

Terms of Reference

Thematic Evaluation of Women's Leadership and Political Participation

UN Women Egypt Country Office

March 2017

The UN Women Egypt Country Office (ECO) is seeking to recruit a national consultant to conduct a thematic evaluation of women's leadership and political participation. The evaluation will assess UN Women ECO's contribution to gender quality and the empowerment of women particularly in the political spheres in Egypt from 2014.

I. Background

Created in July 2010 by the United Nations General Assembly the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was assigned a mandate that is grounded on the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Sustainable Development Goals (SDGs), relevant General Assembly, Economic and Social Council, Commission on the Status of Women and other applicable United Nations instruments, standards and resolutions. The mandate of UN Women consists in three areas of work:

- 1) Normative work: to support inter-governmental bodies, such as the Commission on the Status of Women and the General Assembly, in their formulation of policies, global standards and norms;
- 2) Operational work: to help Member States implement international standards and to forge effective partnerships with civil society; and
- 3) UN Coordination: to hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress, and also the broader role of the entity in mobilizing and convening key stakeholders and partnerships.

The ECO based in Cairo, works with various stakeholders to bring about transformational change for women and girls in Egypt in line with the UN Women Strategic Plan (SP) (2014-2017), the United Nations Development Assistance Framework (UNDAF) (2013-2017) pillars and outcomes, also linking to the results pursued by the relevant corporate Flagship Programmes.

The ECO Strategic Note (SN) (2014-2017) focus on four of the six impact areas outlined in UN Women SP (2014-2017) and is aligned to its outcomes and indicators. The aligned SP impact areas are:

- 1) Women lead and participate in decision making at all level
- 2) Women, especially the poorest and most excluded, are economically empowered and benefit from development

- 3) Women and girls live a life free from violence
- 4) A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by Governments and other stakeholders at all levels

II. Description of the programme

UN Women's programmes on leadership and participation are guided by a history of international commitments to women's representation. The CEDAW upholds women's right to participate in public life, while the Beijing Platform for Action calls for removing barriers to equal participation. Towards these ends, UN Women provides training for women political candidates to help build their capacities, and offer voter and civic education and sensitization campaigns on gender equality. UN Women backs gender equality advocates in calling on political parties, governments and others to do their part in supporting women's empowerment. Other initiatives encourage young men and women to engage in advocacy around making gender equality measures central to public policymaking.

UN Women advocates for legislative and constitutional reforms to ensure women's fair access to political spheres—as voters, candidates, elected officials and civil service members. UN Women collaborates with UN country teams and work with civil society on programmes so that elections uphold women's rights, including to vote and campaign free from electoral violence.

Women Political Empowerment (WPE) Programme in Egypt:

The ECO provides various types of support to promote women's political representation and participation as well as access to leadership positions. In 2014, the ECO supported the National Council for Women (NCW) throughout the drafting process of the new Constitution to ensure its gender-responsiveness, leading to unprecedented rights for women. Interventions in 2015 mainly focused on supporting female political candidates to strengthen their capacities to contest in the parliamentary elections as well as providing capacity building and networking opportunities for newly elected and re-elected women Members of Parliament (MPs) to ensure that they have tools to reinforce their supervisory and constitutional roles, as soon as the results were out. This immediate support ensured their strong footing ahead of the convening of the first parliamentary session on 10 January 2016.

In response to the general lack of understanding of the need and purpose of identification among many rural women, the ECO has created a cadre of Youth Ambassadors for Women's Citizenship, who were trained on advocacy and actively reached out across ten governorates, contributing greatly to the civil registration process and the actual issuance of national ID cards to Egyptian women, enabling them to access their social, political and economic rights. Under this programme called "Women Citizenship Initiative", it is planned to issue IDs to 500,000+ women across Egypt by 2017.

The new parliament, with women MPs holding 15% of the seats, provides an opportunity for priority support, not only for legislative progress but to promote greater accountability for the national and international commitments on gender equality. Support is also provided for the development of a National Strategy for Women's Empowerment to complement the government's 2030 Sustainable Development Strategy.

Based on the successful experience on the ground, the ECO will also support the female candidates for the local council elections planned to take place in 2017, with a 25% women quota equaling to 13,500 female local council members across Egypt. In addition to the operational work, the ECO also provided the normative support to the NCW on the formulation of and follow-up to recommendations of the Commission on the Status of Women (CSW), the formulation of the national report to the CEDAW, to be finalized in 2017, as well as to develop the National Vision and Strategy for Women's Empowerment by 2030. This Vision and Strategy is aligned with Egypt's Sustainable Development Strategy: Egypt Vision 2030 (SDS), through mainstreaming a gender equality perspective into the pillars of the SDS. The Vision and Strategy will provide an important opportunity to tailor the global 2030 Agenda to the context and needs of Egypt, while building on existing commitments to gender equality, such as those contained in the CEDAW and the Beijing Platform for Action (BPfA), and drawing from the lessons learnt from the 20-year review of the implementation of the BPfA.

With the full engagement to the UN coordination mandate, the ECO leads on the Joint Programme entitled "Women Citizenship Initiative" with the United Nations Development Programme (UNDP) to ensure women's basic citizenship rights in Egypt through assisting poor and disabled women and those in rural areas to have an impact on the political choices as voter and their economic and social identity as citizens. Moreover, as the chair of the UN Gender Theme Group (GTG), the ECO coordinates to develop the "Plan of Action of UN Agencies to Advance Gender Equality and Women's Empowerment during the 2017 'Year of Egyptian Women'", highlighting the growing importance of interagency collaboration to achieve gender equality and the empowerment of women results in line with the national strategies and priorities.

WPE Programme's Theory of Change (TOC):

The ECO's theory of change outlined in the SN (2014-2017) is based on the global theory of change that is premised on 3 focus areas (a) aligning laws and policies to create a conducive environment for the empowerment of Women and human rights; (b) strengthening institutions and organizations in work processes, resources, and capacities to fulfill obligations to the international treaties, as well as other global, regional and national normative agreements; and (c) supporting community level initiatives that demonstrate how changes in practices and attitudes can be achieved to permit the implementation of commitments to gender equality and women's empowerment. The ECO is concerned with promoting gender equality and women's empowerment, mainly through increasing the political participation of women and to strengthen the representation of women's interests through capacity building of government bodies and women candidates and MPs. The programme aims to promote a gender equality agenda in constitutional frameworks through technical assistance to national bodies, capacity building of civil society. The approach recognizes the mutual dependencies and complementarities of development and Women's social, political and economic rights. This programme is built on the theory that women's political participation is a key component for maintaining democracies worldwide, and also for countries that are moving toward democracy. Where women are giving resources, means and space to participate effectively to the democratic transition, a sound democratic system is probably more likely to be achieved in the interests of all the society. Conditions for promoting democracy may not be all that comfortable, but women are finding that they can become a force for democratic change when they have an active role and voice in the political sphere. This programme works through targeted interventions that are practical and replicable to ensure that women's political participation is ensured and achieved. This can be accomplished by using a comprehensive and strategic approach based on a Communications &

Public Awareness Strategy; Empowerment Measures for Women (National ID cards, trainings, and Public Service announcement (PSA), electoral manual etc.); Capacity Development Measures for Civil Society Organizations (CSOs). There has been substantial work done with national and regional partners in UN Women's areas of concern, which led to the development of a strong base of expertise and strategic partnerships that work toward achieving common goals and objectives.

The overall objective of Goal of impact area 1 is: "Women lead and participate in decision making at all levels"

Outcome 1: The constitutional, legal and institutional frameworks are responsive to women's rights

Outcome 2: Gender responsive services and bodies (including election and security management bodies) promote women's social economic and political rights in Egypt

Outcome 3: Gender Equality advocates and their organizations effectively influence political parties, service providers, media and local governments to promote women's leadership and participation

Key stakeholders identified by the UN Women ECO:

- 1) Government, including the National Council for Women (NCW), the Ministry for Social Solidarity, Ministry of Justice, Ministry of Interior, and Ministry of Foreign Affairs
- 2) Civil Society Organizations (CSOs)
- 3) Private Sector
- 4) Academic and Research institutions
- 5) Media
- 6) UN and Development partners (UN agencies within the UN Country Team (UNCT) as well as other development partner representatives through the Development Partners Group (DPG) framework in Egypt

III. Purpose

The main purpose of this evaluation is to assess whether this area is on the right track and whether the proposed interventions are likely to achieve proposed outcomes within the suggested time-frame and also to capture lessons learned from the implementation of the intervention. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability as well as for the identification of good practices to advance women's political participation in the decision-making process at all levels. The evaluation is also expected to feed into the new ECO SN (2018-21) and the design any forthcoming programmes in or related to WPE. The targeted users of the evaluation are UN Women ECO and Arab States Regional Office (ASRO), and key stakeholders in the area of WPE.

The evaluation will have both formative and summative elements. It will assess the planning and implementation of WPE initiatives during the time period of 2014 to the first quarter of 2017. It will include UN Women's normative, coordination and operational mandates at country level.

IV. Scope of the Evaluation

The scope of the evaluation will cover the WPE work directly implemented by the ECO at local and national level. In an effort to identify and assess linkages between the WPE work and other

thematic areas under existing programmes, the evaluation will look at to what extent these linkages have been maximized to promote the WPE work.

V. Objectives

The specific objectives of this evaluation are to:

1. Assess the **relevance** of WPE programme approach at national and local levels during the selected period, as well as ECO's comparative advantage/added value in the thematic area as compared with key stakeholders, including donors and particularly UN agencies;
2. Assess **effectiveness and efficiency** in progressing towards the achievement of results, as defined in the SN (2014-2017), including the mechanisms to ensure efficient linkages/feedback loop between ECO and the relevant stakeholders;
3. Assess how **human rights approach and gender equality principles** are integrated in the design and implementation of WPE Programme;
4. Identify and validate **lessons learned and good practices** that allow ECO to support the sustainability of results achieved in the thematic area, as well as the replication and scaling-up of programmes and projects in Egypt;
5. Provide actionable **recommendations** with respect to ECO's WPE programme strategies and approaches under the new SN (2018-2021).

Key evaluation questions:

Relevance:

- ❖ To what extent is the ECO strategically positioned to enhance Women's Political Participation (WPP) at local and national levels? Does UN Women's approach complement and add value to that of its key partners?
- ❖ To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries and to global and national normative frameworks?

Effectiveness:

- ❖ To what extent were the expected outcomes achieved and how did the ECO contribute towards these?
- ❖ Are there opportunities for replication and scaling-up good practices and innovative approaches?
- ❖ To what extent has ECO's approach to engaging with key partners (NCW, UN agencies, bilateral agencies, Civil Society Organizations and others) been effective?

Efficiency:

- ❖ Are human and financial resources sufficient and efficiently used to serve UN Women's mandate regarding WPP?
- ❖ What operational mechanisms are needed to make ECO's approach on WPP more efficient and effective?

Human rights and gender equality:

- ❖ To what extent were human rights-based approaches and gender equality incorporated in the design and implementation of WPP interventions?
- ❖ Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?
- ❖ Which groups is the WPE programme reaching the most, and which are being excluded?

VI. Evaluation Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women ECO stakeholders and partners at the headquarters, regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy and adhere to the United Nations Norms and Standards for evaluation in the UN System. The evaluation will be conducted in due accordance with United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN System, along with other ethical and research codes that may be relevant¹.

The Logic model based on the Theory of Change in UN Women SP (2014-2017) and ECO SN (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 within the suggested time-frame.

The evaluation will be conducted in conjunction with a corporate evaluation on women's political participation and will utilize some of the same approach and methodologies. This will include:

- The development of a boundary story of the intervention which is essentially a narrative that seeks to provide a holistic picture of what is within the 'boundary' of UN Women's past and ongoing work within this thematic area from the perspective of UN Women staff.
- The development of an Evaluation Boundary about what should be contained within this evaluation boundary to enable a complete or robust an understanding of the outcomes of the intervention as possible.
- Developing a methodology for collecting data against evaluation questions that is both multiple and mixed

The evaluation process has the following phases:

- 1) Preparation: consultations between the consultant and the ECO and the ASRO;
- 2) Inception: programme portfolio review, desk review of relevant national frameworks and strategies, stakeholder mapping, inception workshop with the reference group to discuss the WPE programme's Theory of Change, evaluation questions, indicators, contribution analysis, conceptualizing the evaluation approach and methods, and submitting inception report;
- 3) Data collection and analysis: in-depth review of planning frameworks and programme documents, in-depth review of WPE portfolio of the ECO and interviews with staff and partners;

¹ The links of key evaluation guidance documents are attached at the end of the TOR

4) Analysis and synthesis stage: analysis of data and interpretation of findings, session for validation of preliminary findings at the end of data collection and drafting of an evaluation report; and

5) Dissemination and follow-up²: development of a Management Response, publishing of the evaluation report, uploading the published report on the Global Accountability and Tracking of Evaluation (GATE) website, and production of other knowledge products and learning events, such as a webinar and an evaluation brief.

VII. Evaluation Management

The UN Women ECO will hire an external and independent evaluation consultant to conduct this evaluation. The Evaluation Management Group (EMG), comprising Deputy Country Director, Gender Advisor, Monitoring & Evaluation focal point, the programme officer responsible for the WPE portfolio, and the Regional Evaluation Specialist at the ASRO shall oversee the conduct of the evaluation for quality assurance. The Evaluation Task Manager will provide administrative and substantive support to ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents. S/He will be responsible for day-to-day evaluation oversight including joining the evaluation consultant in selected field missions to ensure timely delivery of a high quality evaluation and to minimise risks that may occur during the evaluation process.

The Evaluation consultant will report directly to the Evaluation Task Manager.

The Evaluation Reference Group (ERG) composed of representatives of key governmental and non-governmental organization stakeholders, bilateral partners and UN agencies will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. The ERG will help ensure that the evaluation approach is robust and relevant to staff and stakeholders, and will make certain that factual errors or omissions or errors of interpretation are identified in evaluation products.

VIII. Evaluation Process, Deliverables and Timeframe

1) Inception report (Expected on 9 April 2017)

The evaluator will develop an evaluation inception report containing the following:

- Detailed evaluation design and methodology, including boundary story, evaluation boundary
- Stakeholder mapping, including the involvement of the Reference Group and other stakeholders during each step,
- Evaluation matrix
- One-page visual of evaluation process
- Work plan, including a timeframe of the overall process and a table with key milestones and dates for deliverables
- Evaluation tools

2) Primarily findings presentation (Excepted on 14 May 2017)

² UN Women is responsible for this phase.

A PowerPoint presentation which includes a reconstructed theory of change for ECO's WPE programme and detailing the emerging findings of the evaluation will be shared with the reference group and the ECO for comment and validation. The evaluation consultant will incorporate the feedback received into the draft report.

3) Draft Evaluation report (Excepted on 28 May 2017)

The evaluator will coordinate drafting of evaluation report and submit them to the Evaluation Task Manager / ERG for review and comments. The evaluation consultant will maintain a record of comments received and provide a response on how the comments were addressed in the final report.

4) The Final Evaluation Report (Excepted on 15 June 2017)

The final report will be informed by all comments received from reviewers and include recommendations for future programming in the area of WPP. The final version will be submitted in the English language to the Evaluation Task Manager.

The final report should be structured as follows:

- Title page, table of contents, acronyms
- Executive summary
- Purpose of the evaluation
- Evaluation objectives and scope
- Evaluation Methodology
- Context of subject
- Description of the subject
- Findings
- Analysis
- Conclusions
- Recommendations
- Lessons learned
- Annexes

The report should not exceed 40 pages excluding annexes

The proposed timeframe and expected products will be discussed with the evaluation consultant and refined in the inception report. The ECO reserves the right to ensure the quality of products submitted by the external evaluation consultant and will request revisions until the product meets the quality standards as expressed by the UN Women Evaluation Office and as set forth in UN Women's Guidance.

IX. Payment Terms

The payments will be completed until 15 days upon receipt of invoice as well as receipt and acceptance of the product/s. The schedule of payments is as follow:

| Deliverable | Payment condition |
|-----------------------------------|--|
| Inception report | 20% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable. |
| Preliminary findings presentation | 40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable. |

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| Final Report | 40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable. |
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X. Minimum Requirement of the Evaluation Consultant

The evaluation consultant will have the requisite experience in evaluation and technical expertise in the thematic area of women’s political participation in Egypt.

The evaluation consultant must sign the “Evaluation consultants’ agreement form”, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system.

QUALIFICATIONS:

- Master’s degree in social sciences, or other relevant field of studies
- Minimum of 10 years of working experience applying qualitative and quantitative evaluation methods including utilization-focused, gender and human rights responsive evaluation and mixed methods
- Previous experience, preferably with the UN system, in conducting thematic evaluations
- Knowledge of the relevant international/regional frameworks pertaining to women political rights and gender equality, women’s political participation
- Country level programming expertise, gender mainstreaming, and the related UN mandates; experience/knowledge of women’s movements in Egypt.
- Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates
- Excellent analytical, facilitation and communications skills
- Excellent abilities in report-writing
- Ability to negotiate with a wide range of stakeholders
- Experience in parliamentary work, governance, rule of law, civil society movements.
- Fluency in Arabic and English is mandatory
- Knowledge and/or experience in Egypt is mandatory

Below is a description of the tasks:

The evaluation consultant will be responsible for delivering the key evaluation products. S/he will ensure the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Evaluation Task Manager, s/he will lead the conceptualization and design of the evaluation, the coordination and conduct of the field visits and the shaping of the findings, conclusions and recommendations of the final report. As the evaluation will be occurring in conjunction with a corporate evaluation on WPP, the consultant may be expected to collaborate with the evaluation team on data collection to maximize synergies. More specifically the tasks include:

- Developing an inception report outlining the design, methodology, required resources and indicative work plan of the evaluation.
- Conducting research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating data collection and preparing preliminary findings and reports.

XI. Ethical code of conduct

UN Women Evaluation Consultants Agreement Form, UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system as provided in Annexes.

XII. Annexes

(Click for hyperlink)

Key Evaluation Guidance Documents:

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women](#) (UNW/2012/8)
- [UN Women Evaluation Handbook: How to manage gender responsive evaluation](#)
- UN Women Evaluation Handbook - Tool 14 GERAAS Evaluation Report Quality Assessment checklist
- UN Women Evaluation Handbook - Box 14: Outline of Inception Report
- 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](#)

Key Political Participation Guidance Documents:

- [UN Women Strategic Plan 2014-2017](#)
- [UN Women Development Results Framework 2014-2017](#)
- [General Assembly Resolution 66/130 on women and political participation](#) adopted on 19 December 2011
- [Convention on the Elimination of All Forms of Discrimination against Women](#), New York, 18 December 1979
- [Fourth World Conference on Women, Action for Equality, Development and Peace](#), Beijing, September 1995
- [Beijing +20](#)
- [Transforming our World: the 2030 Agenda for Sustainable Development](#) (A/RES/70/1)
- UN Women Egypt Country Office Strategic Note (2014-2017)

(Additional documentation available upon request)