



TERMS OF REFERENCE

Final Evaluation of the “Empowering Women for Sustainable Peace: Preventing Violence and Promoting Social Cohesion in ASEAN” project

Duration of assignment:	1 May 2025 - 10 December 2025
Geographical Coverage:	Home-based with visits to Indonesia, Thailand, The Philippines, Viet Nam and Timor-Leste
Type of contract:	Special Service Agreement (SSA) – International Consultant National consultants in Indonesia, Thailand, The Philippines, Viet Nam and Timor-Leste to support data collection
Supervision:	Programme Coordination Specialist- WPS ASEAN

I. Background

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality for women as partners and beneficiaries of development, human rights, humanitarian action, peace, and security. Placing women’s rights at the centre of all its efforts, UN Women leads and coordinates United Nations (UN) system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world.

Since 2017, the UN has partnered with the Association of Southeast Asian Nations (ASEAN) to advance the Women, Peace, and Security (WPS) agenda. This collaboration includes providing technical support for the ASEAN Regional Symposium on WPS (2018) and the development of the ASEAN Regional Study on WPS, launched in March 2021¹. These efforts highlight the importance of ASEAN ownership and multilateral cooperation in advancing WPS in the region.

Under the ASEAN-United Nations Plan of Action 2021- 2025², UN Women is mandated to lead on Women, Peace, and Security in close collaboration with other UN agencies leveraging its coordination mandate to ensure the UN system delivers on gender equality and the empowerment of women and girls. The Regional Project, “Empowering Women for Sustainable Peace: Preventing Violence and Promoting Social Cohesion in ASEAN,” builds on the partnership and collaboration with ASEAN, including the recommendations from the ASEAN Regional Study on WPS.

II. Description of the project

The regional project, **‘Empowering Women for Sustainable Peace: Preventing Violence and Promoting Social Cohesion in ASEAN (2021-2025)’** - referred to as **“The Project”** in this document - was launched on 24 February 2021 with an inception phase from 1 January 2021 until 1 October 2021, and implementation from 01 October 2021 to 30 June 2025. The project is generously funded by the Government of Canada, the

¹ [ASEAN Regional Study on Women Peace and Security | UN Women – Asia-Pacific](#)

² [Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between ASEAN and the United Nations \(2021-2025\) - ASEAN Main Portal](#)

Government of the Republic of Korea, and the Foreign, Commonwealth and Development Office. The project was endorsed by ASEAN³ in December 2021, becoming an ASEAN Cooperation project. The main purpose of this project is to advance the implementation of the WPS agenda in ASEAN. Although the Project largely focuses on advancing normative frameworks, capacity building on WPS, and exchange of knowledge and good practices at the ASEAN regional level. At the country-Level the project provides technical assistance to government and non-state actors for the development and implementation of WPS frameworks and strengthens capacity of state and non-state actors on WPS related areas. Regional engagement and implementation have contributed to national implementation and vice-versa. The project acknowledges the importance of addressing the humanitarian-peace-development nexus, given the overlapping challenges of conflict and crises at the sub-national level.

During the implementation, in collaboration with the UN and ASEAN dialogue partners, UN Women aimed to support ASEAN in leveraging and amplifying its comparative strengths in WPS policy and project interventions at both the regional and country levels. The project's ultimate goal is to ensure that ASEAN Member States will advance and strengthen the implementation of the WPS agenda, including preventing violence against women and girls and promoting social cohesion in the region. To achieve this, the project focused specifically on achieving the following immediate outcomes:

Immediate Outcome 1: ASEAN Secretariat, sectoral bodies and institutions have increased access to gender and WPS expertise to develop regional policies on WPS and related frameworks.

Immediate Outcome 2: ASEAN sectoral bodies and institutions and non-state actors have strengthened capacity to implement the WPS agenda.

Immediate Outcome 3: A regional platform for cooperation and advocacy among ASEAN Member States, observer state, sectoral bodies, and institutions as well as civil society and women organizations is strengthened to promote good practices and evidence on WPS.

Immediate Outcome 4: ASEAN Member States, Observer State and non-state actors have increased knowledge and capacity to develop, implement and monitoring WPS policy frameworks and test and upscale innovative approaches to implementing WPS agenda and conflict prevention at the national level

The project contributes to the ASEAN Vision 2025 and the agenda 2030 for Sustainable Development (particularly Goal 5: Achieve gender equality and empower all women and girls and Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice to for all and build effective, accountable and inclusive institutions at all levels). The project contributes to 'Area four' of the UN Women Strategic Plan 2022-2025, "*Women Peace and Security, Humanitarian Action, and Disaster Risk Reduction*". To date, activities have been implemented regionally at the ASEAN level- with ASEAN institutions and sectoral bodies, and nationally in Indonesia, Thailand, the Philippines, Viet Nam and Timor-Leste-.

The project applies the principle of leaving no one behind, as highlighted by an independent midterm review in 2023, which commended the project for reaching marginalized populations and those most in need.

³ ACW Cambodia and The Committee of Permanent Representatives (CPR) endorsed the project.

a. The theory of change

The project is contributing to the intermediate outcome, “ASEAN Member States, Observer State, sectoral bodies, institutions, and non-state actors to promote WPS, including preventing violence against women and girls at the regional and national levels.”

In realizing this intermediate outcome, the project is based on the **Theory of Change (TOC)** that:

- If the ASEAN Secretariat, sectoral bodies and institutions have increased gender and WPS expertise to develop regional policies on WPS and related frameworks.
- If the ASEAN sectoral bodies and institutions and non-state actors have strengthened capacity to implement the WPS agenda.
- If a regional platform for cooperation and advocacy among ASEAN Member States, Observer State sectoral bodies, and institutions as well as civil society and women organizations is strengthened to promote good practices and evidence on WPS; and
- If the ASEAN Member States, Observer State and non-state actors have increased knowledge and capacity to develop, implement and monitoring WPS policy frameworks and test and upscale innovative approaches to implementing WPS agenda and conflict prevention at the national level.

Then: ASEAN sectoral bodies, institutions, ASEAN Member states Observer State and non-state actors will be able advance women, peace and security agenda in the region, amplifying the comparative strengths of WPS policy and programming among member states, and advocating with member states to share responsibility and accountability for reaching common WPS objectives.

Because: ASEAN sectoral bodies, institutions, ASEAN Members states, Observer State and non-state actors will have strengthened policies and capacity on WPS to ensure a gender perspective is included in conflict prevention, resolution and recovery processes, and social norm change for empowerment of women to lead efforts to promote peace and security in the region.

The TOC is based on the overall assumption that there is a high level of political commitment and that the WPS agenda is seen as a regional priority within ASEAN and ASEAN Member States (AMS) Observer State and key to promote peace and stability in the region. The conditions required for achieving all the key results (at the immediate outcome level) include continued momentum within ASEAN, AMS, and Observer States. This momentum must involve key senior decision-makers who continue to advocate for women's participation and leadership, as well as gender equality, as critical drivers for a peaceful society and social cohesion within ASEAN. It assumes that individual commitments at the leadership level can translate into institutional commitments and structures that will sustain progress over time.

b. Beneficiaries

The primary beneficiaries of the project include women and girls in the targeted ASEAN countries, particularly those who are vulnerable to violence, conflict and crisis in the region. The immediate beneficiaries include ASEAN Secretariat and relevant ASEAN sectoral bodies, including ASEAN Committee of Women (ACW) and ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC) and Member States of ASEAN (duty bearers) and gender advocates, civil society organizations (CSOs), and associations at regional and national levels (rights holders).

Rights holders who directly participate in the project will ideally be engaged in reflecting on the outcomes of these efforts from their perspective. However, the cost-benefit and feasibility of engaging rights holders as evaluation participants will be assessed during the inception phase, in adherence to a do-no-harm approach. In cases where direct engagement with rights holders is not feasible, representatives of rights holders engaged by UN Women will be consulted for feedback. Any limitations in the evaluation process will be clearly outlined in the final report.

Stakeholder Mapping:

The table below provides an initial overview of key stakeholder groups relevant to this evaluation. During the inception phase, the evaluation team will undertake a more comprehensive mapping to ensure the inclusion of all relevant stakeholders and inform the sampling approach.

Stakeholder role	Specific Group	Main contributions
Target groups of right holders	Women and youth groups Hidden marginalized groups, women with disabilities, women's rights activists, indigenous women Selected Community representatives Civil society organizations Community based organizations	Direct beneficiaries and project participants
Principal and primary duty bearers who make decisions	ASEAN UN Women Country Offices and field presences Ministry of Women and Child Affairs and key ministries from targeted ASEAN Member States (AMS) Bilateral dialogue partners	Development, implementation, M&E of policies

c. Project governance and management arrangements

To ensure close collaboration and coordination with ASEAN, the project is managed by the UN Women Indonesia Country Office, which also fulfils the ASEAN Liaison function. The Country Office coordinates with the WPS team at the UN Women Regional Office for Asia and the Pacific in Bangkok. The Project Management Team consists of international and national UN Women staff based in the targeted ASEAN Member States.

The **Project Steering Committee (PSC)** was established at the regional level to provide strategic guidance and ensure effective collaboration among stakeholders. The PSC is composed of representatives from:

- ASEAN Secretariat.
- National women's machineries holding the Chair of ACWC and ACW and/or Representatives from ACWC and/or ACW.
- ASEAN Committee on Disaster Management (ACDM).
- ASEAN Institute for Peace and Reconciliation (ASEAN-IPR).

- UN Department of Political and Peacebuilding Affairs-Department of Peace Operations (UN DPPA-DPO).
- Government of Canada.
- United Kingdom Foreign, Commonwealth & Development Office (FCDO).
- UN Women Indonesia Country Office.

The PSC facilitates effective and efficient collaboration among participating organizations and provides overall guidance to the Project Management Team. Its role is to ensure the project remains aligned with its objectives, delivers measurable outcomes, and is implemented successfully.

d. Details of the project

Donor Reference:	Government of Canada through the Department of Foreign Affairs, Trade and Development: 7427936 Government of the Republic of Korea: N/A Government of the United Kingdom of Great Britain and Northern Ireland: 2223 VIETNAM ODA 001; 400029-401
Project Duration:	Government of Canada through the Department of Foreign Affairs, Trade and Development: 1 April 2021 – 31 December 2025 Government of the Republic of Korea: 1 January 2021 – 30 June 2023 Government of the United Kingdom of Great Britain and Northern Ireland: 8 December 2021-31 March 2022 (EIF VNH 003003) 16 January 2022-31 March 2023 (2223 VIETNAM ODA 001) 16 August 2023- 31 December 2025 (400029-401)
Donors/Funds:	Government of Canada through the Department of Foreign Affairs, Trade and Development: CAD 8.5 million Government of the Republic of Korea: USD 800,000 Government of the United Kingdom of Great Britain and Northern Ireland: GBP 33,000 (EIF VNH 003003) GBP 35,000 (2223 VIETNAM ODA 001) GBP 3,051,784 (400029-401)

III. Purpose and use of the Evaluation

The overall purpose of this evaluation is to support strategic decision-making, foster learning, and enhance accountability for the results achieved so far. The findings will be used by UN Women, ASEAN, national governments, project partners, and donors to inform future interventions and programming in ASEAN.

The primary users of the evaluation—ASEAN and UN Women—will use the findings to strategize the further advancement of the WPS agenda in the region. This evaluation will also provide critical insights for designing a second phase of the regional project to support the implementation of the ASEAN Regional Plan of Action on Women, Peace, and Security.

Secondary users, including partners within these organizations, will use the findings to identify effective approaches to advancing the WPS agenda. Donors may use the findings for accountability inform future decision-making and support.

Primary and Secondary Users and Their Intended Use

Primary & Secondary Intended Users	Learning and Knowledge Generation	Strategic decision making	Accountability
ASEAN Secretariat	X	X	X
ASEAN Women Peace and Security Advisory group⁴	X	X	X
UN Women	X	X	X
National Government of targeted AMS	X	X	X
Civil society Representatives	X	X	X
Donors	X	X	X
Dialogue partners and other UN Agencies supporting ASEAN	X	X	

IV. Objectives (criteria and key questions)

In alignment with the project document, the final evaluation will focus on assessing the delivery of project results and examine its contributions to impact, sustainability, and capacity development.

The key objectives of the evaluation are to:

1. Assess the relevance and coherence of the project with respect to internal and external WPS initiatives related to ASEAN.
2. Assess the effectiveness and organizational efficiency of the project in achieving expected results.
3. Assess the sustainability of project results and integration of human rights and gender equality.
4. Collect stories of change from beneficiaries (both women and men), key government partners, and stakeholders, and identify and validate important lessons learned, best practices, innovative approaches, and strategies for replication, providing actionable recommendations.

The evaluation will apply the OECD-DAC evaluation criteria, focusing on relevance, coherence, effectiveness, efficiency, (contribution toward) impact, and sustainability. An additional criterion—gender equality and human rights—will also be included to align with UN Women’s commitment to these principles.

The consultant will refine these questions and develop an **evaluation matrix** during the inception phase.

Criteria	Potential guiding questions
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⁴ The members of the ASEAN WPS Advisory Group are the ASEAN Committee on Women (ACW); ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC); Senior Officials Meeting on Transnational Crimes (SOMTC); ASEAN Defense Senior Officials' Meeting (ADSOM); ASEAN Inter-Governmental Commission on Human Rights (AICHR); ASEAN Institute for Peace and Reconciliation (ASEAN-IPR), which liaises with members of the ASEAN Women for Peace Registry (AWPR); ASEAN Committee on Disaster Management (ACDM); and ASEAN Women Entrepreneurs Network (AWEN).

Relevance Assess the relevance of the project's objectives, outcomes, and design in addressing the problems faced by women	<ul style="list-style-type: none"> - To what extent what the project aligned with regional and national priorities and to international normative frameworks on WPS? - To what extent has the project been responsive to contextual changes - including emerging regional and national security threats - to remain relevant? - How do the project interventions leverage UN Women's unique mandate and comparative advantages in relation to other organizations working in this area? - How do the project interventions leverage UN Women's unique mandate and comparative advantages in relation to other organizations working in this area?
Coherence Assess the compatibility of the intervention with other interventions	<ul style="list-style-type: none"> - To what extent has the project facilitated synergies and strengthened partnerships with other initiatives at ASEAN and country levels, including those implemented by the UN, international NGOs, AMS, and civil society organizations, to achieve its objectives? - To what extent are the project interventions aligned with ASEAN Commitments and UN Women's Strategic Plan and Strategic Note, ensuring coherence with other ASEAN WPS and UN Women initiatives? - To what extent was the project coherent with the interventions of other UN organizations, targeted ASEAN Member States, and Donors?
Effectiveness Assess the contribution towards achievement of outcomes	<ul style="list-style-type: none"> - To what extent have the planned outputs been delivered, and how has the project contributed to the achievement of expected outcomes? - What results have been achieved to date, and what key factors have facilitated or hindered their achievement? - What unplanned positive or negative results have emerged during the project's implementation? - Which strategies have been most effective in achieving the project's intended results, and why?
Efficiency Assess the organizational efficiency	<ul style="list-style-type: none"> - To what extent was the project management structure and coordination and monitoring mechanisms efficient in supporting project implementation? - Were the financial and human resources allocated for the project sufficient and utilized efficiently to achieve the intended results? - to what extent were activities and outputs delivered in a timely manner?

	<ul style="list-style-type: none"> - How effectively did the project leverage cost-sharing opportunities, partnerships, or in-kind contributions to enhance overall efficiency?
Contribution towards impact Assess the contribution of the intervention toward the intermediate outcome and ultimate outcome	<ul style="list-style-type: none"> - To what extent have the WPS policy frameworks developed through the project advanced the role of women in conflict prevention, resolution, and peacebuilding? - How effectively has the project contributed to achieving its ultimate outcomes, and what evidence supports this progress? - Has the project contributed to any transformative changes, such as shifts in gender equality, social norms, or empowerment among target groups?
Sustainability Assess the key factors affecting sustainability of the project	<ul style="list-style-type: none"> - What is the likelihood that the project's results, including its policies and frameworks, will be sustained and remain useful in advancing the WPS agenda over the long term after the project ends? - To what extent has UN Women strengthened the institutional capacity of the ASEAN Secretariat, key sectoral bodies, and ASEAN Member States to advance the Women, Peace, and Security agenda? - To what extent do ASEAN, government counterparts, and CSOs show national ownership and commitment to sustaining and expanding the project's outcomes? - Which components of the project should be carried forward into the next phase, and what positive or innovative approaches can be improved, scaled up, or replicated in similar contexts?
Gender equality and human rights. Assess to what extent the intervention promoted gender equality and human rights	<ul style="list-style-type: none"> - To what extent were the most marginalized groups (i.e., ethnic minorities, persons with disability, LGBTIQ+) perspectives integrated in the project and reached in meaningful ways? - To what extent was a human rights-based approach and gender responsive approach embedded in the approach of the project (i.e., participatory, transparent, inclusive, realizing power dynamics, etc.)? - To what extent were power dynamics and structural barriers addressed through the project? - To what extent was the project relevant to address the causes and structural factors of gender inequalities in the ASEAN Region?

V. Scope

The evaluation will focus primarily on the 2021–2025 implementation period of the project, with a view toward identifying lessons learned and actionable recommendations for future programming. It will assess the project's Relevance, Coherence, Efficiency, Effectiveness, Sustainability, and Inclusiveness and examine the extent to which recommendations from the Mid-Term Review (2023) have been implemented effectively to adjust the course of action. The evaluation will include Inputs, Activities, Outputs and use of Outputs, and immediate Outcomes and contribution to intermediate and ultimate Outcomes. It focuses on both macro and micro levels. In alignment with the intention of the project, much of the attention of the evaluation is focused on target groups. The evaluation will cover all countries where the project is implemented.

VI. Design (Process and Methods)

This final evaluation will be informed by the mid-term review conducted in 2023, the Evaluability Assessment (EA) of the project finalized in April 2022, the baseline study conducted in 2021 and the project monitoring framework and the existing disaggregated data.

The evaluation will use non-experimental, theory-based, and gender responsive approaches; mixed methods (quantitative and qualitative data collection methods and analytical approaches) will be utilized to account for the complexity of gender relations in the Project countries and to ensure participatory and inclusive processes that are culturally appropriate. If needed, the evaluator will reconstruct the TOC to ensure a robust analytical framework for assessing contributions to outcomes, incorporating any changes to the original TOC. The evaluation team will use various data collection methods to provide evidence-based information that is credible, reliable, and useful. The methods to be used include a review of project documents, key informant interviews, focus group discussions, and survey. Most significant change or storytelling approaches will be utilized to capture how the project has impacted the lives of the participants. The evaluation will engage the UN Women project team, ASEAN and government counterparts, implementing partners, right-holders, and other stakeholders. The evaluator will be expected to develop a sampling frame for data collection, that is representative of all stakeholder groups, including vulnerable groups. Sampling to select the sites to be visited should also be representative. The evaluation methodology should enable achievement of the evaluation purpose, be aligned with the evaluation approach, and be designed to address the evaluation criteria and answer the key questions through credible techniques for data collection and analysis.

To ensure maximum validity, reliability of data (quality) and promote use, the evaluation will ensure triangulation of the various data sources collected using various participatory methods listed below. The entire evaluation will be undertaken as per UNEG Ethical guidelines and consider a human-rights-based and gender empowerment approach⁵. The evaluation experts and all their direct collaborators will follow UN Women's Evaluation Handbook and are bound by the UN Women report assessment criteria ([GERAAS](#)), which will be provided upon initiation.⁶ The evaluation is expected to report using disaggregated data.⁷ To the extent possible, the evaluation will integrate an inclusive approach and ensure do no harm in engaging

⁵ UNEG Norms and Standards for Evaluation (2016): <https://www.betterevaluation.org/en/resources/example/UNEG-evaluation-standards-2016>; UNEG Ethical Guidelines for Evaluations (2020): <http://www.unevaluation.org/document/detail/2866>; Integrating Human Rights and Gender Equality in Evaluation (2014): <http://www.uneval.org/document/detail/1616>

⁶ UN Women's Evaluation Handbook <https://www.unwomen.org/en/digital-library/publications/2022/05/un-women-evaluation-handbook-2022>

⁷ UN Women's Evaluation Handbook <https://www.unwomen.org/en/digital-library/publications/2022/05/un-women-evaluation-handbook-2022>

marginalized groups, including from diverse SOGIESC, persons with disabilities and/or ethnic minorities. Ethical protocol will be developed and annexed to the inception report.

VII. Ethical considerations

UN Women has developed a [UN Women Evaluation Consultant Agreement Form](#) for the evaluator, which must be signed as part of the contracting process. This form is based on the [UNEG Ethical Guidelines and Code of Conduct](#). All data collected by the consultant must be submitted to the evaluation manager in Word, PowerPoint or Excel formats and is the property of UN Women. Proper storage of data is essential for ensuring confidentiality and a data protection plan will be developed during the inception phase. The evaluation's value added is its impartial and systematic assessment of the project. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluators have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator must be protected from pressures to change information in the report. Proper procedures for data collection with rights holders who may have been affected by violence must be adhered to as outlined in the [Improving the collection and use of administrative data on VAW](#) and [WHO Ethical and Safety Recommendations for research on violence against women](#). Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, [UN Women](#) and [UNDP](#) procedures must be followed and confidentiality be maintained. The [UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability.

VIII. Limitations

The evaluation team will rely on the accuracy and completeness of the provided documents by the offices, with independent verification of the information provided, where possible. To avoid biases raised, the information will be triangulated and validated with the UN Women team, the Evaluation Management team and Reference Groups.

IX. Evaluation management

The evaluation will be managed by the UN Women Programme Coordinator Specialist ASEAN WPS, under the oversight of the ASEAN Governance and Security Specialist and programme Lead. The Evaluation Management Group (EMG) will be comprised of the UN Women Programme Coordinator Specialist ASEAN WPS, the ASEAN Governance and Security Specialist and programme Lead, the UN Women Regional Evaluation Specialist. The EMG will provide quality assurance to the entire evaluation process and approve all deliverables.

An evaluation reference group (ERG) will be established comprising representatives from the key stakeholders and representing the different types of stakeholders (e.g., ASEAN, government, UN, CSO's, donors). The ERG will be consulted throughout the evaluation process: they will provide inputs on the inception report, preliminary findings, and final report to ensure it is participatory and has the ownership of

the key project stakeholders. The ERG will participate in the inception meeting, and presentation of preliminary findings to provide feedback and validation.

The evaluation team will consist of an international team leader and an evaluation analyst and five national consultants. The team leader will be responsible for overseeing the entire evaluation process and ensuring the quality of all evaluation products.

The national consultants, in close consultation with the team leader, will:

1. Review and adapt data collection tools as needed and provide translations where required.
2. Submit detailed notes collected during the data collection process using the provided template.
3. Prepare a summary report of key findings from site visits, in coordination with the team leader.
4. Contribute to the development of preliminary findings, the draft synthesis report, and presentations.

The team leader will support data collection in Indonesia. The evaluation analyst will assist with developing the inception report, ensuring adherence to the UN Women Evaluation Handbook, and managing the overall logistics of organizing the data collection schedule of the evaluation.

X. Expected deliverables and time frame.

Evaluation phases

The final evaluation will be conducted according to the following timeline (subject to adjustment):

1. Preparation (November 2024-30 April 2025)

- Development of the Terms of Reference of the Evaluation and submission to the PSC.
- Stakeholder analysis and establishment of the evaluation Management Group (EMG) and Evaluation reference group (ERG)
- Recruitment of the evaluation team including one international and 5 national consultants.

2. Inception (1 May 2025-14 June 2025)

- Briefing and consultation with EMG
- Desk review of key documents including baseline study, evaluability assessment, Mid Term Review, Project Monitoring Framework, Project Documents and others.
- Evaluability assessment and reconstruction of the TOC if needed.
- Stakeholders workshop if needed
- Evaluation matrix and data collection tools
- Presentation of the inception report to ERG and EMG
- Integrating feedback and comments
- Submission of final version of the inception report

3. Conduct (15 June 2025– 15 August 2025)

- Data collection, including virtual and on-site interviews and meetings and debriefing of UN Women upon finalization
- Data systematization, analysis and interpretation of findings

4. Reporting (16 August 2025- 30 October 2025)

- Present the preliminary findings to EMG and ERG to validate findings and allow the evaluators to incorporate preliminary feedback in the draft report
- Draft report
- Comments and feedback from Evaluation Management and Reference Groups tracked for transparency
- Final evaluation report
- Presentation of the final evaluation report to the EMG, ERG and PSC

5. Use and follow up (31 October- 10 December 2025)

- Management response within 3 weeks of competition
- Development of knowledge and communication products
- Communications based on the final evaluation to be disseminated widely to stakeholders and public
- Follow up to the implementation of the management response

Deliverables	Deadline of Submission
<p>Inception Report and power point presentation. The inception report should capture relevant information including background, and proposed methods for data collection and analysis. The inception report should also include an evaluation review matrix, guiding questions, methodology, list of stakeholders to be engaged, and proposed schedule of tasks, activities and deliverables.</p> <p>The inception report should be approved by the EMG and ERG</p>	14 June 2025
<p>Presentation of preliminary findings to the EMG and ERG.</p> <p>The consultant will share preliminary findings and recommendations with the ERG at the end of the field visits/data collection phase.</p>	5 September 2025
<p>Submission of draft Evaluation Report. The report will be structured as follows:</p> <ul style="list-style-type: none"> - Title - Executive summary - Context / Background and project description - Purpose, objectives and scope - Methodology and limitations - Findings structured by evaluation criteria - Conclusions - Recommendations - Lessons learned and innovations. 	22 September 2025

<ul style="list-style-type: none"> - Proposed dissemination Strategy <p>Annexes:</p> <ol style="list-style-type: none"> Terms of reference List of documents/publications reviewed and cited. Data collection instruments Lists of institutions interviewed or consulted, and sites visited (without direct reference to individuals) Evaluation matrix. List of findings, conclusions and recommendations 	
<p>Submission of a Final evaluation Report and power point presentation. Revise the draft report- in line with feedback provided by UN Women and partners.</p> <p>Deliverable: Final report of no more than forty pages. The report should be structured as the draft Evaluation report</p> <p>Brief (2 pager) with an overview of the evaluation methodology, key findings, conclusions and recommendations.</p> <p>The final evaluation report should be presented to the EMG, ERG and PSC</p>	30 October 2025

XI. Consultant's competencies, skills, and experiences

Team Leader Required Qualifications

- Master's degree in public administration, economics, gender studies, human rights, humanitarian affairs, or any relevant field related to gender equality and the empowerment of women and girls.
- A first-level university degree combined with six additional years of qualifying experience may be accepted in lieu of the advanced university degree.
- At least 5 years of experience as a Team Leader in complex evaluations with international organizations.
- Proven ability to manage and lead multi-disciplinary teams in a challenging environment.
- Experience in gender and human rights-responsive evaluation. Familiarity with Women, Peace, and Security programming is a strong asset.
- Strong understanding and experience in results-based management for project planning, monitoring, and reporting.
- Excellent writing and communication skills. Previous experience with UN Women and other UN agencies is an advantage.
- Fluency in English is required. Working knowledge of Thai, Indonesian, or Filipino is preferred.
- Demonstrates integrity by modelling the United Nations' values and ethical standards. Promotes the vision, mission, and strategic goals of the UN and UN Women. Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability. Ability and willingness to work as part of a team to meet tight deadlines and produce high-quality work.
- Previous experience conducting evaluation in the ASEAN Region is highly desirable.

XII. Annexes

- UN Women GERAAS evaluation quality assessment checklist.
<https://gate.unwomen.org/Evaluation/Download?evaluationId=4918>

- UN Women Evaluation Consultant Agreement Form.
<https://gate.unwomen.org/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultant.pdf>
- UNEG Norms and Standards for evaluation.
<http://www.unevaluation.org/document/download/2787>
- UN Women Evaluation Handbook. <https://www.unwomen.org/en/digital-library/publications/2022/05/un-women-evaluation-handbook-2022>