

Terms of Reference

Corporate Evaluation of UN-Women contribution to United Nations system coordination on gender equality and women's empowerment

I. Background

In July 2010¹, the United Nations General Assembly established UN Women.² The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates on gender equality for greater impact. The mandate of UN-Women³ brings together four pre-existing entities⁴, calling on UN Women to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. It entrusts UN Women with a leading role in normative, operational and coordination work on gender equality in the United Nations system.

The mandate of UN Women is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the United Nations Millennium Declaration, relevant General Assembly, Economic and Social Council, Commission on the Status of Women and other applicable United Nations instruments, standards and resolutions. The work of UN Women is focused on responding to its three core mandates:⁵

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;
2. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work:** entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

Thus UN Women was established as a composite entity serving three sets of mandates: intergovernmental normative; operational and interagency coordination mandates. This evaluation will focus in UN Women contribution to United Nations system coordination on GEEW.

¹ UN Women was not operational until January 2011.

² United Nations, General Assembly Resolution 64/289: system wide coherence (A/RES/64/289), July 2010.

⁴ The Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and the United Nations Development Fund for Women (UNIFEM)

⁵ Based on "About us" accessed on www.UNWomen.org, 1 July. 2014

UN Women's role in coordinating the United Nations system on GEEW

The establishment of UN Women represents a unique opportunity for the United Nations system to strengthen its coordination to deliver its work on GEEW and to enhance accountability on GEEW. UN Women organizational structure aims to create synergies between normative and operational support functions and to enhance the gender architecture of the UN.

Drive more effective and efficient United Nations system coordination and strategic partnership is one of the four operational effectiveness and efficiency priorities of UN Women Strategic Plan. As stated in the Strategic Plan⁶, UN-Women is expected to effectively lead, coordinate and promote accountability for the implementation of gender equality commitments across the United Nations system, by:

- a) working as part of the resident coordinator system to coordinate effective system-wide responses to national priorities through joint programmes and by mainstreaming gender equality into country team priority areas. In line with General Assembly resolution 67/226, UN-Women will support country teams in using tools such as the gender scorecard and gender marker to strengthen accountability. The Entity will support the work of gender specialists for coherent United Nations system responses, stronger gender equality outcomes in United Nations Development Assistance Frameworks and “Delivering as one” programmes, and more systematic involvement of gender equality advocates;
- b) supporting regional United Nations Development Group teams and coordination mechanisms of the regional commissions to engage in UNW mobilizing technical expertise for country teams to assess capacity gaps and jointly support national partners in efforts for gender equality;
- a) using its membership in high-level global decision-making bodies to advocate for system-wide policies in key sectoral areas, to secure enhanced commitments to comprehensive strategies on gender equality and support implementation of the system-wide action plan.

UN Women's Strategy for the System Wide Coordination on GEEW articulates UN Women's system-wide and interagency commitment to serve as a framework for operationalizing its coordination mandate. The strategy outlines the following four interrelated objectives:

- 1. Enhanced United Nations system coherence and mobilization of joint action for GEEW*
- 2. Increased system-wide gender mainstreaming*
- 3. Strengthened accountability for the work on GEEW*
- 4. Improved gender balance and the status of women in the United Nations system*

For detailed information about the expected results under this strategic objective, please see *Annex 1 “UN Women Coordination Strategy Schematic Overview”*.

1. Enhanced United Nations system coherence and mobilization of joint action for GEEW

UN-Women supports intergovernmental normative processes and strengthened coherence between normative guidance and operational support to national and regional partners. UN-

⁶ UN Women Strategic Plan 2014-2017, OEEF, Output 1.1

Women convenes UN stakeholders to promote consensus-building, build alliances and strengthen agreements on action through mobilization and advocacy to develop, promote and implement intergovernmental normative standards and commitments at the global, regional and national levels⁷.

1.1 Interagency coordination on gender equality in the UN normative work on GEWE at global level

UN Women plays a key leadership role in coordinating system wide efforts and support to review and appraisal of the implementation of the Beijing Declaration and Platform for Action. In parallel, UN Women coordinates United Nations system wide engagement in activities and global events for Beijing+20 and United Nations system efforts to advocate for GEEW, including in the post 2015 Development Agenda and the Strategic Development Goals (SDGs).

At the Global level the UN Chiefs Executive Boards for Coordination and the United Nations Development Group represent the global coordination mechanism through which joint action on gender equality can be promoted at the global, regional and country levels.

Inter-agency global forums for promoting coherence on gender equality include the Executive Committee on Economic and Social Affairs (ECESA), the Executive Committee on Peace and Security (ECPS), the Inter-Agency Network on Women and Gender Equality (*IANWGE*) and the UNDG Task Team on Gender Equality.

1.2. Interagency coordination on gender equality in the UN operational work on GEEW at regional and country levels

UN Women aims to enhance coherence on GEEW through leading and mobilizing joint action of UN entities at the regional and country levels, in line with its coordination mandate⁸.

At the regional level the Regional Coordination Mechanism (RCM) is an instrument for operationalizing the coordination mandate of UN Women, focusing, inter alia, on regional programming and inter-governmental processes, together with the Regional UNDG with focus on the UN's operational work at a country level⁹. Other sectorial coordination structures include UNAIDS on HIV/Aid, the United Nations Girls' Education Initiative (UN GEI) and the "UNiTE to End Violence against Women" campaign of the Secretary-General (UNiTE Campaign).

At the country level, ensuring the capacity of country teams and the resident coordinator system to advance gender equality is one of the highest priorities of UN Women, as reflected in its Strategic Plan 2014-2017. UN-Women works as part of the resident coordinator system to coordinate effective system-wide responses to national priorities through joint programmes and by mainstreaming gender equality into country team priority areas¹⁰.

The capacity of UN Women to coordinate and mobilize joint action on gender equality depends on its country presence and capacities. UN Women takes the leadership to enhance United Nations system effectiveness in gender equality in countries where it has the capacity to do so; other entities take this leadership in countries where UN Women does not have the capacity of

⁷ UN Women Strategic Plan 2014-2017

⁸ GA 64/289, paragraph 56

⁹ Established under ECOSOC resolution 1998/46

¹⁰ UN Women Strategic Plan 2014/2017

doing so. Coordination on gender equality at the country level includes chairing the UN Gender Theme Groups, leading the integration of gender equality aspects in United Nations Development Assistance Framework (UNDAF) design, formulation, implementation and evaluation and promoting gender mainstreaming in joint programmes and the development of joint programmes on gender equality.

UN Women supports the work of gender specialists for coherent United Nations system responses, stronger gender equality outcomes in United Nations Development Assistance Frameworks and Delivering as one (DAO) programmes. UN Women is present in most DAO countries, and leads and participates on UN joint programmes where the key focus area is gender equality and ensures gender mainstreaming in other joint programmes where gender equality is not the primary objective.

This evaluation aims to undertake a comparative analysis of coordination on gender equality in the UN System in different country contexts. This will include an analysis of those countries where UN Women has a Country Office and is represented by a Country Director; those where UN Women has a programme presence but does not have a Country Office and is not represented by a Country Director; and those where UN Women is not present at all (see methodology section).

1.3. Interagency coordination work in UN Women thematic areas

In its efforts to promote stronger support and greater coherence on GEEW, UN Women prioritizes its thematic areas of focus, taking into account national contexts and capacities of UN Women and other UN entities at country level. This approach does not exclude, where relevant and feasible, its involvement in supporting system wide coherence in other areas of focus beyond the scope of UN Women's Strategic Plan.

Impact 1 Women lead and participate in decision making at all levels

Interagency results in this impact area seek greater coherence in policy advice provided to Governments to advance women's leadership.

The inter-agency coordination mechanism on electoral assistance (ICMEA) is the key forum through which UN Women participates and ensures collaboration and coordination on gender and election issues within the UN.

In the area of constitutional assistance, UN Women works with the UN Department of Political Affairs (DPA), the Department of Peacekeeping Operations (DPKO), OHCHR, UNDP, UNICEF, to strengthen system-wide information sharing, coordination, and partnership.

Impact 2 Women, specially the poorest and most excluded, are economically empowered and benefit from development

UN Women supports the United Nations system coordination towards the full realization of women economic security and rights. UN Women also leads the coordination of the knowledge

gateway on women's economic empowerment in coordination with different United Nations system and other partners.

UN Women works with UN Entities on issues related to women's economic empowerment, both in terms of evidence building, programming and legal reforms.

Impact 3: women and girls live a life free of violence

The agreed conclusions adopted at the fifty-seventh session of the Commission on the Status of Women strengthened Member States' commitments on ending violence against women. UN-Women leveraged its convening role to mobilize partners and stakeholders, including entities of the United Nations and civil society¹¹. UN Women has a critical role ensuring system-wide coordination to bring about greater coherence and effectiveness in the United Nations system efforts to end violence against women.

UN Women acts as secretariat of the United Nations Trust Fund in Support of Actions to Eliminate Violence against Women and supports United Nations system inter-agency efforts to prevent and respond to violence, including the management of UNiTE and the database on violence against women and works with UN entities to strengthen joint comprehensive frameworks for action.

Impact 4: Peace and Security and humanitarian action are shaped by women's leadership and participation

In the thematic area of Peace and Security UN Women facilitates and supports the coordinated approach of the United Nations system to the implementation of the UN Security Council Resolution 1325 and the development of National Actions Plans to accelerate the implementation of the resolution. UN Women also supports the United Nations system coordination and coherence on gender mainstreaming in areas of emergency response and humanitarian action.

Impact Area 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities

UN Women coordinated the United Nations system efforts to develop the capacity of national and regional partners to use gender-responsive budgeting as an advocacy and planning tool for GEEW. UN Women supports the development of common standards and principles for United Nations adoption of the gender markers.

Impact Area 6: a comprehensive set of global norms, policies and standards on gender equality and women's empowerment is in place that is dynamic, responds to new and emerging issues, challenges and opportunities and is applied through action by Governments and other stakeholders at all levels.

UN Women convenes stakeholders to promote consensus-building alliances and strengthen agreement on action through mobilization and advocacy to develop, promote and implement

¹¹ UN Women Strategic Plan 2014-2017

intergovernmental normative standards and commitments at the global, regional and national level.

UN Women works with gender focused intergovernmental bodies, in particular the Commission on the Status of Women, for which UN Women serves as a Secretariat, the Economic and Social Council, the Security Council and the General Assembly. UN Women also engages with sectoral bodies and processes, such as the post-2015 agenda and the sustainable development goals, to achieve better results for women and girls

2. Increased system-wide gender mainstreaming

Accountability for gender mainstreaming rests with all entities in the United Nations system. UN Women's role in the promotion of gender mainstreaming is to be catalytic and to facilitate attention to gender perspectives in the response to issues such as HIV/AIDS, the implementation of the MDGs, the post 2015 framework, peace and security, economic empowerment, poverty reduction, governance and budgets.

UN Women seeks to facilitate systematic incorporation of gender equality perspectives in the assessment of policy issues, options and impacts, and supports UN entities through the provision of expertise to facilitate gender mainstreaming in the formulation of various policy issues. UN Women also supports the United Nations system in efforts in mainstreaming gender in research, data collection, analysis and dissemination and in technical cooperation. In addition, UN Women works in the development of knowledge products that can inform the work on GEEW. UN Women's headquarters and field-based systems aim to support evidence-based knowledge on GEEW. UN Women Training plays a critical role to this aim.

3. Strengthened accountability for the work on GEEW

In October 2006, at the 2nd Regular Session of the United Nations System Chief Executives Board (CEB) for Coordination, in order to accelerate efforts for achieving gender equality and the empowerment of women, issued the "United Nations system-wide policy on gender equality and the empowerment of women: focusing on results and impact". The CEB's statement highlighted the intention and commitment of its members to continue to pursue the goal of gender equality and the empowerment of women, both collectively with the United Nations and individually within their specific organizations, through coherent and coordinated implementation of the gender mainstreaming strategy adopted by the Economic and Social Council and its agreed conclusions 1977/2.¹²

On 13 April 2012 a landmark System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment was adopted at a meeting of the United Nations Chief Executives Board for Coordination, to be applied throughout the United Nations system. For the first time, the UN

¹² CEB/2006/2

has a set of common measures with which to measure progress in its gender-related work, including the mainstreaming of the gender perspective across all its operations¹³.

The UN-SWAP, as an accountability framework, aims to allow UN Women to deliver on its mandate to guide the system's coordination on gender. The UN SWAP consists on a set of 15 performance indicators that establish a common understanding of gender equality and the empowerment of women; a common method to advance towards this goal; and a common and progressive sliding scale against which to monitor progress and towards which to aspire at the corporate level¹⁴.

In addition, UN Women also leads the actively participates in the United Nations Evaluation Group (UNEG) to promote the integration of gender equality in the United Nations system's evaluation practice.

4. Improved gender balance and the status of women in the United Nations system

The report of the Secretary-General, "Comprehensive proposal for the Composite Entity for GEEW" that informed the founding resolution of UN Women, states that, amongst its key Headquarter functions, "the composite entity will monitor and report on the United Nations system compliance and efforts to develop and apply internal UN gender equality policies, including achieving gender balance, eliminating harassment and promoting work-life balance"¹⁵.

UN Women works to implement the agenda of equal representation of women in the United Nations system through strategic leadership in coordination, advocacy, policy development, and implementation and accountability.

II. Purpose, scope and objectives of the evaluation

The UN Women Independent Evaluation Office (IEO) conducts corporate evaluations to assess UN Women's contribution to gender equality and women's empowerment development results at global, regional and country levels. The IEO reports directly to the Executive Director and to the Executive Board through its annual report on the evaluation function. The direct reporting line safeguards its independence from management, thus enabling it to conduct its work with impartiality. This evaluation is foreseen in the 2014-2017 Corporate Evaluation Plan.

The main purpose of this corporate evaluation is to assess relevance, effectiveness and organizational efficiency of UN Women's UN coordination mandate on GEEW. The findings will be used for strategic decision making, organizational learning and accountability as well as for the generation of knowledge on what works and what doesn't work in UN interagency coordination work to advance gender equality at global, regional and country level. The evaluation is also

¹³ Further support for the full implementation of the UN-SWAP is highlighted in ECOSOC Resolution 2012/24; QCPR Resolution A/RES/67/226; and ECOSOC resolution E/2014/L.12 of 9 June 2014 which "Requests the continued use of reporting under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women to inform the report of the Secretary-General on mainstreaming a gender perspective in all policies and programmes in the United Nations system, in order to measure the progress of the United Nations system on gender mainstreaming at the corporate level against the baseline defined in 2013."

¹⁴The second round of UN-SWAP reporting was completed in March 2014. 62 UN entities submitted reports.

¹⁵ A/64/588 (paragraph 11)

expected to feed into UN Women's efforts to promote the gender equality goal in the post-2015 development framework and inform Beijing +20 discussions and implementation and the next Quadrennial Comprehensive Policy Review (QCPR). In addition, findings from this evaluation will inform the mid-term review of UN Women Strategic Plan.

The targeted users of the evaluation are the UN Women Executive Board, CEB, UNRCs and UNCTs, as well as UN Women senior management and staff and key stakeholders in the area of Coordination, among others.

Given that UN Women was created in 2011, and the mandate for UN coordination was not existing in any of the previous entities, this evaluation will be *formative*. Formative evaluations are usually conducted during the development of a programme or its ongoing operation. They provide feedback for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. "Formative evaluations assess and assist with the formulation of goals and priorities, provide direction for planning and assessing alternative courses for action and draft plans, and guide programme management by assessing implementation of plans and interim results"¹⁶. Formative evaluations often form the basis for the *summative* evaluations when the programme is matured.

This formative evaluation will analyze UN-Women contribution to the United Nations system coordination during the **time period 2011 through the first quarter of 2015**. It will take into consideration the approach for system-wide and interagency coordination identified in the UN Women 2011-2013 Strategic Plan and in the new Strategic Plan for 2014 – 2017; in the Implementation Strategy for the System-wide and inter-agency mandates and functions of UN Women and ongoing efforts by UN Women to strengthen its strategic vision/approach for this area with the aim of providing strategic inputs to this mandate. The scope of the evaluation is global and will include all dimensions of UN Women's work on interagency coordination, namely its mandate to contribute to the United Nations system coordination on GEEW and the linkages with other areas of work and synergies or possible overlap/duplication.

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions will have a special attention in this evaluation and will be considered under each evaluation criterion.

The objectives of this formative evaluation are to:

1. Assess the **relevance** of UN Women's contribution to the United Nations system coordination on GEEW at global, regional and national levels, as well as in the different UN Women impact areas.
2. Assess **effectiveness and organizational efficiency** in progressing towards the achievement of UN Women results through its UN coordination mandate on GEEW, as defined in the 2011-2013 & 2014-2017 strategic plans, including the organizational mechanisms to ensure efficient linkages/feedback loop between HQ and the field; and between UN Women Coordination Division and other divisions in HQ.
3. Analyze how **human rights approach and gender equality principles** are integrated in the UN Women coordination mandate.

¹⁶ Stufflebeam, D.L and Shinkfield, A.J (2007) Evaluation Theory, Models, and Applications. John Wiley & Sons. P 25.

4. **Identify and validate lessons learned, good practices and examples and innovations** of work supported by UN Women in UN Coordination on GEEW at global, regional and national level;
5. Provide **actionable recommendations** with respect to UN Women's coordination on GEEW in the United Nations system at global, regional and national level.

Key evaluation questions:

Relevance:

- To what extent has UN Women established a relevant, realistic, strategic, innovative and clear approach for its UN coordination mandate in the normative, intergovernmental and operational work at global, regional and country levels?
- To what extent is UN Women strategically positioned to enhance United Nations system coordination on GEEW, including United Nations system accountability on Gender Equality?
- What has been the added value of UN Women coordination on GEEW in the normative, intergovernmental and operational work of the United Nations system at global, regional and country levels?
- How UN Women approach to coordination of United Nations systems efforts on GEEW can be enhanced to better contribute to current development priorities such as UN reform, the post-2015 development framework and Beijing +20 discussions?
- To what extent the coordination mandate undertaken by UN Women contribute to address the underlying causes of inequality and discrimination?

Effectiveness:

- To what extent UN Women's UN Coordination mandate has contributed to progress (or lack of) towards GEEW?
- To what extent UN Women's approaches to UN Coordination on GEEW has been effective at the country level? What should be the most effective approaches to be adopted?
- To what extent UN Women has contributed to progress (or lack of) towards interagency coordination, in terms of:
 - coherence and mobilization, including in UN Women thematic areas; Chiefs Executive Boards (CEB) discussion on the UN fit for purpose to deliver the post 2015 agenda on GEEW related aspects; and Beijing+20;
 - gender mainstreaming, including in research and statistics;
 - accountability, including through the UN-SWAP; and,
 - 50:50 gender balance?
- What has been the progress UN Women has made to strengthen UNRC system and UNCT capacities to mainstream gender into UNDAFs and other joint programming initiatives at field level?
- What are enabling and limiting factors that contribute to greater interagency coordination and UN Women's approach for engaging with other UN entities at the global, regional and national levels, and what actions need to be taken to overcome any barriers that limit the progress?
- To what extent human rights based approach and gender equality were incorporated in UN Women coordination related activities?

Organizational efficiency:

- To what extent are operational mechanisms and capacities to make UN Women's approach to UN coordination efficient and effective at global, regional and country levels?

- To what extent has UN Women put in place mechanisms and capacities to ensure efficient UN coordination work across the various pillars and divisions within the entity (including the connection of UN Women Coordination Division and other HQ level pillars/divisions of the entity)?
- To what extent do initiatives on UN Coordination on GEEW implemented in the field feed into the global approach and vice-versa?
- Were there any constraints (e.g. political, practical, bureaucratic) to addressing UN Women's UN coordination mandate efficiently? What level of effort was made to overcome these challenges?

Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the global, regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy¹⁷ and adhere to the United Nations norms and standards for evaluation in the United Nations system¹⁸. The evaluation methodology will employ mixed methods. The logic model based on UN Women Strategic Plan 2011-2013 and 2014-2017 will be used to assess whether this area is on the right track and whether the proposed interventions have the potential to achieve proposed outcomes in the suggested time-frame. The analysis of the application of human rights and gender equality principles in UN Women's coordination work will be an integral part of the final evaluation report.

The evaluation will have three levels of analysis and validation of information. *Level 1* will start with a desk review of information sources on UN Women's coordination work available through corporate UN Women reporting and information systems such as, UN SWAP reporting, UN Women Annual Reports, background preparatory papers for the QCPR, Resident Coordinator Annual Reports (RCARs), existing portfolio analyses developed by UN Women, and relevant evaluations. Level 1 analysis will also try to explore the correlation between countries where UN Women is present, and countries where UN Women is not present and will be supplemented by two surveys to be administered amongst key global and national level stakeholders. The latter survey will be tailored to three different audiences: UN Women staff, UNRCs and UNCTs; and National Women Machineries and CSOs. *Level 2* will involve in-depth coordination portfolio analysis of a representative sample of about 40 countries with UN Women offices, programmatic presence and without any UN Women presence (Annex 4). *Level 2* analysis will be primarily based on a review and analysis of key documents, and supplemented with additional online/Skype interviews as necessary with key stakeholders. *Level 3* will involve field visits in a purposive sample of 5 countries and will deploy a number of evaluation methods ranging from document review, interviews, focus groups, rapid assessment surveys, observation. A qualitative comparative case study analysis will be applied to systematically compare and analyze data from *level 2* and *level 3* case studies to identify necessary characteristics and factors for the progress towards results to occur.

In addition, at HQ level, a case study on global initiatives will be conducted, including global programmes, partnerships and normative work, to assess UN Women contribution to the implementation, progress and results of global events such as post-2015 Development Agenda and Beijing+20; joint UN action for GEEW; mainstreaming of gender equality in the formulation of policy issues and gender markers; research, statistics and system-wide accountability; and

¹⁷ UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

¹⁸ United Nations Evaluation Group, Norms and Standards for evaluation in the United Nations system, access at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

gender balance in UN-system representation. The case studies are intended to illuminate how the work of UN Women is implemented, and to assess UN Women's contribution towards results as well as to identify lessons and good practices.

The following data sources will be utilized and data will be triangulated to ensure validity and reliability:

- Review of key documents: Strategic Plan; intergovernmental mandates; UN Women Annual Reports; RCARs; available portfolio analyses; monitoring/reporting information, including donor reports for specific global programmes and initiatives; evaluations; guidance notes, etc.;
- Two surveys of key partners and staff to assess UN Women's coordination role. One survey will be administered amongst key stakeholders at global and regional level and a second one amongst key stakeholders at the national levels (this last one will be tailored to three different type of respondents: UNCTs, UN Women staff and National Women Machineries);
- Interviews and focus groups with a purposive sample of UN Women staff, United Nations system partners, civil society partners (NGOs, academia, foundations, etc.), multilateral banks, Member States (both donors and national level partners in the field).
- In-depth document review of a representative sample of 40 countries with UN Women offices, programmatic presence and without any UN Women presence, including strategic notes, annual reports, donor reports, relevant evaluations and monitoring and reporting information. The sampling criteria for the countries will include geographic representation, country income, nature of UN Women engagement (or not) in countries, development and humanitarian country contexts, investment and sub-thematic representation.
- Five Country case studies and one HQ based case study: A set of criteria for selecting case study countries will be developed by the Evaluation Team in consultation with UN Women Independent Evaluation Office. Besides representation of different regions as relevant, the parameters may include development and humanitarian contexts, conflict/post-conflict, fragile states, low and middle-income countries and feasibility of evaluation visit. However, key criterion for the selection of case study countries is their potential to generate knowledge and learning on effective approaches to coordination on GEEW in the United Nations system, including the nature of UN Women presence in the country (Country Office presence; programme presence; no presence: DaO country).

Evaluation Process

The evaluation process has five phases:

- 1) ***Preparation***: gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference groups, and recruitment of external advisors and the evaluation team;
- 2) ***Inception***: consultations between the evaluation team and the UN Women Independent Evaluation Office, programme portfolio review, stakeholder mapping, inception meetings with the reference groups, review of the result logic for this area, administration of the global and country level surveys and finalization of selection criteria for in-depth document review for level 2 and level 3 country case studies, finalization of evaluation methodology and inception report;
- 3) ***Data collection and analysis***: desk research, in-depth review of global, regional and country level planning frameworks and programme documents, in-depth review of portfolio of coordination related activities of 40 countries with UN Women offices, programmatic presence

and without any UN Women presence and online interviews as necessary, staff and partner survey/s, visits to five case study countries and HQ and preparation of case study reports;

4) **Analysis and synthesis stage**: analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products; and

5) **Dissemination and follow-up**: the development of a Management Response, publishing of the evaluation report, preparing the executive summary report for the Executive Board, uploading the published report on the GATE website¹⁹, and production of other knowledge products and learning events, such as a webinar.

III. Evaluation Management

The UN Women Independent Evaluation Office is responsible for the management of this corporate evaluation, including the quality of the evaluation report and its presentation to the UN Women Executive Board. The Independent Evaluation Office will hire an **external and independent evaluation firm** to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in UN coordination. The Evaluation Office will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support, including joining the evaluation team in selected field missions. The Independent Evaluation Office will also support coordination and liaison with concerned sections at headquarters and field offices. The Independent Evaluation Office will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents.²⁰

The establishment of **reference groups** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference groups will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. Two headquarters level reference groups will be established: one internal reference group and one external reference group, which will help to ensure a balanced perspective on the evaluation products. The internal reference group will be composed of senior managers/staff from across UN Women's key units responsible for the normative, operational and coordination work. The external reference group will be composed of key global level partners spanning the United Nations system, international financial institutions and civil society. Additionally, Country Reference Groups for the case studies will be established. The Country Reference Groups will be composed of representatives of UN Women, United Nations system partners and key governmental and non-governmental organization stakeholders at the country level.

External Technical Experts will also be recruited to provide external quality assurance of the evaluation process. The technical experts will include 2 evaluation experts and 1 technical expert in the area of United Nations system coordination and United Nations system reform. The experts will play an important role in providing technical and strategic inputs into the evaluation process and review of the main evaluation products: TOR, inception and evaluation reports.

¹⁹ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

²⁰ United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the United Nations system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

IV. Evaluation Team

The core evaluation team will be composed of 4-5 independent consultants from a firm with extensive experience in evaluation and in United Nations system coordination and United Nations system reform. The team will include an experienced Team Leader; a senior expert on United Nations system coordination and United Nations system reform (preferably with evaluation experience); a senior evaluation expert and research assistants. All team members must sign the "Evaluation consultants' agreement form"²¹, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the United Nations system (see Annex 2). Detailed profiles of key team members are provided in Annex 3.

The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.
- Proven expertise on UN Coordination/UN Reform/ UNDAF/DaO.
- Previous experience in conducting organizational performance evaluations as well as corporate and complex multi-stakeholder evaluations, preferably for the United Nations system.
- Knowledge of the relevant international frameworks pertaining to gender equality and United Nations system coordination and United Nations system reform, country level programming expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related UN mandates; experience/knowledge of women's movements.
- Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Strong experience of knowledge management.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Experience in organizational development and change management processes.
- Fluency in English and other official UN languages, particularly, Spanish and French.
- Balance in terms of gender and regional representation is desirable.

V. Evaluation Time Frame and Expected Products

The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. The Independent Evaluation Office reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the Independent Evaluation Office and as set forth in UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).

²¹ The form can be downloaded at: <http://gate.unwomen.org/resources/docs/codeofconduct/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

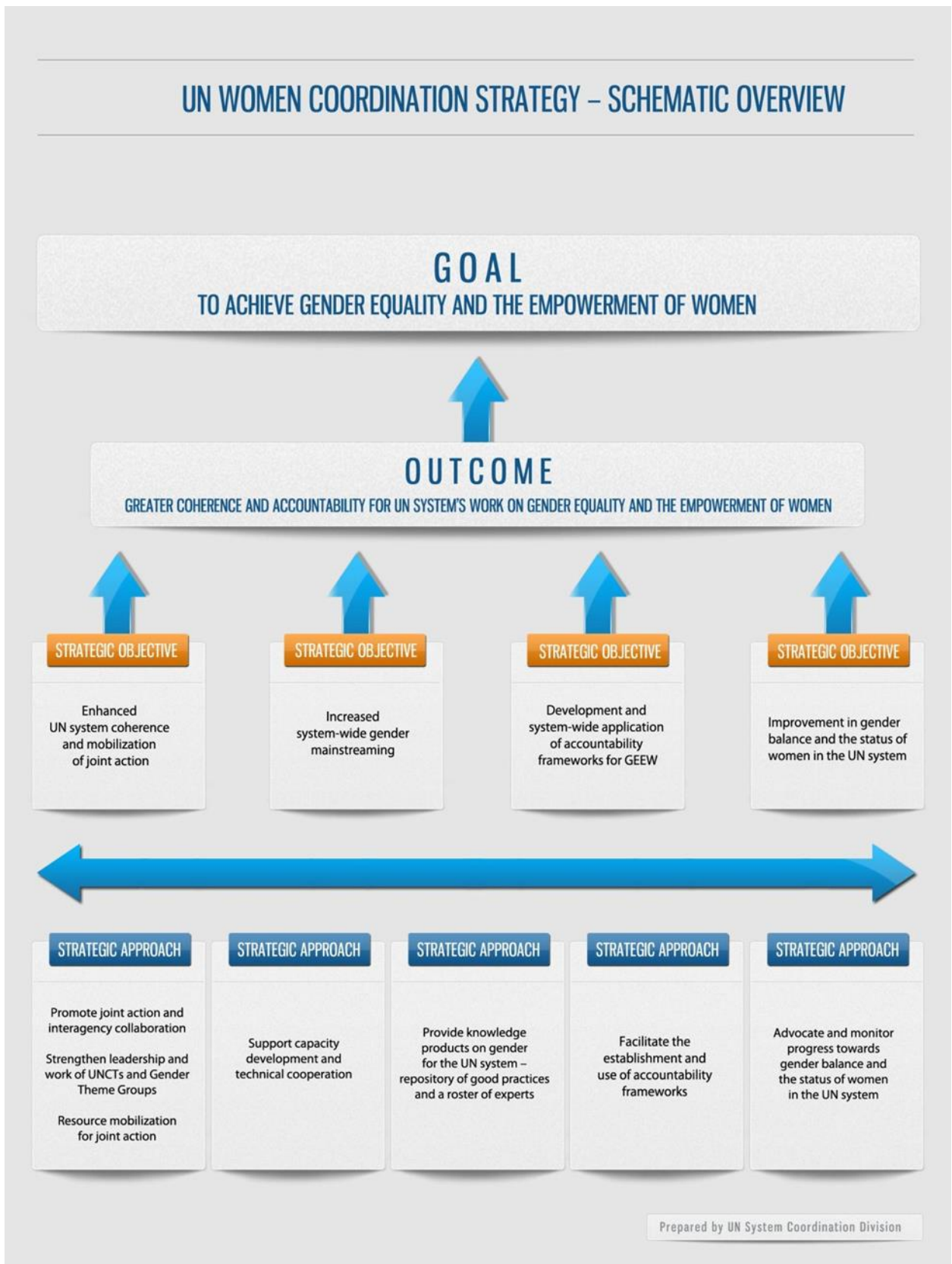
Activity	Product to be delivered by Evaluation Team	General Timeframe
Inception phase of evaluation		November 2014- February 2015
Inception report (including two rounds of revision)	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Evaluation Office and, based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with reference groups and external advisors for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	November 2014- February 2015
Data collection phase of evaluation		March-May 2015
Case study reports (including country and HQ cases and two rounds of revisions)	The findings from the case studies will be summarized in a report format. The format of the case study report will be defined in the inception report. The case study reports will be shared with the case study reference groups established at country level. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final case study reports.	May 2015
Analysis and reporting phase		June – August 2015
Presentation of preliminary findings (one round of revision)	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Independent Evaluation Office for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.	June 2015
Draft Report (including three rounds of revision prior to the final report)	A first draft report will be shared with the Independent Evaluation Office for initial feedback. The second draft report will incorporate Independent Evaluation Office feedback and will be shared with the reference group and external advisors for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	July – August 2015

Final Report

The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.

August 2015

Annex 1: UN Women Coordination Strategy – Schematic Overview



ANNEX 2: Key Evaluation Guidance Documents

(Click for hyperlink)

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women \(UNW/2012/8\)](#)
- [UN Women Global Evaluation Reports Assessment and Analysis System \(GERAAS\).](#)
- [Evaluation Consultants Agreement Form](#)
- [Standards for Evaluation in the UN System](#)
- [Norms for Evaluation in the UN System](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)

ANNEX 3: Team Members Profile

As indicated in the TOR, the evaluation team should be composed of 4-5 members that include an experienced Team Leader, a senior expert in United Nations system coordination and UN reform (preferable with evaluation experience), a senior evaluation expert and research assistants. Ideally, the team leader should have expertise in UN programming processes, while the senior evaluator has strong knowledge of human rights and gender issues in evaluation. The team should be gender balanced and include regional evaluators; and preferably national researchers for the case studies of evaluation. Below is a more detailed description of the tasks and qualification requirements for each team member.

Team Leader

The team leader, with at least 15 years of evaluation experience, will be responsible for delivering the key evaluation products. He/she will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Independent Evaluation Office Task Manager, he/she will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

- Conducting an inception mission and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR.
- Directing and supervising the research assistant/s in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct of case studies and preparing case study reports.
- Overseeing and assuring quality in the preparation of the case studies and taking a lead in the analysis of evaluation evidence.
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on case study reports prepared by the team members, desk research, focus groups, surveys, etc.
- Preparing for meetings with the Independent Evaluation Office Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the Independent Evaluation Office Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Independent Evaluation Office Task Manager.
- Preparing evaluation briefs, PPT presentation and working with the report editor, responding to final edits on the evaluation report.

Qualifications:

- At least 15 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in social research;

- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;
- Previous experience in conducting evaluations on UN coordination, UN reform or joint programming related themes would be considered an asset;
- Excellent knowledge of the United Nations system, UN reform processes and UN Women programming at the country level, in development and conflict/post-conflict country contexts;
- Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the United Nations system; experience/knowledge of women's movements;
- Experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the United Nations system;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages.

Senior Expert on UN Reform/UN coordination

The senior expert on UN Reform/UN coordination will provide substantive advice on the **UN** reform or UN coordination issues and analysis in evaluation. Under the overall supervision of the evaluation team leader, the senior UN Reform/UN coordination expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation briefs as necessary, and will support the team leader in the supervision of the research assistant/s work.

Qualifications:

- At least 10 years professional experience in UN Reform or UN coordination field;
- Experience/knowledge on gender equality and women's empowerment issues, gender mainstreaming, gender analysis and thorough knowledge of the related mandates within the United Nations system and particularly that of UN Women's;
- Experience/knowledge of women's movements;
- Knowledge of the United Nations system, UN reform processes and UN programming at the country level;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the United Nations system;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages.

Senior Evaluator

The senior evaluation expert will provide substantive advice on the design and implementation of evaluation methodology. Under the overall supervision of the evaluation team leader, the senior evaluation expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation briefs as necessary, and will support the team leader in the supervision of the research assistant/s work.

Qualifications:

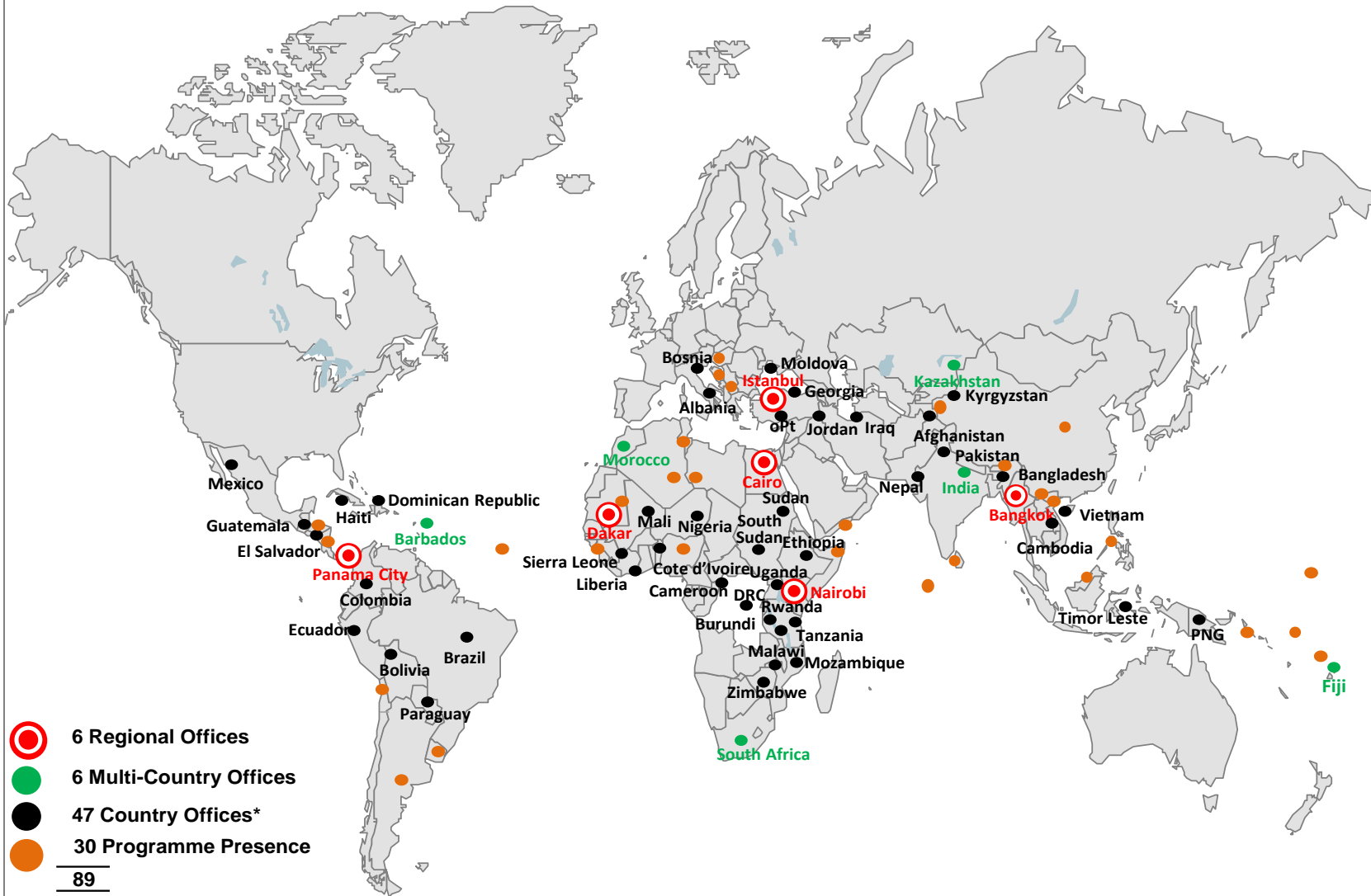
- At least 7 – 10 years practical experience in conducting evaluation of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights-responsive, and mixed methods and background in social research;
- Strong knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the United Nations system;
- Knowledge of the United Nations system, UN reform processes and UN programming at the country level, in development, conflict/post-conflict country contexts;
- Experience and knowledge in gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the United Nations system;
- Experience/knowledge of women’s movements would be considered an asset;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages.

Qualifications of Research Assistant

- Strong analytical skills and ability to quickly grasp and synthesize information;
- Ability to work interactively with a team, often responding to varying requests under pressure;
- Good mastery of information technology required for organized presentation of information, including quantitative information and graphical presentations, and for organizing information and materials on the internal website;
- Excellent drafting skills in English;
- Deep knowledge and/or experience in the UN would be considered an asset;
- Working knowledge of other UN languages would be considered an ass

UN Women presence

April 2014



* Country Offices for Senegal, Kenya, Egypt and Bangkok included in the Regional Offices shown on the map.

Eastern and Southern Africa (14 offices)
Regional Office: Nairobi, Kenya
Multi-Country Office: South Africa
12 Country Offices:
Burundi, DRC, Ethiopia, South Sudan, Malawi, Rwanda, Kenya, Sudan, Mozambique, Zimbabwe, Uganda, Tanzania
1 Programme Presence Country:
Somalia

Western and Central Africa (8 offices)
Regional Office: Dakar, Senegal
Multi-Country Office: None
7 Country Offices:
Senegal, Cameroon, Cote d'Ivoire, Nigeria, Mali, Sierra Leone, Liberia
5 Programme Presence Countries:
Cape Verde, Ghana, Guinea Bissau, Niger, Mauritania

Arab States (6 offices)
Regional Office: Cairo, Egypt
Multi-Country Office: Morocco
4 Country Offices:
Egypt, Iraq, Jordan (covering Syria), Palestine
4 Programme Presence Countries
Algeria, Libya, Tunisia, Yemen

Asia and the Pacific (12 Offices)
Regional Office: Bangkok, Thailand
Multi-Country Offices: India, Fiji
9 Country Offices:
Afghanistan, Bangladesh, Cambodia, Nepal, Pakistan, PNG, Thailand, Timor Leste, Vietnam
13 Programme Presence Countries:
China, Indonesia, Kiribati, Laos, Myanmar, Philippines, Samoa, Solomon Islands, Vanuatu, Bhutan, Maldives, Sri Lanka, Tonga

Europe and Central Asia (7 offices)
Regional Office: Istanbul, Turkey
Multi-Country Office: Kazakhstan
5 Country Offices:
Albania, Bosnia Herzegovina, Georgia, Kyrgyzstan, Moldova
4 Programme Presence Countries:
Kosovo (under UNSCR 1244), FYR Macedonia, Serbia, Tajikistan

Americas and the Caribbean (12 offices)
Regional Office: Panama City, Panama
Multi-Country Office: Barbados
10 Country Offices
Brazil, Bolivia, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Paraguay
3 Programme Presence Countries
Honduras, Nicaragua, Uruguay

