TERMS OF REFERENCE
Country Program Evaluation (CPE)
UN Women Ethiopia Country Office Strategic Note 2021-2025

I.	**Background**

The Ethiopia Country Office Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in Ethiopia. This evaluation will consider the Strategic Note covering the period 2021-2025.

The Strategic Note includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF), both with performance indicators. The evaluation is expected to use this to assess organizational performance.

The SN is derived from and contributes to the United Nations Sustainable Development Cooperation Framework (UNSCDF 2020-2025), which outlines the United Nation's vision and strategic focus in Ethiopia. The UNSCDF supports the Government of Ethiopia's (GoE) development and humanitarian priorities, as articulated in the Ten-Year Perspective Development Plan - Ethiopia 2030: The Pathways to Prosperity (2020 – 2030) and related national policies and plans.

The SN's orientation and thematic focus areas are grounded in UN Women's Strategic Plan (2021-2025) and aligned to major international and African regional development and gender commitments, including the Agenda 2030 for Sustainable Development and Sustainable Development Goals (SDGs); the Beijing Declaration and Platform for Action (BDPfA) (1995); the Convention to Eliminate All Forms of Discrimination Against Women (1979); Africa's Agenda 2063; the African Charter on Human and Peoples' Rights Protocol on the Rights of Women in Africa (Maputo Protocol) (2003); and the Solemn Declaration on Gender Equality in Africa (SDGEA) (2004).

The SN was developed through a participatory process designed to gain perspective on the strengths of UN Women's Ethiopia Country Office (ECO) and Ethiopia's status on gender equality and development priorities.
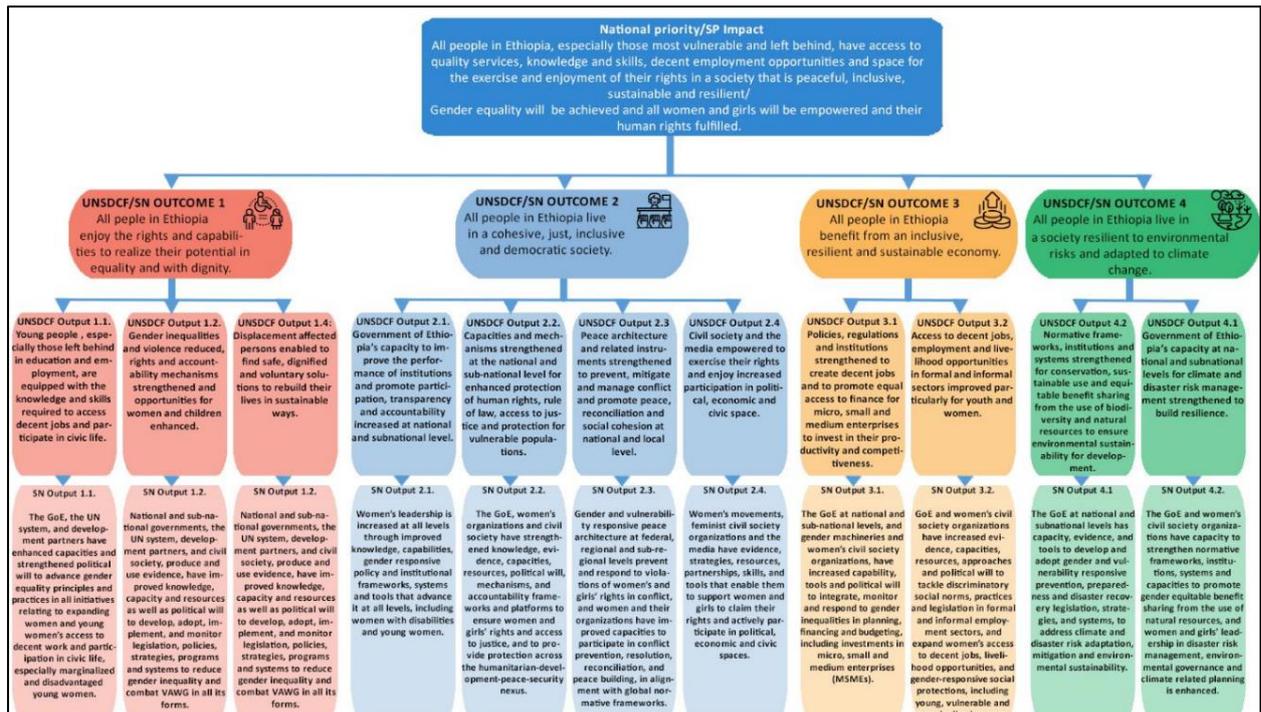
II.	**Country Office Overview**

The Country Office is based in Addis Ababa, with 57 personnel, as of April, 2024 (UN Women Personnel Dashboard). The work of UN Women responds to its three core mandates (normative, coordination and operational/programming). UN Women is a member of the UN Country Team (UNCT), supporting gender mainstreaming across thematic groups. The main interventions undertaken under the Strategic Note are set out in Annex 1.

The table below summarizes the budget and expenses.

	Budget	**Expenses**
2021	12,534,399	9,679,811
2022	14,302,555	9,932,658
2023	11,614,291	10,138,479
2024	10,900,227	9,192,132
Total	**49,351,472**	**38,943,080**
Source: Quantum		

The SN Theory of Change (ToC) is set out below. The evaluation team will collaborate with the Country Office during the inception phase to review the TOC.

National priority/SP Impact

All people in Ethiopia, especially those most vulnerable and left behind, have access to quality services, knowledge and skills, decent employment opportunities and space for the exercise and enjoyment of their rights in a society that is peaceful, inclusive, sustainable and resilient/
Gender equality will be achieved and all women and girls will be empowered and their human rights fulfilled.

UNSDCF/SN OUTCOME 1 — All people in Ethiopia enjoy the rights and capabilities to realize their potential in equality and with dignity.

UNSDCF/SN OUTCOME 2 — All people in Ethiopia live in a cohesive, just, inclusive and democratic society.

UNSDCF/SN OUTCOME 3 — All people in Ethiopia benefit from an inclusive, resilient and sustainable economy.

UNSDCF/SN OUTCOME 4 — All people in Ethiopia live in a society resilient to environmental risks and adapted to climate change.

OUTCOME 1

UNSDCF Output 1.1. Young people, especially those left behind in education and employment, are equipped with the knowledge and skills required to access decent jobs and participate in civic life.

UNSDCF Output 1.2. Gender inequalities and violence reduced, rights and accountability mechanisms strengthened and opportunities for women and children enhanced.

UNSDCF Output 1.4: Displacement affected persons enabled to find safe, dignified and voluntary solutions to rebuild their lives in sustainable ways.

SN Output 1.1. The GoE, the UN system, and development partners have enhanced capacities and strengthened political will to advance gender equality principles and practices in all initiatives relating to expanding women and young women's access to decent work and participation in civic life, especially marginalized and disadvantaged young women.

SN Output 1.2. National and sub-national governments, the UN system, development partners, and civil society, produce and use evidence, have improved knowledge, capacity and resources as well as political will to develop, adopt, implement, and monitor legislation, policies, strategies, programs and systems to reduce gender inequality and combat VAWG in all its forms.

SN Output 1.2. National and sub-national governments, the UN system, development partners, and civil society, produce and use evidence, have improved knowledge, capacity and resources as well as political will to develop, adopt, implement, and monitor legislation, policies, strategies, programs and systems to reduce gender inequality and combat VAWG in all its forms.

OUTCOME 2

UNSDCF Output 2.1. Government of Ethiopia's capacity to improve the performance of institutions and promote participation, transparency and accountability increased at national and subnational level.

UNSDCF Output 2.2. Capacities and mechanisms strengthened at the national and sub-national level for enhanced protection of human rights, rule of law, access to justice and protection for vulnerable populations.

UNSDCF Output 2.3 Peace architecture and related instruments strengthened to prevent, mitigate and manage conflict and promote peace, reconciliation and social cohesion at national and local level.

UNSDCF Output 2.4 Civil society and the media empowered to exercise their rights and enjoy increased participation in political, economic and civic space.

SN Output 2.1. Women's leadership is increased at all levels through improved knowledge, capabilities, gender responsive frameworks, systems and tools that advance it at all levels, including women with disabilities and young women.

SN Output 2.2. The GoE, women's organizations and civil society have strengthened knowledge, evidence, capacities, resources, political will, mechanisms, and accountability frameworks and platforms to ensure women and girls' rights and access to justice, and to provide protection across the humanitarian-development-peace-security nexus.

SN Output 2.3. Gender and vulnerability responsive peace architecture at federal, regional and sub-regional levels prevent and respond to violations of women's and girls' rights in conflict, and women and their organizations have improved capacities to participate in conflict prevention, resolution, reconciliation, and peace building, in alignment with global normative frameworks.

SN Output 2.4. Women's movements, feminist civil society organizations and the media have evidence, strategies, resources, partnerships, skills, and tools that enable them to support women and girls to claim their rights and actively participate in political, economic and civic spaces.

OUTCOME 3

UNSDCF Output 3.1. Policies, regulations and institutions strengthened to create decent jobs and to promote equal access to finance for micro, small and medium enterprises to invest in their productivity and competitiveness.

UNSDCF Output 3.2. Access to decent jobs, employment and livelihood opportunities in formal and informal sectors improved particularly for youth and women.

SN Output 3.1. The GoE at national and sub-national levels, and gender machineries and women's civil society organizations, have increased capability, tools and political will to integrate, monitor and respond to gender inequalities in planning, financing and budgeting, including investments in micro, small and medium enterprises (MSMEs).

SN Output 3.2. GoE and women's civil society organizations have increased capacities, resources, approaches and political will to tackle discriminatory social norms, practices and legislation in formal and informal employment sectors, and expand women's access to decent jobs, livelihood opportunities, and gender-responsive social protections, including young, vulnerable and marginalized women.

OUTCOME 4

UNSDCF Output 4.2 Normative frameworks, institutions and systems strengthened for conservation, sustainable use and equitable benefit sharing from the use of biodiversity and natural resources to ensure environmental sustainability for development.

UNSDCF Output 4.1 Government of Ethiopia's capacity at national and subnational levels for climate and disaster risk management strengthened to build resilience.

SN Output 4.1 The GoE at national and subnational levels has capacity, evidence, and tools to develop and adopt gender and vulnerability responsive prevention, preparedness and disaster recovery legislation, strategies, and systems, to address climate and disaster risk adaptation, mitigation and environmental sustainability.

SN Output 4.2. The GoE and women's civil society organizations have capacity to strengthen normative frameworks, institutions, systems and capacities to promote gender equitable benefit sharing from the use of natural resources, and women and girls' leadership in disaster risk management, environmental governance and climate related planning is enhanced.

Some of the key lessons learned that the Country Office has identified based on the previous Country Portfolio Evaluation and mid-term review of the current Strategic Note undertaken in 2023 include the following:

- **Consolidated Programming & Thematic Prioritization** – The focus should shift from incremental progress to transformational outcomes. Existing thematic programme areas remain relevant but need prioritization, particularly EVAWG, WEE, and Women in Leadership and Governance. Aligning interventions with emerging needs is crucial, such as ensuring accountability and rehabilitation in SGBV-related activities and prioritizing women's participation in political and peace processes.

- **Women, Peace, and Security (WPS)** – UN Women should intensify efforts in this area due to ongoing conflict and humanitarian crises. A gender lens must be applied to disaster preparedness and response, including climate-related disasters, ensuring women's roles in peacebuilding and recovery efforts.

- **Leave No One Behind (LNOB) & Geographic Focus** – Targeting vulnerable groups, such as women with disabilities, conflict-affected women, IDPs, and returnees, is essential. UN Women should also adjust the geographic focus of its interventions, prioritizing regions most affected by conflict and climate-related disasters, such as Tigray, Amhara, Afar, Oromia, and Somali.

- **Strengthening Coordination & Partnerships** – Enhancing synergy among interventions across thematic areas and improving coordination within the UN system is necessary. UN Women should revitalize the Gender Theme Group (GTG), expand partnerships with academia, the private sector, and media, and support young and emerging CSOs.

- **Resource Mobilization & M&E Enhancement** – Strengthening resource mobilization is critical, leveraging donor interest in post-conflict reconstruction and climate response. Additionally, improving the M&E framework will ensure appropriate indicators, better project monitoring, and adaptive programming based on ongoing performance reviews.

III.   Context

The Federal Democratic Republic of Ethiopia (FDRE) is a landlocked country in Eastern Africa that shares borders with Djibouti, Eritrea, Kenya, Somalia, South Sudan, and Sudan. It is the second most populous country in Africa after Nigeria, and the 14th most populous country in the world, with an estimated population of 110 million[1].

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[1] Ethiopia UNSDCF 2020 2025 signed_1.pdf

Ethiopia scores 0.846 on the Gender Development Index, one of the lowest in the world, and its gender equality performance is ranked 117th out of 129 countries on the SDG Gender Index, among the lowest in Sub-Saharan Africa.[2]

Although there have been improvements in women's status and conditions, including increased participation in national level politics, improvements in access to education and health services, and an overall decrease in harmful traditional practices, wide gaps in these and other areas remain. Sex-disaggregated data and gender statistics that would sharpen analysis, planning, and resourcing is limited, often outdated and not prioritized in data collection agendas or effectively mainstreamed in statistical strategies.[3]

UN System

The overall responsibility for the UNSDCF lies with the Minister of Finance, on behalf of the GOE, and the UN Resident and Humanitarian Coordinator (RC/HC), on behalf of the UNCT. The UN development system (UNDS) in Ethiopia is the largest UNCT in the world with strong links to regional bodies. The UN in Ethiopia is also in the process of developing the United Nations Sustainable Development Cooperation Framework[4].

Four strategic priorities were identified in the UNSDCF that address multidimensional poverty, inequalities, social exclusion, and marginalization, with a focus on youth, women, and girls; supporting the transition to an inclusive and diversified economy; deepening Ethiopia's democratic transition and promoting peace; and promoting a green and resilient economy[5]. These priorities comprise the outcomes that the UN development system, including UN Women ECO, will work to accomplish the following outcomes:

- All people in Ethiopia enjoy the rights and capabilities to realize their potential in equality and with dignity
- All people in Ethiopia live in a cohesive, just, inclusive and democratic society
- All people in Ethiopia benefit from an inclusive, resilient, and sustainable economy
- All people in Ethiopia live in a society resilient to environmental risks and adapted to climate change.

Social context

In Ethiopia, as of February 2021, 38.8% of seats in parliament were held by women but the women representation increased up 41.3% by February 2024 . In 2018, 63.6% of women of reproductive age (15-49 years) had their need for family planning satisfied with modern methods.

However, work still needs to be done in Ethiopia to achieve gender equality. 41.7% of legal frameworks that promote, enforce and monitor gender equality under the SDG indicator, with a focus on violence against women, are in place. 40.3% of women aged 20–24 years old who were married or in a union before age 18. The adolescent birth rate is 71 per 1,000 women aged 15-19 as of 2022, unchanged since 2013.

Women and girls aged 10+ spend 19.3% of their time on unpaid care and domestic work, compared to 6.6% spent by men.

Source: UN Women

Indicator	Figure
Health	
Contraceptive prevalence, any method (% of married women ages 15-49) (2020)	38%
Life expectancy at birth, total (years) (2021)	65
Prevalence of HIV, total (% of population ages 15-49) (2021)	0.8%
Maternal mortality ratio (modeled estimate, per 100,000 live births) (2020)	267
Education	
Literacy rate, youth female (% of females ages 15-24) (2017)	72%
Primary completion rate, female (% of relevant age group) (2022)	61%

Source: World Bank Open Data | Data

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2 Ethiopia UNDP CPD_2020 2025.pdf
[3] UN Women Ethiopia Strategic Note (2021-2025)
[4] The United Nations in Ethiopia | United Nations in Ethiopia
[5] UN Women Ethiopia Strategic Note (2021-2025)

Violence Against Women and Girls (VAWG)

In 2018, 26.5% of women aged 15-49 years reported that they had been subject to physical and/or sexual violence by a current or former intimate partner in the previous 12 months

Indicator	Figure
Proportion of women subjected to physical and/or sexual violence in the last 12 months (% of ever-partnered women ages 15-49) (2018)	27%

Source: UN Women

Women's Economic Empowerment (WEE)

Despite notable poverty reduction and economic growth over the past two decades, this has not benefitted women and men equally; gender gaps in economic outcomes are significant in agriculture, self-employment, and waged labor and Ethiopia remains one of the poorest countries in the world with about 83 % of the population experiencing multidimensional poverty[6].

Among women who are wage-employed, 58% earn less than their husbands, and women are overrepresented in the informal economy, where they routinely work for lower wages, in unsafe conditions, including at increased risk of exploitation and sexual harassment, and are highly vulnerable to shocks[7]. There are acute disparities in women and men's share of unpaid care work; women spend over 9 hours per day on care as a primary or secondary activity compared to men's 0.72 hours [8].

Indicator	Figure
Firms with female participation in ownership (% of firms) (2015)	36.2%
Women Business and the Law Index Score (scale 1-100) (2023)	80
Labor force participation rate, female (% of female population ages 15+) (national estimate) (2021)	57.6%

Source: World Bank Open Data | Data

Political Context

Conflict and insecurity in several parts of the country has given rise to new and growing protection concerns, including displacement and destruction of social infrastructure. Despite the many challenges and dangers, humanitarian partners continue to use all efforts to reach affected groups with lifesaving and protection assistance, including in hard-to-reach areas[9].

As of June 2024, Ethiopia had approximately 4.5 million internally displaced persons (IDPs), primarily due to conflict, with significant numbers in the Somali, Oromia, and Tigray regions.[10] Between July and August 2024, assessments identified around 1.9 million IDPs across 2,060 accessible sites, with conflict accounting for 82.1% of displacements, followed by social tensions (8.6%) and drought (4.3%).[11]

IV.	Purpose, objectives and use of the evaluation

The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2022-2025 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System and Ethical Guidelines.

The CPE has the following seven objectives:

1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.

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[6] UN Ethiopia Common Country Analysis (2020) and World Bank (2019). Ethiopia Gender Diagnostic Report: Priorities for Promoting Equity. World Bank, Washington, DC. World Bank
[7] MOLSA & ILO, Decent Work Country Program (2014-2015
[8] International Development Research Centre (2020). Policy mapping: Women's economic empowerment in Ethiopia. Canada
[9] Ethiopia: Humanitarian Response Plan 2024 (February 2024) - Ethiopia | ReliefWeb
[10] Ethiopia: Internal Displacement Overview (as of June 2024) - Ethiopia | ReliefWeb
[11] Ethiopia — National Displacement Report 20 (July – August 2024) | Displacement Tracking Matrix

3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyze how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
6. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and programme).
7. Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

The CPE is a systematic assessment to validate the contributions made by UN Women Country Office's portfolio of interventions to development results with respect to Gender Equality and Women's Empowerment at the country level. It also assesses the Country Office's organisational effectiveness and efficiency in delivering the planned results. It uses the Strategic Note (including the DRF and OEEF) as the main point of reference.

The intended uses and users of this evaluation are:

Target Uses	Primary Users	Secondary Users
Learning: Formative (forward-looking) on effective, promising and innovative strategies and practices, to support improved decision-making	the UN Women Ethiopia Country office and East and Southern Africa regional office, who will use the evaluation findings to inform the design of the new Strategic note	The UN Country Team and other UN agencies, resource contributing partners and other stakeholders delivering similar interventions in-country, to derive learning on effective and promising practices.
Accountability: Summative (backward-looking) for UN Women's contribution to gender equality and women's empowerment.	UN Women HQ, regional and country offices, national partners, rights holders and donors, to support accountability for development effectiveness.	

The evaluation will be utilization-focused, tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations.

V.   Criteria and evaluation questions

The evaluation will use selected OECD DAC evaluation criteria for the CPE. The table below sets these out, along with indicative evaluation questions.

Criterion	Indicative Evaluation Questions
Effectiveness – the extent to which UN Women has contributed to achieving planned outcomes and mitigating negative externalities	To what extent did UN Women Ethiopia contribute to the expected outcomes as set out in the strategic note? What changes have been observed, an for whom? What were the enablers and barriers? What unexpected outcomes (positive and negative) have been achieved?
Efficiency- the extent to which tactical decisions, organisational structures and management processes add to UN Women's productive capacity	Does UN Women Ethiopia have appropriate governance, capacity and capability to ensure good use of resources (personnel, funding, and assets) to deliver results? How well did ECO manage to respond to emerging humanitarian crises in the country, to support gender responsive humanitarian action?
Coherence – the extent to which there is an internal coherence within UN Women, as well as coherence with the work other key stakeholders are doing to advance Gender Equality and Women's Empowerment, and the extent to which strategic	Is UN Women's focus and strategy for implementation the most relevant and coherent for advancing gender equality and women's empowerment in Ethiopia considering its added value vis-à-vis other development actors?

Criterion	Indicative Evaluation Questions
choices have maximized UN Women's comparative advantages	To what extent is UN Women leveraging its coordination mandate to strategically position itself and contribute to a more gender responsive approach by the UNCT[12], EHCT[13] and by other development actors to catalyse transformative change for women and girls and achieve gender equality in Ethiopia? How does the Joint Programming contribute to the realization of gender equality and women's empowerment outcomes for Ethiopia ?
Human Rights and Gender Equality – the extent to which the principles and standards of Leaving no one behind (LNOB) and global human rights norms on gender equality and women's empowerment are addressed in UN Women's country portfolio.	Do the interventions as designed and implemented apply gender, human rights and disability inclusion approaches?

VI. Scope, secondary data and limitations

Scope:

The timing of this Country Portfolio Evaluation is intended to assess the effectiveness and lessons of the Strategic Note 2021-2025.

All activities included in the Strategic Note will be considered, including normative, coordination and operational work in all thematic areas. The scope of CPE also covers regional or global program activities in the country. Joint programs and programming are within the scope of this evaluation. Where joint programs are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

CPEs focus on outcome level results. Accordingly, they are **not** expected to:

- Collect output monitoring data;
- Analyse the achievement of impacts as defined by UNEG;
- Focus on evaluating UN Women's corporate management or systems outside of the country context, such as regional architecture[14].

During the inception phase, the evaluation team will further define the scope and sampling approach, to establish the evaluation boundaries, including which stakeholders and initiatives will be included or excluded from the evaluation. This will draw on the evaluability assessment (see section vi), the final evaluation questions and the availability of data.

Secondary data:

A preliminary assessment of existence and availability of relevant secondary data is as following:

Data	Existence and availability (High/Medium/Low)
Baseline data	Low
Activity reports	High
Output results monitoring data	High
Outcome results monitoring data	Medium
Information specifically on women's rights	Medium
Financial records	High
Management reports	High
Annual reports	High
Communications products	High

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[12] United Nations Country Team (UNCT)

[13] Ethiopian Humanitarian Country Team (EHCT)

[14] Although they may make observations in this area, particularly in terms of how corporate systems enable or hinder, and where there is a clear implication for the design and implementation of the Country Office strategic note.

Furthermore, the evaluation is expected to be informed by specific thematic programme evaluations undertaken during the Strategic Note period.

These include 'Making Every Woman and Girl Count in Ethiopia: Supporting the Monitoring and Implementation of the SDGs through better Production and Use of Gender Statistics'[15], 'Transformative Financing for Gender Equality and Women's Empowerment in Ethiopia'[16], 'Preventing VAWG and Delivering Essential Services'[17], and 'Programme on Women's Empowerment in Sexual, Reproductive, Maternal, Newborn, Child and Adolescent Health (SRMNCAH) Rights in Humanitarian Settings in the Horn of Africa (POWER).[18]'

A mid term review of the SN was also conducted in October 2023. Some of the key lessons learned from this include re-focusing of interventions under each programme to align with emerging needs of women and girls, reviewing geographic focus of programmes to target areas most affected by major shocks faced by the country such as Oromia and enhancing the complementarities and synergy among its interventions within and across programmes.

Expected Limitations:

The evaluation is expected to face the following limitations:

- Delays in receiving documentation for desk review, particularly those relating to joint programmes
- Insecurity in some regional states of Ethiopia   which may affect possible field visits or regional partners movements
- Limited availability of key data because of lack of a systematic gender based disaggregation of results by partner institutions and organizations

VII.   Evaluation design (process and methods)

Evaluation Standards and principles, including gender and human-rights based approach

The evaluation will adhere to the the UNEG Norms and Standards (2016), the UNEG Ethical Guidelines (2020) and UN Women Evaluation Policy and Handbook, observing the principles of integrity, accountability, respect and beneficence.

The evaluation will be gender-responsive, meaning that both the process and analysis apply the key principles of a human rights-based approach. It will analyze the underlying structural barriers and socio-cultural norms that impede the realization of women's rights. The evaluation design will apply Good practices in gender-responsive evaluations and a suitable approach to assess the type, effectiveness and the quality of gender-transformative results achieved.

Data collection and analysis

The evaluation will employ a non-experimental, theory-based[19] approach. The performance of the country portfolio will be assessed using contribution analysis, using the theory of change set out in the Strategic Note 2021-2025 as a basis. The evaluation will apply a mixed method using qualitative and quantitative methods. The method will draw on data sources including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials, community groups etc. The evaluation will employ the following data collection methods:

A.   **Document analyses** undertaken primarily during the inception phase will inform the evaluation approach:

   1. *Evaluability assessment* to identify gaps in secondary data which will be used to determine the evaluation approach, including an assessment of the Theory of Change, the conduciveness of the context to undertaking the evaluation, the management structure at the Country Office and the quality and completeness of the Development Results Framework and Operational Efficiency and Effectiveness

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[15] Making Every Woman and Girl Count in Ethiopia: Supporting the Monitoring and Implementation of the SDGs through better Production and Use of Gender Statistics
[16] Transformative Financing for Gender Equality and Women's Empowerment in Ethiopia
[17] Preventing VAWG and Delivering Essential Services
[18] Programme on Women's Empowerment in Sexual, Reproductive, Maternal, Newborn, Child and Adolescent Health (SRMNCAH) Rights in Humanitarian Settings in the Horn of Africa (POWER).
[19] A theory-based design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

Framework.

2. *Contextual analysis* of the key external influencing factors affecting realization of women's rights in the country.

3. *Portfolio analysis* of UN Women Strategic Note & Project Documents, synthesizing secondary results data for the Development Results Framework and the Organizational Effectiveness and Efficiency Framework of the Country Office.

4. *UN Women financial analysis* of the budget, expenditure and trends in type of expenditures.

B. **Interviews** and **Focus Group Discussions** with key informants identified through the stakeholder analysis (across all stakeholder groups);

C. **Surveys** of UN Women personnel and UNCT partners, including Civil Society Organizations and government stakeholders (should the context allow).

Data collection methods should be gender responsive. Cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools. Data should be systematically disaggregated by sex and age and, to the extent possible, by geographical region, ethnicity, disability and migratory status. Specific guidelines should be observed[20]. Data should be triangulated to ensure valid findings.

Sampling approach

The evaluation is expected to apply a purposive sampling approach to take into account a diverse range of perspectives. The main interventions undertaken by the Country Office have been mapped into a sample frame for evaluation (see Annex 1). In addition, up to two Case studies could be selected for an in-depth assessment of contributions to outcomes. This will be updated in consultation with the Evaluation Reference Group at the inception stage.

VIII.   Stakeholder participation

The table below sets out the preliminary stakeholder analysis. This is expected to be reviewed and updated by the evaluation team during the inception phase.

Stakeholder role	Specific groups	Provide insights into:
Target Groups of rights holders	Women, including young women in marginalized urban areas and conflict zones, and those living with disabilities. men and boys. Religious and community leaders, youths and gender advocates.	UN Women's development effectiveness
Principle and primary duty bearers who make decisions and implement the Strategic Note	**UN Women Country Office** **Government:** Ministry of Women and Social Affairs (MoWSA), Ministry of Justice , , Ministry of Education , Ministry of Health , Ministry of Finance , Ministry of Peace , Ministry of Planning and Development , Ministry of Agriculture , Ministry of Labour and skills , Federal Office of Auditor General , Ethiopian Disaster Risk Management Commission (EDRMC) , National Electoral Board of Ethiopia , National Rehabilitation Commission (NRC), Regional Bureaus for Women in Tigray , Afar , Amhara , Oromia , Somali **Donors:** Government of Denmark, Swedish International Development Cooperation, Government of Norway, Government of Netherlands, Austrian Development Agency, IRISHAID, Government of Denmark , Government of Germany , Grand Duchee of Luxembourg , Spanish Development Cooperation Agency , Donor Group on Gender Equality (DGGE)	Effectiveness, coherence and efficiency of UN Women delivery

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[20] namely the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations (2014) and UN Disability Inclusion Strategy Evaluation Accountability (2019).

Stakeholder role	Specific groups	Provide insights into:
Experts, Civil Society Organizations and consultants who have technical inputs into the Strategic Note	Network of Ethiopian Women Associations (NEWA), Association for Women Sanctuary and Development (AWSAD) ; Agar Ethiopia ; Women Association of Tigray , Mums for Mums , Good Samaritan Association (GSA) ;	Effectiveness and application of gender responsive and human rights principles
Representatives of secondary duty bearers and rights holders affected by the Strategic Note but not targeted for assistance	**Partner financial institutions** **Other UN agencies**: , UN Country Team, UN Economic Commission for Africa Ethiopian Humanitarian Team (selected members)**Other multilaterals**: The World Bank, International Monetary Fund , African Development Bank	Coherence and effectiveness of UN Women delivery

UN Women evaluations are inclusive, participatory, and transparent. The evaluators are expected to design the evaluation to ensure participation of stakeholders at all evaluation stages, with a particular emphasis on rights holders. The evaluators are expected to validate findings through stakeholder engagement, such as workshops and debriefings.

IX.   Time frame and deliverables

The table below sets out the indicative timetable.

Task	Time frame	Indicative month	Responsible party
Final Terms of Reference	2-3 weeks	March 2025	Team Lead, Country Office Management and IEAS leadership and peer reviewer
Evaluation team recruitment	4 weeks	March 2025	Team Lead with HR team
Inception Workshop	1 or 2 days	April 2025	Team Lead and Country Office Management
Portfolio analysis and draft Inception Report	3-4 weeks	April 2025	Evaluation Team
Validation of draft Inception Report	2 weeks	May 2025	Evaluation Team Evaluation Reference Group (ERG), IEAS leadership and Peer reviewer
Final Inception report	1 week	May 2025	Evaluation Team
Data collection	3-4 weeks	May – June 2025	Evaluation Team
Data analysis, preliminary findings and draft report	3-4 weeks	July – August 2025	Evaluation Team
Draft report reviews	3 weeks	July 2025	IEAS Leadership, ERG and peer reviewer
Final Report	1 week	August 2025	Evaluation Team
Report brief	2 days	September 2025	IES evaluation team and Country Office Management
TOTAL	**39 weeks**		

X.   Dissemination and uptake

During the inception phase, the country M&E focal point will work with the evaluation team to develop a dissemination plan. The plan will identify approaches to support dissemination and uptake for the target primary and secondary users of the evaluation, along with how this will be tracked. The evaluator will also be responsible for developing a short brief with key findings and recommendations that will be disseminated more widely.

Once the CPE report is signed off by IEAS management, the Country Representative leads the follow-up process to facilitate its use such as in the form of issuing a management response **within 6 weeks** of CPE report finalisation and other dialogue with the Country or regional management as deemed appropriate.

XI.   Management of the evaluation

This evaluation will have the following management structures:

1. Independent Evaluation and Audit Service Leadership: The Director of the IEAS oversees all IEAS activities, while the Chief of IES is responsible for the evaluation related activities; both will review the key products of the evaluation and sign off on the final CPE report and associated products.

2. Team Leader: The Regional Evaluation Specialist (RES) of IEAS will serve as the team leader, responsible for managing the coordination and day-to-day management of the CPE, leading the methodological approach, collection of data, analysis and report writing. As team leader, the RES will also be responsible for overseeing the work of the evaluation team members, managing the contracts and assuring quality of the work.

3. Evaluation team: Evaluation team members will include an evaluation expert to support the Team leader in designing and conducting the CPE and a national expert to provide key contextual information and support data collection in country.

4. Evaluation Reference Group (ERG): The ERG plays a critical role in ensuring a high quality, transparent process, providing insights on the key questions and approach, providing context and ensuring factual accuracy, ensuring gaps and misinterpretation of information is avoided. It will play an important role in the dissemination of the evaluation findings and recommendations to ensure evaluation uptake. Evaluation Reference Group members will be expected to engage at every stage of the evaluation process, including being interviewed by the evaluation team, participating in inception meetings and debriefings, providing feedback on all outputs (including the inception report, preliminary findings, draft and final report) and supporting uptake of the evaluation results.

Two ERGs will be constituted:
1. The internal ERG will include the Country Representative, Deputy Country Representative, UN Women program leads & Country Office Evaluation focal person.
2. The external ERG will include National government partners, Civil Society representatives, Development partners/donors and the UNCT representatives to provide the stakeholder perspective.

5. **Peer Reviewer** for methodological feedback: 1-2 IEAS staff will be engaged as peer reviewers of the CPE.

XII.	Evaluation team composition, skills and experiences

The CPE Team leader will be supported by the following team members.

A) International Evaluation expert

Roles and responsibilities

The Evaluation expert is expected to support the Team Leader in:
1. Scoping and design the evaluation, including drafting of the Inception Report and data collection instruments.
2. Implementation of the evaluation and data collection, including participation in document review, virtual/in situ field visits, survey design and implementation.
3. Data analysis to develop preliminary findings and drafting of final report.
4. Drafting final 2-page brief outlining the evaluation process, conclusions, and recommendations.
5. Communication with evaluation stakeholders, including attending exit briefs, validation meetings etc.

Qualifications:

Education: At least a master's degree in gender/women studies, sociology, international development, or related area

Experience:
1. At least 7-years practical experience in designing and conducting gender-responsive evaluations of development strategies, policies and programs;
2. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods;
3. Proven knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level;
4. Country or regional experience in Ethiopia will be considered a strong asset;
5. Any relevant Gender Equality and Women's Empowerment thematic expertise will be considered a strong asset.

Language:

- Language proficiency in English (written and spoken) mandatory
- Knowledge of any other official UN working languages is an added advantage.

Proposed level of effort by the Evaluation expert

Initial data collection and preparation of inception report	10 days
Data collection and data collection preparation	10 days
Preparation of draft report	10 days
Preparation of final report and associated evaluation outputs	2 days

B) National evaluation expert

Roles and responsibilities:

The National expert is expected to provide key contextual information and perspective to design a robust utilisation-focused CPE. The national expert is also expected to support the in-country data collection process.
1. Support the team lead to design the Evaluation methodology including evaluation data collection tools
2. Support the team lead to facilitate the inception workshop and drafting the inception report
3. Under the supervision of the team lead, collect virtual/in-situ field visits for data collection
4. Coordinate and communicate with evaluation stakeholders, including for exit briefs and evaluation preliminary findings validation meetings etc.
5. Contribute towards the draft and final evaluation report

Qualifications:

The National Consultant must possess the following qualifications:

Education:
- Master's degree in gender/women studies, sociology, international development, or related area; or
- A Bachelor's degree in gender/women studies, sociology, international development, or related area, with additional two years' experience

Experience:
1. At least 5 years of relevant work experience preferably in the area of monitoring, evaluation or research on gender equality, women's empowerment and human rights in Ethiopia
2. Process management skills, including facilitation and communication skills with stakeholders
3. Knowledge of the role of UN Women or the UN system and its programming, coordination, and normative roles at country level is an asset.

Language:
- Fluent in English both written and spoken is mandatory.
- Good knowledge of Amharic is required .
- Knowledge of any other official UN working languages is an added advantage.

Proposed level of effort:

Initial data collection and preparation of inception report	10 days
In country data collection and data collection logistics	20 days
Support to data analysis	5 days
Preparation of draft report	2 days

Requirements for all team members

All Consultants should have proven commitment to the core values and competencies of the United Nations[21], namely:

Core Values: Respect for Diversity; Integrity; Professionalism.

Core Competencies: Awareness and Sensitivity Regarding Gender Issues; Accountability; Effective Communication; Inclusive Collaboration.

XIII.	**Application process**

Interested applicants are requested to submit:
1. A brief summary setting out their relevant experience against the required experience section, no more than 100 words per requirement
2. 200 words setting out what challenges they anticipate facing as they deliver the evaluation, and how they would manage these challenges
3. A CV
4. Two examples of recent evaluation reports where the applicants played a key role in delivery
5. A statement to confirm their availability to deliver the assignment
6. A statement to confirm that they are independent, and that they have not been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future, and that they have no vested interest and have the full freedom to conduct their evaluative work impartially.

XIV.	**Ethical code of conduct**

UN Women has developed a UN Women Evaluation Consultants Agreement Form[22] that evaluators must sign as part of the contracting process. The evaluators are also expected to provide a detailed plan on how the following principles[23] will be ensured throughout the evaluation: 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

The evaluators must put safeguards to protect the safety of both respondents and those collecting the data. These should include:

1. A plan to protect the rights of the respondent, including privacy and confidentiality;
2. The interviewer or data collector is trained in collecting sensitive information;
3. Data collection tools are culturally appropriate and do not create distress for respondents;
4. The interviewer can provide information on how individuals in situations of risk can seek support

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[21] To learn more about UN Women values and competencies, please follow the link

[22] based on the UNEG Ethical Guidelines and Code of Conduct.
[23] see UNEG Ethical Guidance for descriptions

SP Impact Areas	Initiatives
Governance and participation in public life	Actively participating in the UNSDCF Action Group 2 on Governance and Peace Building which led to the formation of an inclusion benchmark subgroup that aims to establish benchmarks for inclusion in key subgroups, such as those focusing on accountability, justice/rule of law, and national dialogue. UN Women's leadership in this subgroup provided an additional platform to influence inter-agency processes in governance and peace building.
Women's economic empowerment	UN Women's contributions under UNSDCF Issue Action Group 3 and 4 have been instrumental in ensuring that key gender issues, challenges, and prospects for women and youth in relation to employment were integral parts of the CCA review.
Ending Violence against Women and Girls	UN Women through the support to shelters, legal aid centres and hotline ensured access to quality comprehensive services, including food, shelter, counselling, legal aid, skills training, and health services to 1,749 survivors and their 421 children in Addis Ababa, Afar, Amhara, Oromia, Sidama and Somali regions.
Women, peace and security (WPS), humanitarian action and disaster risk reduction	UN Women ensured the inclusion of effective gender mainstreaming in various inter-agency initiatives including the Ethiopia Protection from Sexual Exploitation and Abuse (PSEA) Terms of Reference and work plan for 2023, the establishment of the Gender in Humanitarian Action (GiHA) Technical Working Group (TWG), and gender mainstreaming into Inter-Cluster Coordination Group/Humanitarian Response Plan 2024 (ICCG/HRP), Gender-Based Violence and Child Protection Areas of Responsibility, Protection Cluster and Accountability to Affected Populations Working Group (AAP WG).

Annex 2: Key References

UN Women Evaluation References
- Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2020/5/Rev.1)
- UN Women GERAAS evaluation quality assessment checklist
- UN Women Guidance on Country Portfolio Evaluation
- UN Women Core Values and Competencies
- UN Women Evaluation Handbook: How to manage gender-responsive evaluation (2022)
- Good practices in gender-responsive evaluations

UNEG References
- UNEG Norms and Standards for evaluation
- UNEG Ethical Guidelines and Code of Conduct
- UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation
- Guidelines for the Evaluation of the United Nations Sustainable Development Cooperation Framework

Other references for data on gender equality and human rights
- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index
- UN Statistics – Gender Statistics
- UNDP Human Development Report – Gender Inequality Index
- World Bank – Gender Equality Data and Statistics
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index
- Global Gender Gap Report 2023
- Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator
- A listing of UN reports, databases and archives relating to gender equality and women's human rights