

Independent Evaluation Service Led

Final Evaluation of the Transformative Approaches for recognizing, reducing and redistributing (3R) unpaid care work in Women's Economic Empowerment Programming

I. Background

This evaluation is the final evaluation of the Transformative Approaches for Recognizing, Reducing and Redistributing Unpaid Care Work Programme (3R Programme) in Women's Economic Empowerment (WEE) Programming.

Phase two of UN Women's 3R Programme operates in Rwanda and Senegal with a reinforcing global pillar to remove structural barriers to women's economic participation. Funded by BMZ, it delivers a holistic package of childcare/ECE, time- and labor-saving infrastructure and services, and policy support, while integrating a standalone care component into climate-resilient agriculture and rural WEE programmes.

The terms of reference (ToR) provide key information about the evaluation, including a short summary on the context of the programming, including UN Women's broader work on care systems; a brief description of the programme; purpose, objectives, use and scope of the evaluation; evaluation criteria and questions; evaluation design; evaluation management; time frame and deliverables; dissemination and uptake; and evaluation team composition.

II. Context

Care work sustains life, wellbeing and economic dynamism. It includes face-to-face support that enables people to function safely and with dignity, alongside domestic tasks (cooking, cleaning, laundry) that make care possible.¹ Much of this happens unpaid within families and communities and is excluded from employment and GDP accounts, despite enormous value—women's unpaid care is estimated at 2.35% of global GDP (~US\$1.5 trillion), rising to ~US\$11 trillion when all care is counted. Globally, women perform about three times more unpaid care and domestic work than men, reflecting persistent social norms and unequal divisions of labour.²

COVID-19 intensified these inequalities. With school closures, strained services and income shocks, unpaid care rose for both women and men, but women took on more time-consuming tasks and often substituted for lost market goods and public services. Women's labour force participation fell sharply: in 2020, about 113 million partnered women aged 25–54 with young children were out of the workforce, compared with 13 million men (up from 8 million pre-COVID).³ Building back better requires investing in comprehensive care and social protection systems, supported by macroeconomic reforms to finance them, to reduce inequalities in access to and provision of care within families and across countries. This shift from a narrow “care economy” lens to a “caring society” is especially urgent in Sub-Saharan Africa, where limited decent work and entrenched norms constrain women's economic opportunities.⁴

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), under its Strategic Plan 2022-2025 and the new Strategic Plan 2026-2029, has identified women's unpaid care and domestic work as a key issue for women's empowerment. UN Women also launched Transforming the Care Systems as one of its gender equality accelerators in 2024, to contribute to the Sustainable Development Goal (SDG) Target 5.4 which calls for the recognition, reduction, and redistribution of unpaid care and domestic work to achieve gender equality and empower all women and girls. . These are packaged, high-impact solution sets that rally governments, UN entities and partners around focused actions to speed and scale results for women and girls. This accelerator is dedicated to building shared-responsibility care systems using the **5Rs+ approach** —

¹ UN Women, 2019 “[Redistributing unpaid care and sustaining quality care services: A prerequisite for gender equality](#)”. Policy Brief.

² UN Women, 2021. “[Whose Time to Care? Unpaid Care and Domestic Work During Covid-19](#)”.

³ UN Women, 2020. “[COVID-19 and the care economy: Immediate action and structural transformation for a gender-responsive recovery](#)”.

⁴ Mbiekop, Flaubert, and Nnenna Okoli. [Gender, Unpaid Care and Social Protection: Policy Priorities for West and Central Africa](#). New York: UN Women/ILO Expert Group Meeting, October 2023.

Recognize, Reduce, Redistribute unpaid care work, and **Reward** and **Represent** paid care workers, and resource care systems —through policy reform, financing pathways and coordinated UN support. UN Women TransformCare initiative will operationalize the Gender Equality Accelerators on care, and will include all UN Women interventions on transforming care systems. It aligns with the [UN system policy paper on transforming care systems](#) and draws on UN Women’s technical tools (e.g., the 5R toolkit, the UN Women – ILO costing tool) to help countries move from fragmented services to coherent, public and comprehensive care systems.⁵

Globally, as well as regionally and at the country level, some indicative initiatives in this area include:

- **Knowledge Sharefair on the Care Agenda in ESAR:** In partnership with Global Affairs Canada and the African Women’s Development and Communication Network (FEMNET), the East and Southern Africa regional office held a sharefair on the care agenda in the region, with the aim to strengthen the capacity and knowledge on unpaid care and domestic work in the region.
- **Women Count:** UN Women has undertaken analysis on the impact of engaging in unpaid work (e.g. family farming) on Not in education, employment or training (NEET) figures. UN Women has also supported data generation on unpaid care work and supported countries in developing Time Use Surveys in particular in non-resident countries.
- **CSW66 side event:** UN Women organized a side event to discuss the challenges of climate change and unpaid care work and its impact on women’s profits in agricultural production as well as disseminated studies on the cost of gender gap in agricultural productivity in Mozambique and Zimbabwe which contained concrete policy recommendations to address the gaps identified in the studies developed jointly with the respective governments.
- **Climate programmes:** The topic of the care economy has also been incorporated in other *climate resilience agriculture* programmes, which supports women across various value chains to strengthen their agency, influence and contributions to sustainable farming methods.
- **Production of knowledge products:** including the cost of agricultural productivity for women in selected countries, the gender pay gap report, care snapshots by country.

Additionally, two earlier evaluations offer critical background and will inform this evaluation.

- Final evaluation of [Transformative Approaches to Recognize, Reduce, and Redistribute Unpaid Care Work in Women’s Economic Empowerment Programming \(3R Programme\)](#) (Phase 1)
- Developmental Evaluation of UN Women’s work on the Care Economy in East and Southern Africa (forthcoming)

III. **Overview of the 3R programme in Rwanda and Senegal**

UN Women’s 3R Programme, “Transformative Approaches to Recognize, Reduce and Redistribute Unpaid Care Work”, operates in Rwanda and Senegal with a reinforcing global component. Its goal is to remove structural barriers to women’s equal economic participation by recognizing, reducing and redistributing unpaid care work, pursued through three outcomes: (1) stronger laws, policies and services on care; (2) transformative care services and time-saving infrastructure; and (3) increased public investment in the care economy.

The programme delivers through a holistic package of solutions, i.e. transformative care services, including provision of childcare services, early childhood education, access to time-saving infrastructure and services, that enable and/or strengthen women’s effective participation in economic empowerment programmes and interventions. The programme also integrates a standalone care component into existing UN Women programmes on climate-resilient agriculture and rural women’s economic empowerment in the two target countries.

The programme builds on the joint UN Women/ILO global programme on “Promoting Decent Employment for Women through Inclusive Growth Policies and Investments in the Care Economy” and the first phase of the 3R program implemented in three countries, Rwanda, Senegal, and South Africa, funded by the Government of Canada. Phase II (2023–2025) is funded by Germany’s BMZ (~€2.9M) and implemented with partners including ActionAid in Rwanda and regional agencies in Senegal, aligned to SDG 5.4, 8.5 and 10.4.

The programme was developed before the launch of the Transforming the Care Systems in 2024, serving as a precursor to the TransformCare programme.

⁵ UN Women. [Gender Equality Accelerators](#). New York: UN Women, July 2024.

The table below sets out the programme's results framework. Outcomes 1 & 2 are delivered in Rwanda and Senegal, and Outcome 3 is delivered at the global level.

Outcome 1: National and local governments develop/strengthen laws, policies and services that recognize and address the disproportionate share of unpaid care work performed by women and girls

Output 1.1: National and local governments have greater understanding and knowledge of the 3Rs of unpaid care work and the disproportionate share of unpaid care.

Output 1.2: National and local authorities have increased tools and capacities to develop and implement laws, policies and services that address unpaid care work

Output 2.1: Women's cooperatives and other organizations have increased capacity to provide care services

Outcome 2: Women's cooperatives and other organizations provide care services in rural and/or urban areas to reduce and redistribute unpaid care work

Output 2.2: Women's cooperatives and other organizations have access to digital and financial solutions to address unpaid care risks

Output 2.3: Women's cooperatives and other organizations have access to labor- and time-saving, climate resilient and low carbon infrastructure and technologies needed to provide care services and reduce their unpaid care work and time poverty

Outcome 3: National governments and relevant ministries (ex: sectoral and finance) scale-up investments in care service provision.

Output 3.1: Capacity of Governments, UN Women's country/regional offices, and other national stakeholders to use developed policy tools to promote sustained investments in the care economy is strengthened.

Output 3.2: Capacity of Government and relevant ministries to finance investments in care services strengthened.

By 2024, according to programme reports, the programme had strengthened enabling environments, expanded services, and advanced financing tools. Globally it provided technical leadership, launched/advanced policy tools such as the Engendering Fiscal Space framework and the revised Care Costing Tool, and helped elevate care in UN processes, while rolling out a training curriculum across regions. Some key achievements include: Senegal trained 839 elected officials and equipped/rehabilitated childcare centres; Rwanda expanded access to time-saving technologies (e.g., efficient stoves, water tanks) and built capacities across ministries, actions that together are expected to reduce women's time poverty and redistribute care. Overall, the programme's results and lessons have positioned the 3R Programme as the flagship initiative for UN Women's Gender Equality Accelerator on Transforming Care Systems.

The 3R programme is being managed by:

- **Rwanda:** a national coordinator and programme associate in Rwanda, with the support of a communications analyst.
- **Senegal:** a national coordinator, and 50% of a programme analyst.
- **Regionally:** the programme is part funding a Care Economy Specialist in the East and Southern Africa region, who is providing dedicated support to the Rwanda Country Office, as well as to other initiatives on care across the region.
- **Globally:** a policy and knowledge management specialist, a programme coordinator, with the support of others across HQ, regional and country office teams.

IV. Evaluation purpose, objectives, use and scope

Purpose and objectives:

The purpose of this evaluation is to 1) provide accountability for delivery of the 3R programme in Rwanda and Senegal to development partners, government stakeholders, rightsholders, and other partners, as the 3R programme is coming to an end and 2) to generate learning on what has and hasn't worked, and pathways to scaling, to inform the implementation of UN Women's future programming in this area, namely through the TransformCare programme.

Use:

The intended uses and users of this evaluation are:

Target Uses	Primary Users	Secondary Users
Accountability: Summative (backward-looking) for UN Women's contribution to gender equality and women's empowerment through the 3R programme.	UN Women HQ, regional and country offices, national partners, rights holders and development partners, to support accountability for development effectiveness.	
Learning: Forward-looking on effective, promising and innovative strategies and practices, to support improved decision-making	UN Women HQ, regional and country offices delivering the TransformCare programme, who will use the evaluation findings to inform the direction of future work.	Other UN agencies, partners, government, civil society representatives and donors delivering similar interventions in-country, to derive learning on effective and promising practices.

The objectives of the evaluation are to:

- Assess the **coherence** of the programme's global, regional and country level components, and synergies with other UN Women programming
- Verify progress towards the three target outcomes, identify **lessons learned** and promising innovations, and assess the **effectiveness** of the programme
- Examine the **efficiency** of the programme, in terms of the delivery model and leveraging of other UN Women's initiatives and resources
- Identify factors and pathways to **sustainability and scalability**, including adaptations required

Scope:

The evaluation scope will be guided by the 3R programme in Rwanda and Senegal project document. Beyond the country level components (covered by outcomes 1 & 2), the project also has an important global component (outcome 3). While the evaluation will focus on the 3R programme, it will also explore coherence and synergies with broader UN Women work on care systems, funded through other sources, both across the East and Southern Africa region and the West and Central Africa region, as well as globally.

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. The evaluation team will also consult RO and CO stakeholders to agree the boundaries to be used for the evaluation.

Timeframe:

The programme duration is 1 March 2023 to 30 April 2026. The evaluation will cover the period between 1 March 2023 to 31 December 2025. The inception phase of the evaluation will be initiated in November 2025, data collection is planned in January 2026 and final report expected to be ready by April 2026.

Geographic scope:

The evaluation will cover a sample of project implementation locations in Rwanda and Senegal (Outcome 1 and 2) as well as regional and global stakeholders (Outcome 3).

Limitations:

- **Level of documentation for informal technical support:** Some regional support is informal, risking under-counting contributions. We will capture these through key informant interviews to develop a full mapping of regional and global activities under outcome 3.
- **Attribution vs. contribution:** Beyond the country level activities, the programme also includes regional and global components involving development of tools, provision of technical support, dissemination of knowledge products, capacity development initiatives, and convening of expert group meetings and peer learning. Given the breadth of these activities, it is expected that UN Women's efforts will only be one contributory factor among many. The evaluation will use **contribution analysis** rather than claim direct attribution to regional and global results.

- **Evidence on scale and uptake:** “Reach” (e.g., downloads, trainings, event visibility) may not equal institutional uptake. The evidence will gather evidence on the level of uptake (e.g. awareness, piloting, institutionalization).

V. Criteria and evaluation questions

Effectiveness, Coherence and Gender Equality

- **Multi-level results:** To what extent did the global, regional and country components work together coherently to deliver results? (Coherence)
 - What were the synergies across these components and to what extent did this help achieve scale?
 - How and to what extent did global policy tools, training packages and scorecards directly contribute to and strengthen country-level results, and support outcomes beyond the two pilot countries and regions?
 - How effectively did the programme support learning across the two countries and regions?
- **Achievement of Outcomes:** To what extent has the programme achieved progress towards the three target outcomes? (Effectiveness)
 - To what extent has the programme achieved progress towards the three target outcomes? Were there any unintended outcomes?
 - How well did the programme address learning and recommendations from Phase 1?
 - What worked well and what did not work well?
 - Which innovations (including those at the care × climate/conflict nexus such as energy- and labour- saving technologies) were most effective?
 - What are the lessons for future programming?
 - How effectively were gender equality principles integrated in the programme? (Gender Equality)

Efficiency: How efficiently did the programme leverage UN Women’s initiatives, personnel, core resources and regional technical support model to deliver quality and timely results?

- How efficiently were the activities designed and delivered to leverage other UN Women initiatives, personnel and resources (including core funding)?
- Was the regional technical support model an efficient way to provide quality assistance and facilitate achievement of results?

Scalability & Sustainability: To what extent are core 3R components likely to be sustained beyond the project, and how can UN Women best use them to shape TransformCare and future programming?

- **Sustainability:** Which programme components show evidence or likelihood of being maintained and financed after the project ends?
- **Strategic positioning/transition:** How best can UN Women leverage the 3R programme to contribute to TransformCare and future programming?

Note: It is proposed that relevance and impact are not focused on in the evaluation. Relevance was covered extensively in the Phase 1 evaluation. The effectiveness questions will also explore evidence of early signs of impact.

VI. Evaluation design (process and methods)

The [UN Women Evaluation Policy](#) and the [UN Women Evaluation Strategic Plan 2022-25](#) 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 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.

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-based⁶ approach. The performance of the 3R programme will be assessed using contribution analysis. Programme contributions to outcomes and synergies with the overarching UN Women corporate agenda on Care will be assessed against the reconstructed theory of change. The contribution analysis will provide a basis for understanding which components show evidence of being most promising for scaling up. The evaluation will apply a mixed method using qualitative and quantitative methods. The method will draw on secondary data sources including programme documents, monitoring reports, donor and partner reports, UN Women system data, financial records, and primary data sources including interviews, focus group discussions and surveys with national and local governments, women organizations, UN agencies, research institutions, civil society and the private sector. 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, and the quality and completeness of results framework.
 - 2. **Contextual analysis** of the key external influencing factors affecting the achievement of outcomes.
 - 3. **Analysis** of the key activities and reported outcomes of the 3R Programme in Rwanda and Senegal, including the regional and global components
 - 4. **Financial analysis** of the budget and expenditure of the programme.
- B. **Interviews and Focus Group Discussions** with key informants identified through the stakeholder analysis, including programme participants. Interviews covering the Rwanda and Senegal components will be done in person. Interviews covering the regional and global components will be done remotely.
- C. **Surveys** of Civil Society Organizations, Academic Institutions and other UN agencies, not already covered by interviews and Focus Group Discussions

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 UNEG should be observed⁷. Data should be triangulated to ensure valid findings.

Sampling approach

The evaluation is expected to apply a purposive sampling approach to interviews and focus group discussions to take into account a diverse range of perspectives of stakeholders engaged in the programme, at both the country,

⁶ 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.

⁷ namely the UNEG guidance on [Integrating Human Rights and Gender Equality in Evaluations](#) (2014) and [UN Disability Inclusion Strategy Evaluation Accountability](#) (2019).

regional and global levels, as well as relevant stakeholders working on Care.

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
Target Groups of rights holders	Women participants and women farmer organizations, associations, clusters and co-operatives, such as Network of Female Rice Producers of the North of Senegal (REFAN), Women farmer cooperatives/associations under RWE programme (Rwanda), and Women in Rwanda Energy Network (WIRE)
National and local governments	<ul style="list-style-type: none"> • Ministries of Gender/Women • Ministries of Infrastructure, Water and Sanitation • Ministries of Agriculture • Ministries of Finance • National Early Childcare Development Institution (Rwanda) • National Women Council for advocacy and accountability towards gender equality and recognition (Rwanda) • Gender Monitoring Office (Rwanda)
Development partners	Government of Germany
UN agencies and other Multilateral Organizations	<ul style="list-style-type: none"> • Economic Community of West African States • The Food and Agriculture Organization of the United Nations (FAO) • The International Fund for Agricultural Development (IFAD) • The World Food Programme (WFP) • UN Environment Programme (UNEP) • United Nations Children's Fund (UNICEF) • United Nations Capital Development Fund (UNCDF) • International Labour Organization (ILO) • United Nations Research Institute for Social Development (UNRISD) • Social Protection Inter Agency Cooperation Board (SPIAC-B) • United Nations Economic Commission for Africa (UNECA) • African Development Bank (AfDB) • World Bank (WB) • International Monetary Fund (IMF) • International Financial Corporation (IFC) • African Union (AU) • African Statistical Commission (STATCOM) • Members of the Global Accelerator working group on the Care Economy
Research Institutions	<ul style="list-style-type: none"> • The Levy Economics Institute • Istanbul Technical University • OXFAM • IDRC (Senegal) • CRESS (Senegal)
Implementing partners	<ul style="list-style-type: none"> • ENDA Energie (Energie Environnement Developpement) • ARD SEDHIOU • Plateforme des femmes pour la paix en casamance • ARD/AGRIFED • ActionAid -Rwanda
Civil Society:	<ul style="list-style-type: none"> • Imbutu Foundation (Rwanda) • Duterimbere NGO (Rwanda) • Profemmes Twese Hamwe (Rwanda) • Rwanda Men Resource Centre (RWAMREC) • - Rwandan Organization of Women with Disability (UNABU)
Private sector	<ul style="list-style-type: none"> • BICIS / BNP Paribas (Senegal) • Baobab (Senegal) • National Agricultural Insurance Company of Senegal (Senegal)

Stakeholder role	Specific groups
<i>UN Women</i>	<ul style="list-style-type: none"> • Programme coordinator – global, Rwanda and Senegal • East and Southern Africa Regional Office Care Economy programme analyst • Members of UN Women’s Community Practice on the Care Economy

Rights holders who have directly participated in or are affected by UN Women programming efforts will be engaged in discussing the outcomes of the programming efforts from their perspective and analyzing the findings of the evaluation.

VII. Management of the evaluation

This evaluation will have the following management structures:

1. Independent Evaluation, Audit and Investigation Services Leadership: The Director of the IEAIS oversees all IEAIS 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 evaluation report and associated products.

2. Team Leader: The Regional Evaluation Specialist (RES) of IEAIS will serve as the team leader, responsible for managing the coordination and day-to-day management of the evaluation, 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 analyst to support the Team leader in designing and conducting the evaluation and two national experts to provide key contextual information and support data collection in country.

4. Evaluation management group: The evaluation management group will provide accountability and administrative support. It will include the Deputy Regional Director, the regional Women’s Economic Empowerment Specialist, and Country Office Women’s Economic Specialists for the selected case study countries.

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 while also 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. The ERG will consist of the following stakeholders: UN Women country office focal points; private sector; national government; civil society; development partners/donors; and UN partners.

5. Peer Reviewer for methodological feedback: 1 IES staff will be engaged as peer reviewer of the evaluation.

VIII. Time frame and deliverables

The table below sets out the indicative timetable.

Task	Indicative month	Responsible party
Final Terms of Reference	Nov 2025	Drafting: Team Lead Reviewing and quality assuring: IEAIS leadership and peer reviewer; programme team.
Recruitment of the Evaluation Team	Oct – Nov 2025	Team lead and programme team
Set up of ERG and EMG	Oct – Nov 2025	Programme team
Inception Phase		
Draft inception report	Nov-Dec 2025	Drafting: Evaluation Team
Review and finalization of draft Inception report	Dec 2025	Finalizing for comments: Evaluation Team, Provision of comments: Evaluation Reference Group (ERG) and Evaluation Management Group (EMG), IEAIS leadership and Peer reviewer
Data collection and analysis Phase		
Data collection	Jan 2026	Data collection and analysis: Evaluation Team
Survey	Jan 2026	Support with facilitating introductions and
Data analysis	Feb 2026	providing contact details: Programme team

Task	Indicative month	Responsible party
Reporting Phase		
Preliminary findings	Feb 2026	Preparation: Evaluation Team Provision of comments: Evaluation Reference Group (ERG) and Evaluation Management Group (EMG)
Draft report	Mar 2026	Drafting: Evaluation Team
Presentation of the first Draft report and reviews	Apr 2026	Presentation: Evaluation Team Provision of comments: IEAIS Leadership, ERG, EMG and peer reviewer
Final Report	Apr 2026	Evaluation Team
Report brief	Apr 2026	Evaluation team

IX. Dissemination and uptake

During the inception phase, the evaluation team will 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 evaluation team will also be responsible for developing a short brief with key findings and recommendations that will be disseminated more widely.

Once the evaluation report is signed off by IEAIS management, the programme coordination leads the follow-up process to facilitate its use such as in the form of issuing a management response **within 6 weeks** of evaluation report finalization and other dialogue with the regional or country management as deemed appropriate.

X. Evaluation team composition, skills and experiences

This Evaluation Team leader will be supported by the following team members.

The evaluation team will have a combination of the requisite experience in evaluation and technical expertise in gender equality and women's empowerment and the care economy. The Regional Evaluation Specialist from the IES will serve as the Team Leader, manage the evaluation process, constitute a quality assurance system, and provide administrative and substantive support, including data collection, analysis and report drafting. The composition of the evaluation team will strive for diversity and gender balance. A summary of the team profile is below. The individual TOR's will be advertised following UN Women human resources procedures.

1. **Evaluation Analyst:** The evaluation analyst will be a core team member leading the portfolio analysis, key analyses for the inception report, data collection, case studies, staff survey and drafting of the presentations and synthesis report.
2. **National evaluators:** Two National Evaluation Consultants will be recruited in Senegal and Rwanda. They are responsible for ensuring that contextual information on the case study countries selected have been well understood and articulated, reviewing data collection tools and methodological design. The National Consultants will conduct data collection with key stakeholders in country and translate notes into English as needed.

XI. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form⁸ that evaluators must sign as part of the contracting process. The evaluators are also expected to provide a detailed plan on how the following principles⁹ 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 will 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;

⁸ based on the UNEG Ethical Guidelines and Code of Conduct.

⁹ see UNEG Ethical Guidance for descriptions

4. The interviewer can provide information on how individuals in situations of risk can seek support

Annex: 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 Core Values and Competencies](#)
- UN Women Evaluation Handbook. At UN Women Independent Evaluation Office website: <http://genderevaluation.unwomen.org/en/evaluation---handbook>
- [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](#)