

# Terms of Reference for End-Evaluation of Preventing and Responding to VAWG in Ethiopia Programme

End-Evaluation of Preventing and Responding to VAWG In Ethiopia Programme  
UN Women Ethiopia Country Office

## I. Background (programme context)

Violence against Women and Girls (VAWG) is one of the most systematic, widespread human rights violations faced globally. It occurs on a systematic basis and it may occur against any woman or girl, regardless of her country of origin, age, or socio-economic status. VAWG is increasingly recognized as a threat to democracy, a barrier to lasting peace, a burden on national economies, an impediment to sustainable development and an appalling human rights violation. The root causes of VAWG are gender inequality and related social norms that perpetuate unequal power relations between men and women.

The Government of Ethiopia (GoE) has created a conducive legal and policy environment to promote the rights of women and girls. The Constitution of the Federal Democratic Republic of Ethiopia (FDRE) adopted in 1995, establishes the equal rights of women and men across economic, social and political spheres, including education, employment, and access to resources and management of the same. In line with the Constitution, Ethiopia has ratified/signed major international and continental instruments that promote and protect women's rights. Ethiopia has also taken actions in addressing challenges in tackling VAWG in the legal framework with the adoption of the Revised Family Law (2000) and the Revised Criminal Code (2005). However, VAWG is still a rampant phenomenon in Ethiopia. According to the 2016 Ethiopian Demographic and Health Survey (EDHS) report, nearly one-quarter (23%) of women have ever experienced physical violence while one in ten women (10%) have ever experienced sexual violence. More than one-third (34%) of ever-married women have experienced spousal violence, whether physical or sexual or emotional with emotional violence being the most common. In addition, female genital mutilation/ cutting (FGM/C), early marriage, and abduction are prevalent and life-threatening practices that require attention, in particular for their harmful effects and implications in the life of girls and women. Furthermore, the Charities and Societies Proclamation Act from 2009 has limited the civil society space tremendously by allowing Ethiopian civil society organization only 10 per cent of funding from non-national source. This also makes difficult the effective engagement of civil society in the promotion of gender equality, including ending VAWG.

This is why in 2015, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) Ethiopia Country Office (ECO) launched the "Preventing and Responding to Violence against Women and Girls (VAWG) in Ethiopia" programme. The three-year programme aimed to contribute to the overall goal of "women and girls live a life free of violence".

Within the UN, the programme intended to contribute to the implementation of the UN Women Strategic Plan 2014-2017 through its Impact Area 3 "Women and girls live a life free of violence". It was anchored in the United Nations Development Assistance Framework (UNDAF) 2015-2020 Pillar 5 (Equality and Empowerment). It aimed to contribute directly to UNDAF Pillar 5, Outcome 1, which states that by 2020, women and girls are increasingly protected from violence, harmful traditional practices, exploitation and discrimination and are rehabilitated and reintegrated to enjoy and exercise their human rights. The programme also addressed the priorities reflected in the United Nations Secretary-General's "UNiTE to End Violence against Women" campaign, which focuses on: 1) the prevention of VAWG; 2) the provision of services to survivors of violence; and 3) the promotion of justice and bringing an end to impunity.

The programme intended to respond to the concluding observations of the Committee on the Elimination of Discrimination against Women (CEDAW) (49th session 11-29 July 2011) that indicate the need to give more attention to the Convention and related domestic legislation in the legal education and training of judges, prosecutors and lawyers, including those working in sharia courts. It is further in line with the Committee's recommendations that require the enhancement of women's awareness of their rights and the means to enforce them through, inter alia, legal literacy programmes, and ensure that information on the Convention is provided to women in all regional states through the use of all appropriate means, including the media. The programme also relates to the Committee's recommendations and observations made for all regional states to adopt family laws in conformity with the Federal Family Code and for the government to ensure that federal, regional, customary and religious laws are harmonized in line with the Convention.

On national level, the programme was implemented in line with Ethiopia's second Growth and Transformation Plan (GTP II), the country's overarching national development strategy, and was aligned with Pillar 8 "Promote women and youth empowerment, ensure their effective participation in the development and democratization process and enable them equitably to benefit from the outcomes of development". Furthermore, the programme was aligned sector-specific strategies and action plans led by the Ministry of Women and Children Affairs (MoWCA): Strategic Plan for an Integrated and Multi-Sectoral Response to Violence against Women and Children (VAWC) and Child Justice in Ethiopia; and the National Strategy and Action Plan on Harmful Traditional Practices (HTPs) against Women and Children in Ethiopia (2013).

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Since the first phase of the programme came to an end in 2017, UN Women ECO would like to conduct an evaluation of the programme. This evaluation is strategic in terms of realizing the contributions made by the programme towards ending violence against women and girls (EVAWG) in Ethiopia and identifying good practices and lessons learned to inform the next phase, including future programming and initiatives on EVAWG. The findings of the evaluation will also be used for strategic policy decisions, organizational learning and accountability. The office is thus seeking a team of consultants to conduct an end evaluation of the programme. The evaluation should be guided by guiding documents for evaluation at UN Women, including the [Evaluation Policy](#), [Evaluation Chapter of the POM](#), the [GERAAS evaluation report quality checklist](#), the [United Nations System-wide Action Plan Evaluation Performance Indicator](#) (UN-SWAP EPI) and the UN Women [Evaluation Handbook](#). These documents serve as the frame of reference for the Evaluation Manager and the evaluation consultant(s) for ensuring compliance with the various requirements and assuring the quality of the evaluation report.

## II. Description of the programme

The “ Preventing and Responding to Violence against Women and Girls (VAWG) in Ethiopia” programme ran for three years from 2015-2017 with a total estimated budget of USD 2,999,627 and implemented in the following regions of Ethiopia: Federal, Somali, Afar, Oromia, Amhara, Dire Dawa and SNNPR.

The overall development goal of the project is for women and girls who are survivors of violence to have access to justice and protection services, while also working towards the prevention of VAWG.

The three-year programme has the following expected outcomes:

- (1) Federal and regional normative frameworks and enforcement mechanisms to prevent and respond to VAWG developed and implemented in line with international human rights standards;
- (2) Protective services that provide immediate and comprehensive care are available for women and girls survivors of violence; and
- (3) women and girls enjoy greater freedoms and rights within their community.

With a view to achieving the expected outcomes, the programme, has deployed the following strategies:

- Data collection and analysis, knowledge generation and policy advocacy
- Capacity development of partners
- Community Mobilization
- Multi-sectoral Coordination

The programme, while acknowledging the importance of an enabling normative framework in place, also aimed to support an effective response to combat VAWG through enhancing the skills of judicial and law enforcement personnel to deliver for women. Initiatives were aimed at judicial mechanisms, using data-based evidence through regular monitoring, and understanding of the current discriminatory dynamics that may undermine the right of women survivors of violence to have access to justice, as well as their rights to have access to human rights-based protection services.

To demand actual implementation of the existing normative framework, the programme supported the provision of survivors-focused services to women and girls, which responded to the demand side as well as invested in reducing the social acceptance of VAWG, and changing discriminatory attitudes and behaviours. Beneficiaries and target communities include traditional and religious leaders, men and boys.

Changes at the institutional level and support at implementation level needed to be translated into concrete benefits for women. Women and girls' access to survivor-focused and human rights-based protection services are strengthened and made available to reflect the developments in the normative framework and changes in institutional capacities at the level of the women's daily lives. The programme had a well-established **theory of change** (as part of the Programme Document) that should be validated by the evaluation team during the evaluation process.

The major implementing partners (IP) under this programme are the Ministry of Women and Children Affairs and Regional Bureaus of Women and Children Affairs in Afar and Somali Regions; Ministry of Justice (MoJ) and Regional Bureaus of Justice (BoJ), Federal Police Commission, Regional Police Colleges, Parliament and Regional Parliament and National Coordinating Body (led by MoJ), Central Statistical Agency (CSA), Ethiopian Human Rights Commission (EHRC) and non-governmental organizations (NGO). The NGO with important roles are: Association for Women’s Sanctuary and Development and the Ethiopian Orthodox Church-Development Wing. Major donors of the programme are:

- The Government of the Republic of Ireland, through Irish Aid, the official overseas development programme of the Department of Foreign Affairs and Trade of Ireland in Ethiopia
- Government of Denmark, through the Royal Danish Embassy in Ethiopia
- Government of France, through the Embassy of France in Ethiopia

Under the overall supervision of the UN Women Representative to Ethiopia, Africa Union and UNECA, and with the technical guidance of UN Women East and Southern Africa Regional Office (ESARO) and global EVAWG Thematic Unit, the programme was managed by the UN Women ECO EVAWG Team. The team was composed of the following staff:

- Programme manager (PM) with the overall responsibility of providing technical support and capacity-building for high quality implementation, and guarantying high-quality financial management and reporting to UN Women and donors.
- Programme officer with the role of supporting the PM and strengthen the programme's intended outputs in this area while also providing support to the programme partners specifically in communication and advocacy.
- Short-term technical consultants to support with implementation of the programme.

### III. Purpose (and use of the evaluation)

Since the first phase of the programme came to an end in 2017, UN Women ECO is initiating a mandatory final evaluation of the entire EVAWG programme as defined in the Programme Document. The purpose of the evaluation is to provide an in-depth assessment of the results against the three outcomes of the programme and performance in terms of the relevance, effectiveness, efficiency, sustainability, impact, inclusiveness, participation, equality, non-discrimination, and social transformation.

It should identify lessons learned, good practices, and factors that facilitated/hindered achievement. Through this, it aims to contribute to accountability, learning and decision-making on future programming, including practical recommendations to inform the design, implementation, management and coordination of the second phase of the programme and other initiatives on EVAWG. In terms of learning, the evaluation should also highlight how the programme has responded to the findings and recommendations of UN Women Country Portfolio Evaluation conducted in 2016.

The evaluation will be undertaken with the following key users and target audiences in mind:

- Relevant staff from IPs, including federal and local government institutions, technical committees and participating CSOs
- Target beneficiary communities and individuals
- UN Women ECO programme staff
- UN sister agencies, such as UNICEF and UNFPA
- Development partners

## IV. Objectives (evaluation criteria and key questions)

The specific objectives of the evaluation are to:

- Assess the extent to which the results of the programme are achieved including unintended results and examine to what extent the programme is aligned with national needs, government priorities as well as with the UNDAF on EVAWG.
- Review the programme design, implementation strategy, institutional arrangements as well as management and operational systems.
- Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the intervention, with a special focus on innovative and scalable and replicable interventions.
- Assess the relevance of the contribution of the programme to the national protection of women and girls, prevention of VAWG and provision of services for VAWG survivors in general.
- Examine the effectiveness, accessibility, and quality of the comprehensive service provision approach of the programme for women and girls who are survivors of violence.
- Examine the programme's contribution in strengthening federal and regional normative frameworks and enforcement mechanisms to prevent and respond to VAWG.
- Assess the programme's contribution to preventing VAWG and to women and girls enjoying greater freedoms and rights within their community.
- Assess the sustainability of the intervention in achieving sustained gender equality and women's empowerment.
- Determine the impact of the intervention with respect to gender equality and women's empowerment.
- Analyse how human rights approach and gender equality principles were integrated in implementation.
- Document good practices, innovations and lessons learnt and provide concrete and actionable recommendations for future programming.

The final evaluation questions and relevant evaluation instruments will be determined during the inception stage. The evaluation questions should be defined in consensus with the evaluation management group and the evaluation reference group. The evaluation should be based on the following criteria:

### Relevance

- To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries? Are they aligned to national priorities?
- To what extent is the intervention aligned with relevant normative frameworks for gender equality and women's empowerment?
- What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?

### Effectiveness

- To what extent were the expected outcomes achieved and how did UN Women contribute towards these?
- To what extent did the programme contribute to achievement of results in terms of preventing and responding to VAWG in Ethiopia
- How have stakeholders been involved in the programme implementation?
- How was the programme monitored and reviewed? To what extent was this exercise useful and used?

### Efficiency

- To what extent does the management structure of the intervention support efficiency for programme implementation?
- Have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered?
- Are there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of the programme?
- Were there any constraints (e.g. political, practical, and bureaucratic) to addressing the rights of women and girls efficiently during implementation? What level of effort was made to overcome these challenges?

### Impact

- To what extent was gender equality and women's empowerment advanced as a result of the intervention?
- What were the unintended effects, if any, of the intervention?
- What are the notable impacts of the programme on the lives of women, girls, boys and men?
- How did the interventions of this programme impact the socio-economic life of beneficiaries at all levels?

### Sustainability

- Did the intervention design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in the protection of the rights of women and girls after the end of the intervention?
- How has the programme enhanced ownership and contributed to the development of national capacity in order to ensure sustainability of efforts and benefits?
- How will the benefits of the intervention be secured for rights holders? To what degree did partners change their policies or practices to address violence against women and girls (e.g. new services, greater responsiveness, resource re-allocation, improved quality etc.)?

### Gender Equality and Human Rights

- To what extent have gender and human rights considerations been integrated into the programme design and implementation?
- Have the programme interventions been following equality and non-discrimination principles at all time?

### Inclusiveness and Participation

- How inclusive was the service provision intervention of the programme? Were all women and girls in need of the service accessing the service on time?
- Was the designing, implementation and monitoring process of the programme participatory?
- Have stakeholders been given the chance to give their inputs when needed? How useful was the process?

### Social transformation

- How has the programme contributed to the intended social transformation in terms of preventing VAWG and responding to VAWG survivors?
- What were the key strategies used to bring about attitudinal change of society towards ending VAWG?

## V. Scope of the evaluation

The end of programme evaluation will cover the entire life of the programme from January 2015 - December 2017 and its three Outcomes. This evaluation is a summative assessment of the programme providing an evaluation on achievements as well as actionable recommendations for sustainability and improvement of future programming. The evaluation will focus on all activities undertaken and geographical locations covered by the country office during the programme period. All main IPs of the programme will be at the centre of the evaluation.

The evaluation team is expected to establish the limitations for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the inception workshop. The evaluation team (one national consultant and one international consultant selected by UN Women) is expected to undertake a rapid evaluability assessment in the inception period and an initial assessment of the availability of secondary data in the country office necessary for the evaluation. Additionally, if the evaluation team will encounter any constraint – such as limited travel or accessibility to project sites - these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

## VI. Evaluation design (process and methods)

The evaluation should follow a summative approach and promote inclusion and participation by employing gender equality and human rights responsive approaches with a focus on utilization, empowerment or feminist approaches. The design should take into consideration that no comprehensive baseline document exists and that this information will first have to be gathered from various documents and resources (Annual Workplans, Implementing Partner Agreements, etc.).

The evaluation will be carried out following the UN Evaluation Group (UNEG) Norms and Standards (see <http://www.unevaluation.org/document/detail/1914>), UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in the UN system. In line with Norms and Standards a management response will be prepared for this evaluation as practical means to enhance the use of evaluation findings and follow-up to the evaluation recommendations. The management response will identify who is responsible, what are the action points and deadlines.

### Methods

The evaluation methodology will be developed by the Evaluation Team and presented for approval to the Evaluation Reference Group. It should enable achievement of the evaluation purpose, be aligned with the evaluation design, address the evaluation criteria and answer the key questions through credible and gender-responsive techniques for data collection and analysis. Gender-responsive evaluation applies mixed-methods (quantitative and qualitative data collection methods and analytical approaches) that are appropriate to address the main evaluation questions, to account for complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate.

The evaluation is expected to apply a gender-responsive approach to assessing the contribution of the programme to development effectiveness. It should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of the programme. The evaluation is expected to assess the strategic position of UN Women in EAW interventions in Ethiopia. It is anticipated that mixed qualitative/quantitative data and case studies of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of the programme to expected and unexpected outcomes.

The methods should include a wide range of data sources (e.g. documents, field information (collected by IPs during implementation and UN Women ECO during field visits), institutional information systems, financial records, beneficiaries, staff (from both IPs and UN Women), funders, experts, government officials and community groups). The evaluation team is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples). The evaluators are also expected to develop a sampling frame and specify how it would address the diversity of stakeholders.

The evaluators should develop a plan on how protection of participants and respect for confidentiality will be guaranteed and since this evaluation will involve women and girl survivors of violence, evaluators have to ensure that an explicit protocol is elaborated and adhered to for engaging vulnerable populations based on the following resources:

- World Health Organization (WHO), “Putting women first: Ethical and safety recommendations for research on domestic violence against women”, 2001
- WHO, “Researching violence against women: a practical guide for researchers and activists”, 2005
- WHO, “Ethical and safety recommendations for interviewing trafficked women”, 2003
- WHO, “Ethical and safety recommendations for researching, documenting and monitoring sexual violence in emergencies”, 2007
- UN Women, “Virtual knowledge centre to end violence against women and girls”
- Graham, A., Powell, M., Taylor, N., Anderson, D. & Fitzgerald, R. (2013). Ethical Research Involving Children. Florence: UNICEF Office of Research – Innocenti, available online at: <http://childethics.com>
- UNEG guidance document, “Integrating human rights and gender equality in evaluations”, Chapter 3, available online at: <http://www.unevaluation.org/document/detail/1616>



The evaluation team is encouraged to use a wide range of relevant participatory data collection tools, including:

- (Group) Interviews
- Secondary document analysis
- Observations
- Multimedia (photography, drawing)

The evaluators should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights. For instance, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

In terms of data source, the following documents will be shared with the evaluation team by UN Women ECO:

- Programme Document of the three-year EVAWG programme
- Ethiopia's second Growth and Transformation Plan (GTP II)
- United Nations Development Assistance Framework (UNDAF) 2016-2020
- Programme work plans
- Progress reports (and presentations on progress and achievements)
- Donor reports
- IPs reports
- Publications and promotional materials
- Reports on specific activities
- Documents related to programme achievements
- Previous evaluation reports, such as the Country Portfolio Evaluation 2016

## VII. Stakeholder participation

The evaluators are expected to discuss during the Inception Workshops how the process will ensure participation of stakeholders, especially of rights holders and their representatives at all stages:

- Preparation (inception workshop)
- Conduct (consultation of stakeholders; stakeholders as data collectors; interpretation)
- Reporting and use

The evaluators are encouraged to further analyse stakeholders' role according to the following characteristics:

- System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups)
- Gender roles (intersections of sex, age, household and, community roles)
- Human rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers)
- Intended users and uses of the respective evaluation

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics. It is instrumental to a successful evaluation to focus in particular on participation of rights holders - especially women and vulnerable and marginalized groups - to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

The evaluators are expected to validate findings engaging with stakeholders through workshops, debriefings or other forms of engagement.

### VIII. Time frame

The evaluation will be done within 40 working days starting from 26 March 2018. A detailed work plan will be developed by the evaluation team during the inception phase based on inputs received from the Evaluation Reference Group.

Evaluation Phases	Deliverables	Dates/ working days	Meetings
<b>Phase 1 Preparation</b>	Desk review	5 days	
<b>Phase 2 Conduct</b>	Evaluation design and inception report drafting and presentation of data collection tools and instruments	10 days	Yes (Evaluation Reference Group)
	Rapid evaluability assessment of the programme		
	Submission of final inception report		
	Data collection and field visits	10 days	Yes (participating agencies, government, Donor group for gender equality (DGGE), partners, beneficiaries etc.)
<b>Phase 3 Reporting</b>	Preparation of draft evaluation report	10 days	
	Presentation and validation of evaluation findings to stakeholders and collect feedback		Yes (Evaluation Reference Group)
	Preparation of final evaluation report	5 days	

## IX. Expected deliverables

Deliverable	Time frame for submission	Person responsible (all stages will be coordinated by the evaluation manager)
Inception Report (detailed evaluation design including evaluation work plan, key questions, data collection and analysis methods)	10 days	Evaluation Team with engagement of the Evaluation Reference Group and approved by Evaluation Management Group
Draft Evaluation Report	9 days	Evaluation Team. To be reviewed by the Evaluation Reference Group
Presentation on draft findings at the validation meeting	1 days	Evaluation Team
Final Evaluation Report (incorporating comments made on the draft report in addition to having annexes of specific findings from the evaluation and recommendations)	5 days	Approved by Evaluation Management Group

The evaluation manager (UN Women M&E focal point) will assure the quality of the evaluation report. The draft and final evaluation report will be shared with the Evaluation Reference Group and the Evaluation Management Group for quality review. The final report will be approved by the evaluation management group. The final evaluation report will be independently assessed using quality standards outlined in the [UNW Global Evaluation Reports Assessment and Analysis System](#) (GERAAS). The final evaluation report and evaluation management responses will be publicly disclosed in the [UNW GATE system](#).

The final report should follow the standard table of contents for an evaluation report:

- I) Title and opening pages
- II) Executive summary
- III) Background and purpose of the evaluation
- IV) Programme description and context
- V) Evaluation objectives and scope
- VI) Evaluation methodology and limitations
- VII) Findings
- VIII) Conclusions
- IX) Recommendations
- X) Lessons Learned

ANNEXES: ToR; Documents consulted; lists of institutions/stakeholders interviewed or consulted and sites visited; analytical results and methodology related documentation, such as evaluation matrix; list of findings and recommendations.

## X. Management of evaluation

At UN Women the evaluation phases are:

Stage 1: Planning

Stage 2: Preparation: This includes the stakeholder analysis and establishment of the Reference Group, Evaluation Management Group, development of the ToR, and recruitment of the evaluation team

Stage 3: Conduct: Inception workshop, data collection and analysis

Stage 4: Reporting: Presentation of preliminary findings, draft and final reports

Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response

The evaluations will have the following management structures:

Country Office Evaluation Manager for coordination and day-to-day management with support from EVAWG programme team;

Evaluation Management Group for administrative support and accountability: Country Representative or Deputy Country Representative, M&E Officer, regional Evaluation Specialist (in advisory capacity), EVAW Programme Officer

Evaluation Reference Group for substantive technical support: UN Women programme staff, national government partners, development partners/donors, UNCT representatives, Civil Society Organisation partners. These should be selected based on the stakeholder analysis.

The main roles and responsibilities during the process are:

Evaluation team	<ul style="list-style-type: none"> <li>• To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future.</li> <li>• Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner.</li> <li>• The evaluation team prepares all evaluation reports, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team and the evaluation manager</li> </ul>
Evaluation manager	<p>To maximize stakeholder participation and ensure a gender-responsive evaluation, the evaluation manager should support the evaluator(s) during data collection in the following ways:</p> <ul style="list-style-type: none"> <li>• Consult partners regarding the evaluation and the proposed schedule for data collection</li> <li>• Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation manager, evaluation management and reference groups</li> <li>• Ensure the stakeholders identified through the stakeholder analysis are being included, especially the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders and arranging for transportation.</li> <li>• Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.</li> </ul>
Evaluation Management group	<ul style="list-style-type: none"> <li>• To oversee the evaluation process and will be coordinated by the evaluation manager.</li> <li>• Provide substantive comments and operational assistance throughout the preparation of reports.</li> <li>• Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports.</li> <li>• Have the responsibility of final approval of the evaluation ToR, selection of the external evaluation team, inception report and final evaluation report.</li> </ul>

Evaluation reference group	<ul style="list-style-type: none"> <li>• serve as sounding board and consultative body to ensure the active involvement of stakeholders</li> <li>• serve as the primary contact point for the evaluation team</li> <li>• provide a balanced picture of views and perceptions regarding achievements and limitations of the programme</li> <li>• provide inputs and feedback throughout the evaluation process</li> <li>• provide support to ensure ownership of evaluation findings and recommendations through prompting users of the evaluation and other stakeholders into action during and after the evaluation.</li> <li>• review ToR, inception report, methodology and data gathering tools;</li> <li>• take part in the evaluation inception and debriefing session and provide feedback on the different evaluation products (evaluation inception and draft report);</li> <li>• provide relevant background information to the evaluation team as relevant</li> <li>• review the draft and final evaluation report;</li> <li>• participate in stakeholder meetings and feedback sessions where deemed necessary;</li> <li>• participate in the validation meeting of the final evaluation report and support dissemination of evaluation results</li> <li>• A ToR with detail roles and responsibilities can be drafted by the evaluation manager and agreed upon by the group themselves</li> </ul>
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## XI. Evaluation team composition, skills and experiences

An international evaluation consultant supported by a national evaluation expert will undertake the evaluation. The evaluation team will be assembled to ensure the right mix of evaluation expertise, knowledge of the national context and expert knowledge of gender issues in general and violence against women and girls issue in particular.

### Required Background and Experience

#### International consultant:

- Advanced Degree in Social Sciences, Development Studies or other relevant field and with formal research skills. A professional training in Monitoring and Evaluation and Results-Based Management is considered an asset.
- At least seven years of progressive experience in conducting evaluations as team leader Internationally
- High proficiency in English
- Ability to manage and supervise evaluation teams and ensure timely submission of quality evaluation reports

#### National consultant:

- Advanced Degree in Social Sciences, Development Studies or other relevant field and with formal research skills.
- At least five years of experience in conducting evaluations
- High proficiency in English
- Fluent in Amharic / local language

### Required competencies for both International / National consultant

- Strong knowledge of issues concerning women's rights, gender equality and gender-based violence
- Specific technical knowledge of VAWG, strategies to prevent VAWG, provision of comprehensive services for survivors of VAWG, and legal and normative frameworks to protect the rights of women and girls from any form of violence
- Experience in working with UN agencies and UN programmes and evaluations
- Excellent facilitation and communication skills
- Experience with focus group discussions and key informant interviews
- Ability to deal with multi-stakeholder groups; as well as displaying cultural sensitivity
- Ability to write focused evaluation reports; as well as excellent writing skills (in English)
- Broad experience in quantitative and qualitative data collection methods.
- Willingness and ability to travel to the different project's sites in the country
- Ability to work in a team

### Core values / guiding principles

The evaluators will adhere to the following core values and guiding principles:

- Integrity: Demonstrating consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
- Cultural Sensitivity/Valuing diversity: Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.

### Applying for the consultancy

Applications should include:

- Cover letter stating your motivation, capacity, experience and available start date.
- It should also indicate whether you apply for the International or National consultancy
- A sample of your previous work
- Detailed CV (UN Women P11)- this can be down loaded here <http://www.unwomen.org/en/about-us/employment>

Applications with the above details should be sent to Dina Assefa ([dina.assefa@unwomen.org](mailto:dina.assefa@unwomen.org)) until latest 19 March 2018.

## XII. Ethical code of conduct

It is expected that the evaluators will respect the [Ethical Code of Conduct of the UN Evaluation Group \(UNEG\)](#). These are:

- Independence: Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- Impartiality: Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- Conflict of Interest: Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- Honesty and Integrity: Evaluators shall show honesty and integrity in their own behaviour, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- Competence: Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- Accountability: Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost-effective manner.
- Obligations to Participants: Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
- Confidentiality: Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- Avoidance of Harm: Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- Accuracy, Completeness and Reliability: Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- Transparency: Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- Omissions and wrongdoing: Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

Please also refer to the [UN Women Evaluation Consultants Agreement Form](#), [UNEG Ethical Guidelines](#) and [Code of Conduct for Evaluation in the UN system](#).

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## ANNEXES

After the selection of the evaluation consultant/firm, the following documents should be appended to the ToR:

- UN Women GERAAS evaluation report quality checklist
- UN Women Evaluation Consultants Agreement Form
- UNEG Norms for Evaluation in the UN System
- UNEG Standards for Evaluation in the UN System
- UN Women Evaluation Handbook