

TERMS OF REFERENCE

Final Evaluation for the “Enhancing Women’s Participation in Political Leadership and Decision-Making in Kenya”

Location:	Nairobi, KENYA (with travel to the project counties)
Type of Contract:	Individual Contract
Post Level:	National Consultant
Languages Required:	English
Starting Date: (date when the candidate is expected to start):	August 2025
Expected Duration of Assignment:	15 working days

1. Background (project context)

The “*Enhancing Women’s Participation in Political Leadership and Decision-Making in Kenya*” project, funded by Global Affairs Canada (GAC), has been active in Kenya from 2022 through March 2025. This initiative is being implemented both at the national level and in the following seven counties: Homabay, Kericho, Kisii, Embu, Samburu, Kajiado, and Wajir. The project aligns with three key thematic areas outlined in the UN Women Kenya (KCOs) Country Programme (Strategic Note 2023-2026): 1) Women’s leadership and participation; 2) Elimination of violence against women and girls; and 3) Women, peace, and security. These thematic components are designed to interconnect and create synergies at both the national and county levels, fostering a comprehensive, results-driven approach to promoting gender equality and empowering women. The project is a collaborative effort involving UN Women Kenya, National and County governments, and various implementing partners.

The project concluded in March 2025 and an evaluation has been commissioned to assess the extent to which the Project has achieved its intended and unintended outcomes, provided an in-depth analysis and understanding of the reasons behind the achievement or non-achievement of these outcomes, evaluate the challenges encountered, and document lessons learned to enhance future projects in this domain.

a) Description of the Project

This programme is built upon the UN Women KCO Strategic Note 2023-2026, which aligns with the global UN Women Strategic Plans (2022-2025) and supports the gender priority areas outlined by Global Affairs Canada in Nairobi. At the national level, the Strategic Note aligns with Kenya’s development priorities as outlined in Vision 2030, the Fourth Medium Term Plan (MTP IV), the Bottom-Up Transformative Economic Agenda (BETA), and the Constitution of Kenya. Furthermore, it contributes to the United Nations Sustainable Development Cooperation Framework (UNSDCF) (2023-2027) and supports the achievement of the Sustainable Development Goals (SDGs).

In response to UN Women’s triple mandate, the project focuses on the normative and operational mandates. First, at the normative level it supports the development and implementation of key gender equality policies and ensures their practical application and impact at the ground level. Second, at the operational level, the programme aims to empower more women by: a) enabling them to attain leadership positions and effectively contribute to decision-making for gender equality, b) increasing their access to services related to the elimination of violence against women and girls (VAWG), including justice, and engaging stakeholders in promoting social norm and attitude shifts to prevent VAWG, and c) enhancing

their participation in peace and security processes in Kenya.

b) Theory of change

The programme is aligned to the Theory of Change of the KCO's Strategic Note 2023-2026, which was formulated through a rigorous process of consultations with relevant government ministries, departments and agencies, development partners, implementing partners, Women Rights Organizations (WROs), Private Sector, and Academia. The specific Theory of Change of the proposed programme is: **IF** (1) Targeted women from diverse groups have enhanced capacity to participate in politics and decision-making processes during the electoral cycle and laws and policies that promote women's participation in political leadership are enacted and fully implemented; **if** (2) Women's rights organizations and key stakeholders have strengthened capacity to prevent, mitigate and respond to VAWP; **if** (3) favorable gender norms, attitudes and behaviors about women in leadership are promoted, **THEN** (5) the number of women participating in political leadership and decision making in Kenya will increase; **BECAUSE** (6) well capacitated key actors that mainstream gender across the electoral cycle and effectively prevent and respond to VAWP, will promote women's political participation and representation in electoral processes.

c) Results Framework

1000 Ultimate Outcome: Increased participation and representation of women in political leadership and decision making in Kenya
1100 Intermediate outcome: Targeted women have enhanced capacity to participate in politics and decision-making processes
1200: Intermediate outcome: Strengthened capacities of women's rights organizations and key stakeholders to prevent and respond to Violence against women in politics (VAWP)
1300 Intermediate outcome: Reduced negative social norms that exclude women from political participation and decision making.
1110 Immediate outcome: Women aspirants and women leaders' capacity to participate in leadership and electoral processes enhanced.
1120 Immediate outcome: Targeted institutions' capacity to create an enabling policy environment for women's political participation enhanced.
1210 Immediate outcome: Survivors of Sexual Violence capacity to access essential services (including referral pathways and reporting mechanisms) enhanced.
1220 Immediate outcome: Duty bearers' capacity to prevent and respond to Violence Against Women in Elections and Politics enhanced.

1310 Immediate outcome: Targeted communities' capacity to reduce discrimination against women in political leadership enhanced.
1320 Immediate outcome: Media stakeholders' capacity to promote women positively in media increased.
1111 Output: Capacity building program for young women aspirants and women leaders on women political leadership and decision making.
1121 Output: Advocacy by WROs, AWLN and CSOs for legal and policy reforms for women's inclusion in electoral processes (targeting ORPP, IEBC, Parliament/ KEWOPA), including compliance with the 2/3rd gender principle
1122 Output: Advocacy by WROs and CSOs (including PWDs) for strengthening systems for early warning and prevention in the target counties and national level
1221 Output: Strengthened coordination mechanisms (Court User Committees and National and County GBV Working Groups)
1222 Output: Status report on VAWP produced and disseminated.
1223 Output: Capacity building provided to duty bearers to prevent, protect, and respond to VAWP (police, judiciary, prosecution, health, journalists/editors, IEBC, ORPP).
1312 Output: Civic education sessions facilitated in counties (social media, talk shows,) to sensitize on women leadership and breaking gender barriers
1321 Output: Capacity building provided to media to promote women's leadership
1322 Output: Ms. President TV Show produced and broadcasted nationally to sensitize the public to women's leadership capabilities.

The project's total budget implemented by UN Women and its partners is **CAD 4,950,000**.

a) Purpose and Use of the Evaluation

The [UN Women Evaluation Policy](#) is the main guiding document that sets 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](#). The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence about gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

The primary intended users of this evaluation are:

- Global Affairs Canada

- UN Women
- In Kenya, the relevant staff in target ministries, county governments, , and targeted government institutions, and participating CSOs including Women Rights Organizations
- Target beneficiary communities/groups
- Staff of implementing partners
- UN Agencies technical working groups
- Development partners

Primary intended users and uses of this evaluation are:

- i. **UN Women Kenya Country Office (KCO):** Use the recommendations to refine ongoing and future programs on women's political participation; demonstrate to stakeholders, including donors, partners, and beneficiaries, that resources have been used efficiently and have contributed to the intended outcomes. and verage findings in securing continued or new funding by demonstrating program effectiveness and the value of investing in women's leadership initiatives.
- ii. **Women's Rights Organizations (WROs):** Leverage the insights to raise awareness and mobilize grassroots support for women in leadership; tailor programs to address barriers identified in the evaluation, such as cultural biases or lack of resources for women candidates; and strengthen their lobbying efforts with data from the evaluation.
- iii. **Global Affairs Canada (Donor):** Use the findings to assess the impact of their investment and guide future funding priorities; and align their support with the most impactful interventions and identified gaps.
- iv. **Government of Kenya:** Incorporate the recommendations to refine laws and policies that support women's political participation, such as quotas or affirmative action measures; use the lessons to enhance the implementation of existing gender policies and monitor their effectiveness; and develop and improve government-led training initiatives for women aspiring to political leadership.
- v. **Beneficiaries (Women Leaders and Aspirants):** Gain insights into opportunities and resources available for their leadership journeys; connect with programs and initiatives that can support their aspirations; and use the evaluation as a channel to voice their challenges and successes, influencing future programming.
- vi. **Media:** Use the findings to craft stories, reports, and features that highlight the importance of women's political participation, successes, and remaining challenges; advocate for systemic changes by highlighting barriers to women's political leadership, such as cultural norms or resource constraints, as revealed in the evaluation; and frame the issue of women's political participation as a critical national priority and influence public discourse.
- vii. **Academia:** Build on the findings by conducting deeper studies on identified gaps, such as the structural and cultural barriers to women's political participation; incorporate lessons from the evaluation into courses on political science, gender studies, and public policy to educate future leaders and policymakers; and use evaluation data to provide well-researched recommendations to

policymakers and other stakeholder

b) Evaluation Criteria and Key Questions

Objectives

The primary objective of the final evaluation is to assess the extent to which the Project has achieved its intended and unintended outcomes, provided an in-depth analysis and understanding of the reasons behind the achievement or non-achievement of these outcomes, evaluate the challenges encountered, and document lessons learned to enhance future projects in this domain.

The specific objectives of the evaluation are:

1. Analyze the relevance, effectiveness, and efficiency of the project in achieving both planned and unintended results, including an assessment of the Program Theory of Change in advancing gender equality and women's empowerment in Kenya, contributing to SDG 5 (gender equality) and SDG 16 (peace, justice, and strong institutions).
2. Assess the coherence of the interventions implemented in relation to other related initiatives undertaken by UN Women.
3. Evaluate the early impact and sustainability of the project's efforts in promoting gender equality.
4. Determine the integration of human rights-based approaches and gender equality principles in the design and execution of the project.
5. Provide actionable recommendations to improve the strategy and overall approach to UN Women's programming in the three thematic areas.

Evaluation Criteria

The evaluation will apply six UN Evaluation Group (UNEG) evaluation criteria (relevance, effectiveness-including normative, and coordination mandates of UN Women- efficiency, coherence and sustainability), as well as standards based on Human Rights and Gender Equality. The evaluation will further be evaluated against the Global Evaluation Reports Assessment and Analysis System (GERAAS) which uses the UNEG evaluation report standards, the United Nations System-Wide Action Plan Evaluation Performance Indicator and the United Nations Disability Inclusion Strategy (UNDIS) Accountability Framework as a basis for review and assessment, while ensuring specific standards relevant to UN Women. The tentative list of evaluation questions, which will be selected and refined during the inception phase and presented in the inception report, are:

1. Relevance: The extent to which the objectives of the project are consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders.

- ◆ To what extent was the project aligned with UN Women’s Global Strategic Plan and KCO’s Strategic Note 2023-2026?
- ◆ To what extent was the project aligned with Kenya’s national priorities and strategies including Kenya’s 12 commitments to Generation Equality Forum (GEF)?
- ◆ To what extent were the project’s priorities still valid in the context of the targeted counties?
- ◆ To what extent was the design of the intervention relevant to the needs and priorities of the beneficiaries?
- ◆ Was the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated? Is the theory of change still valid?
- ◆ To what extent did the project’s design and implementation process include a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organization?

2. Effectiveness: The extent to which the project’s objectives were achieved or are expected / likely to be achieved.

- ◆ How successful was the project in terms of the progress made towards the achievement of the expected results, outputs and outcomes? What are the results achieved? How did UN Women contribute towards these?
- ◆ What are the reasons for the achievement or non-achievement?
- ◆ To what extent have beneficiaries been satisfied with the results? To what extent have the capacities of relevant duty-bearers and rights-holders been strengthened?
- ◆ Did the project have effective monitoring mechanisms in place to measure progress towards results?
- ◆ Did the project’s organizational structure, managerial support and coordination mechanisms effectively support the delivery of the project?
- ◆ To what extent were the project’s approaches and how innovative were the strategies for achieving the planned results? What -if any- types of innovative good practices have been introduced in the project for the achievement of results?
- ◆ What were the main program enabling and hindering factors to achieving planned outcomes and what actions need to be taken to overcome any barriers that limit required progress?
- ◆ How has the intervention affected the well-being of marginalized groups such as persons living with disabilities?

3. Efficiency: A measure of how economically resources/inputs (funds, expertise, time, etc.) were converted to results.

- ◆ Were resources (financial, human, technical support, etc.) allocated strategically to achieve the project outcomes? Were the outputs delivered in a timely manner?
- ◆ What measures were taken during planning and implementation to ensure that resources are efficiently used?
- ◆ Were the project and its components cost-effectively implemented? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- ◆ Did the project build synergies with different other ongoing projects at national and state levels including those implemented with other actors (e.g., National and County Governments, CSOs) etc.?
- ◆ How did the project utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?
- ◆ To what extent is the project's monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision-making?

4. Coherence: The extent to which other interventions support or undermine the intervention and vice- versa, including aspects of complementarity, harmonization, and coordination.

- ◆ To what extent is the project coherent with similar interventions implemented for promoting women's protection and participation in the country and/or county?

- ◆ What evidence exists that the project has delivered longer-term results as compared to other projects from processes through to benefits?
- ◆ To what extent were gender equality and women's empowerment advanced as a result of this intervention?

6. Inter-connectedness, sustainability, and impact. The likelihood of a continuation of benefits for women from a development intervention after the intervention is completed or the probability of continued long-term benefits.

- ◆ Were requirements of national and/or county ownership satisfied? Was the project supported by national/county institutions? Do these institutions, including Government and Civil Society, demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?
- ◆ What capacities of national and/or county partners, both technical and operational, have been strengthened?
- ◆ To what extent have the capacities of duty-bearers and rights-holders been strengthened?
- ◆ What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time if the project were to cease?
- ◆ To what extent are relevant national stakeholders and actors included in project implementation and policy advocacy?
- ◆ To what extent are the financial capacities of partners likely going to maintain the benefits from the project? What might be needed to support partners to maintain these benefits?
- ◆ Which innovations have been identified (if any) and how can they be replicated? How successful was the project in promoting replication and/or up-scaling of successful practices?

7. Gender Equality and Human Rights:

- ◆ To what extent were gender and human rights considerations been integrated into the project design and implementation?
- ◆ How has attention to/ integration of gender equality and human rights concerns advanced the area of work?
- ◆ Has the project been implemented in accordance with human rights and development effectiveness principles (participation, empowerment, inclusion, non-discrimination, national accountability, transparency)?
- ◆ What was the main value added of the project in changing the quality of life of women and girls?

- ◆ To what extent is the project coherent internally in UN Women and within the UN System in Kenya?
- ◆ To what extent is the project coherent with wider UN Women donor policy?
- ◆ To what extent is the project coherent with international obligations for women's human rights, other human rights conventions and other international frameworks for gender equality and the empowerment of women?

5. Impact: Positive and negative, primary and secondary long-term effects produced by the project, directly or indirectly, intended or unintended⁵.

- ◆ To what extent can the changes that have occurred as a result of the project be identified and

measured?

- ◆ What were the unintended effects, if any, of the intervention?

c) Scope of the Evaluation

The evaluation covers the project implementation period from January 2022 to March 2025, aligned with the results framework and theory of change, and assessed against standard evaluation criteria: relevance, effectiveness, efficiency, coherence, impact, sustainability, and gender equality and human rights. This is an end-term evaluation focused on assessing the project's achievements and generating recommendations for sustainability, learning, and course correction in future programming. The geographic scope includes consultations with key stakeholders and representatives of project beneficiaries across the target counties: Homabay, Kericho, Kisii, Embu, Samburu, Kajiado, and Wajir.

The inception phase and data collection were completed earlier in the evaluation process. The remaining task data analysis and preparation of the final evaluation report—will proceed based on the completed groundwork. In consultation with the Evaluation Management Group and the Evaluation Reference Group, the consultant will review and validate the scope and sampling approach established during the inception phase to ensure continued alignment with the evaluation objectives and stakeholder expectations

d) Evaluation Approach and Methodology

A comprehensive evaluation methodology was developed and approved by the Evaluation Reference Group during the inception phase. This methodology employs a mix of quantitative and qualitative research methods and is grounded in a theory-based approach aligned with the project's results framework and Theory of Change. It is utilization-focused, gender-responsive, and incorporates a human rights-based approach, including the use of participatory methods for case study development.

Data has already been collected in line with the approved methodology, with appropriate disaggregation by sex, disability, and other relevant factors. The current phase of the evaluation focuses on data analysis and report writing. Engagements with project stakeholders—including direct beneficiaries such as women leaders, GBV survivors, and traditional leaders, as well as indirect beneficiaries like government bodies and CSOs—were conducted during data collection and will inform the final analysis and recommendations.

The consultant will cover the following areas of the evaluation based on the data collected.

a) Data analysis of the collected data.

- Analyze data from the survey responses gathered from beneficiaries and key stakeholders based on the stakeholder analysis.
- Review and analyze the insights gathered from the discussions with UN Women staff, partner organizations, donor representatives, and other relevant individuals as needed.
- Develop a preliminary data analysis report from the field in a PowerPoint presentation, which can be used to inform the development of the new project document.

b) Analysis and Report Writing Phase:

- Review and analyze all available data including staff, partner and stakeholder survey(s) and interpret

findings.

- Prepare first draft of the evaluation report and submit to Evaluation Reference Group for comments and possible endorsement.
- Revise report based on the feedback from Evaluation Management Group and debriefing session (as appropriate).

c) Compile final report.

The report should not be longer than 40 pages in the following format:

1. Title and opening pages
2. Executive summary
3. Background and purpose of the evaluation
4. Programme/object of evaluation description and context
5. Evaluation objectives and scope
6. Evaluation methodology and limitations
7. Findings
8. Conclusions
9. Recommendations
10. Lessons learned
11. Annexes (Terms of reference, documents reviewed, list of interviews conducted)

e) Time frame & Deliverables

The remain part of the evaluation will be conducted between August and September 2025. The primary evaluation deliverables are:

Deliverables	Estimated number of working days	Tentative Timelines	Payment %
First draft of the evaluation report and presentation of preliminary findings to the Evaluation Management and Reference Groups: The reference group will review the first draft and give written comments/feedback. The preliminary findings will be presented in person or virtually (online) to the Evaluation Management and Reference Groups for review and approval	7 days	August 2025	100%
Second draft of the Evaluation Report: The	2 days	August 2025	

draft evaluation report should include all annexes summarizing the data analysis and incorporating feedback from the Evaluation Management and Reference Groups, the second draft version of the evaluation report should also include an audit trail of how comments have been integrated into the report and all final annexes.			
PowerPoint Presentation to the Evaluation Management and Reference Group & Validation Workshop with Stakeholders on main Findings/ Recommendations and proposed dissemination strategy	1 days	August 2025	
<ul style="list-style-type: none"> Final Evaluation products with the following components: Executive summary (Not more than 5 pages) Stand-alone Evaluation report (Not more than 30 pages) Comprehensive Evaluation report (with all annexes) Communications piece (Policy Brief): Evaluation comments log/audit trail 	5 days	August 2025	

▪ Annexes (Separately)			
Total	15 Days		

8. Management of Evaluation

The evaluation and quality assurance will be managed by UN Women Kenya Country Office, with technical support from a national consultant. The national consultant will have the overall supervision of the national consultant in the preparation of the inception report, data collection and analysis, and in presentation of the findings and the final report to the Evaluation Management and Reference Groups. The National Consultant will be accountable to UN Women on behalf and report to the Kenya CO Planning, Monitoring and Evaluation Focal Point. Whereas it is acceptable for the consultant to have assistants at their cost, the consultant will lead the execution of activities and take responsibility for meeting all the evaluation deliverables. For quality assurance, the evaluation report will be rated against the [Global Evaluation Report Assessment & Analysis System \(GERAAS\)](#).

The evaluation management structure will comprise of one coordinating entity and two consultative bodies: The **Evaluation Management Group** and the **Evaluation Reference Group**. The Planning, Monitoring and Evaluation Focal Point (PME&R Focal Point) will manage the day-to-day aspects of the evaluation. This evaluation will be a participatory process, and the evaluation task manager will ensure consultations with all the key stakeholders as required. The **Evaluation Management Group** will be responsible for the management of the evaluation. It will coordinate the selection and recruitment of the evaluation consultant, manage contractual agreements, budget and personnel involved in the evaluation, support the reference groups, provide all necessary data to the evaluation team, and facilitate communication between the evaluation team and the reference group. The Evaluation Management Group will include UN Women Deputy Country Representative, PME&R Focal Point, the Project's M&E Focal Point (Task Manager), Operations Manager, Team Leader and the Project Focal Point. The **Evaluation Reference Group** will provide direct oversight, safeguard independence, and give technical input over the course of the evaluation. It will provide guidance on evaluation team selection and key deliverables (Inception Report and Evaluation Report) submitted by the evaluation consultant. It will also support the dissemination of the findings and recommendations. The Reference Group will include a select UN Women KCO and ESARO Team, Government Partners, Civil Society Partners, and the development partner the Global Affairs Canada.

9. National Evaluation Consultant's Skills and Experiences

The evaluation will be conducted by one nationally recruited independent consultant with expertise and experience in conducting evaluations and well-versed in the three project thematic areas in Kenya. With this terms of reference, UN Women is seeking to recruit one national consultant under the SSA contract for a period of **15 days spread between two months (August -September 2025)**. The national consultant is expected to have the following expertise and qualifications:

- At least a master's degree, PhD preferred, in any social science, preferably political science, gender/women studies, sociology, international development, or related area, including evaluation or social research

- A minimum of 7 years of working experience applying qualitative and quantitative evaluation methods, particularly at the outcome level of a final evaluation.
- A strong record in conducting gender-responsive evaluations including an understanding of Political, Governance and Democratic Processes, Peace and Security, and EVAWG programming in East and Southern Africa, especially in Kenya.
- Knowledge of international normative standards on women's rights and gender mainstreaming processes.
- Extensive knowledge and experience in using ICT for research, including electronic/digital data collection, analysis, and reporting.
- Experience working with the UN staff, Government stakeholders, Civil Society Actors, local/county governments and beneficiaries, and a strong ability to communicate with multiple range of stakeholders.
- Experience in evaluating relevant projects/programmes related to gender normative work, Women Political Participation, Women Peace and Security and EVAWG in Kenya.
- Knowledge of the role of UN Women and its programming is desirable.

Language:

- Language proficiency in English and Swahili is mandatory (written and spoken) .

Core values and Guiding principles:

- *Integrity:* Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
- *Professionalism:* Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work.
- *Cultural sensitivity and valuing diversity:* Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrate an international outlook, appreciating difference in values and learning from cultural diversity.

CORE COMPETENCIES:

- *Ethics and Values:* Demonstrate and promote ethics and integrity by creating organizational precedents.
- *Organizational Awareness:* Build support for the organization and ensure political acumen.
- *Development and Innovation:* Support staff competence development and contribute to an environment of creativity and innovation.
- Demonstrate ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds.

- *Communication and Information Sharing:*
 - Create and promote an environment for open and effective communication.
 - Facilitate and encourage open communication and strive for effective communication.
 - Excellent oral and written skills.
 - Listen actively and respond effectively.
 - Self-management and Emotional Intelligence:
 - Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have consistent behaviour towards others.

10. Application Process

Applicants are required to upload an electronic application in one single PDF on the UNDP job website not later than the date of the application deadline. The application should include the following documents/information.

- i. Cover letter outlining experiences relevant to this assignment and availability for assignment
- ii. Personal History Form - P 11” which can be downloaded from [https://www.unwomen.org/sites/default/files/2022-07/UN-Women-P11-Personal-History-](https://www.unwomen.org/sites/default/files/2022-07/UN-Women-P11-Personal-History-Form-en.doc)
- iii. [Form-en.doc](#) indicating all past experience from similar projects, as well as the contact details (email and telephone number) of at least three professional references.
- iv. Candidates must submit three samples of similar work completed recently (only applicants providing samples will be considered).

11. Ethical Code of Conduct

UN Women has developed the UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the [United Nations Evaluation Group \(UNEG\) Ethical Guidelines and Code of Conduct](#). The signed Agreement will be annexed to the consultant’s contract. The UNEG Guidelines note the importance of ethical conduct for the following reasons:

- i. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
- ii. Ensuring credibility: With a fair, impartial, and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
- iii. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluator is expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 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.

As with the other stages of the evaluation, the involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluator has 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.

If the evaluator identifies issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed, and confidentiality is 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 is taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating. More information can be provided by UN Women if required.