working on WPS or WEE to determine appropriate entry points to relevant government ministries. UN Women could also facilitate access through engagements with other UN agencies, country coordinator, or Sida networks.
5	Build on experimental and innovative approaches to advance gender equality (e.g. the positive deviants and peer-to-peer methods) and mainstream within partners and CO operations.	Operational	3	UN Women country office, ROAS, and implementing partners	Low	Draw on the evaluation 'comparator study' to determine areas of promising practice that can be harnessed, and facilitate follow-up on prospects via learning exchanges. Cooperate with ROAS and other country offices for the utilization of positive deviants and peer-to-peer approaches in other countries of programme implementation.
6	Expand on the alignment to the LNOB agenda by Improving use and understanding of the terminology of human rights-based and gender transformative approaches – and the links between them – as well improving engagements with persons with disabilities and finding creative ways to address the needs and interests of the LGBT community.	Operational	1, 3, 6	UN Women country office, ROAS, and implementing partners	Med	Draw on existing HRBA toolkits and UNEG guidance and ensure staff and partners continue to reduce 'mainstreaming fatigue' by highlighting utility of HRBA in operational guidelines and training. Engage with disabled persons platforms, and examine promising practice concerning the engagement of LGBT communities while ensuring a 'do no harm' approach.

7	Review instances of ‘backlash’, and remaining pockets of resistance at community level to determine operational lessons relating to messaging and moving beyond knowledge, attitudes and practice-centred interventions in order to add broader gender and social norm change interventions.	Programmatic / operational	1, 3	UN Women country office, ROAS, and implementing partners	High	Reflect with partners on the foundations and fallout of ‘backlash’ and build pre-emptive considerations into programmatic risk matrix, while drawing on both the evaluation comparator and social norms Thematic Studies for guidance.
8	Engage implementing partners with capacity development support on the subject of resource mobilisation and scale-up strategies by brokering introductions to opportunities related to GEWE, and demonstrating best practice on proposal writing.	Programmatic	7	UN Women country office, Sida, ROAS, and implementing partners	Med	Draw on ROAS and wider UN Women’s knowledge catalogue to develop a suite of guidance materials to support implementing partners in proposal writing. This initiative could be supported by Sida in terms of facilitating introductions to donor community at national level and beyond.
9	Work with ROAS to clarify and confirm lines of accountability and feedback vis-à-vis ROAS and CO programme staff.	Programmatic	1	ROAS, all COs	High	ROAS can lead in developing a ‘ways of working’ document – similar to a RACI ³⁴⁴ chart – which serves to clarify opportunities for engaging in performance management reviews.

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Tunisia

Recommendation	Level	Linked conclusions	Directed	Ranking	How action can be supported	
1	Consolidate networks and partnership with government entities and CSOs to create a pathway for ownership of the findings and recommendations of the IMAGES study as well as a niche to influence policies such as integrating the approach of men and boys in the work of Ministry of Women, Family, Children and Seniors.	Strategic and Programmatic	1,2, 4	ROAS, CO Tunisia	High	Continue the dialogue around the programme with government entities through the release of the findings and relevant round tables.
2	Take advantage of researchers and partner organisations trained on tools and subject matter for future use in formative research that precedes interventions, such as Program P.	Operational and Programmatic	4	CO Tunisia	High	Establish networks with academia as well as other research organisations to support future advocacy campaign and formative research.
3	Develop a strategy and plan for disseminating knowledge products of the IMAGES study and BIAM, with a clearly developed advocacy strategy.	Operational and Programmatic	3	CO Tunisia and ROAS	Med	The plan would include round tables, 16 days of activism, members of SCG and the academia.
4	Build upon the good rapport between the CO and ROAS in supporting the programme in order to establish clear roles and lines of accountability between ROAS and CO for a potential follow-up programme	Operational	5	ROAS and CO	High	Develop guidelines that are binding for ROAS and COs
5	Make sure that gender equality and rights-based approach, as well as the inclusion of people with disability and LGBT individuals, are incorporated in all knowledge products as well as in tailored community interventions, making use of learning from other countries, especially relating to identifying priority issues for each community,	Programmatic	6, 3, 4	CO and ROAS	Med	Knowledge products, awareness raising material, capacity building, policy dialogue and community interventions.

	development of messages, the use of knowledge products, capacity building on engagement of men, peer to peer and positive deviance.					
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