

Terms of Reference for UN Women Country Portfolio Evaluations (CPEs) in Rwanda, Kenya and South Sudan

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| Location: | Three countries in Eastern & Southern Africa (ESA) region: Rwanda, Kenya and South Sudan |
| Application Deadline: | Thu 19 Oct 2017 |
| Type of Contract: | Special Service Agreement (SSA) |
| Post Level: | 2 International Consultants with experience in the ESA region |
| Languages Required: | English, knowledge of local languages would be an asset |
| Starting Date: | Anticipated dates for the CPE field visits to be confirmed in consultation with UNW Country Offices: <ul style="list-style-type: none"> • Rwanda: November 2017 • Kenya: Q1 2018 • South Sudan: Q1 2018 |
| Typology of the consultancy: | 2 international consultants |
| Duration of Contract: | 25-32 working days per country over a 10 month period. The number of working days for each CPE will be adjusted depending on the respective country context |

UN Women in Eastern Southern Africa is recruiting 2 international evaluation consultants to undertake Country Portfolio Evaluations (CPEs) in Rwanda, Kenya, and South Sudan. UN Women CPEs are a systematic assessment of contributions made by UN Women to gender equality and development results at country level. They assess the entire UN Women portfolio which includes normative, programme and coordination work during the period of a UN Women Strategic Note. The overall objectives of the CPEs are:

- (1) Assess the relevance, effectiveness and organizational efficiency of UN Women contributions to development results;
- (2) Support offices to improve their strategic positioning, identify lessons and good practices;
- (3) Analyze potential synergies between the 3 mandates (normative, coordination and programme work);
- (4) Provide recommendations to inform the next UN Women Country Strategic Note.

I. Background

For UN Women, the Country Office (CO) Strategic Note (SN) is the main planning tool for the agency's support to normative, coordination and operational work. The SNs in Rwanda, Kenya, and South Sudan are ending in 2018 as per the below SN cycles:

Rwanda: 2014 - 2018

Kenya: 2014 - 2018

South Sudan: 2014 - 2018

The Strategic Notes are aligned to the [UN Women Global Strategic Plan 2014-2017](#), national development plans and country-level UNDAFs. Below is a brief summary of the Strategic Note in each country:

Rwanda:

Rwanda has registered strong economic and social gains over the past two decades. Rwanda's national development priorities are set out in its Economic Development and Poverty Reduction Strategy (EDPRS II, 2013 – 2018) and Vision 2020; the new National Strategy for Transformation and Prosperity (NSTP 2018 – 2024) and Vision 2050 are currently under preparation. These documents provide a roadmap for Rwanda's aim to transitioning to middle-income status by 2020 and upper middle-income country status by 2035 based on knowledge based economy and a thriving private sector.

While Rwanda still falls into the group of Low Human Development countries on the Human Development Index (HDI), it is amongst the countries with the highest increase in HDI values since the beginning of the new millennium. In 2003, Rwanda adopted one of the world's most progressive Constitutions in terms of its commitment to equal rights for all, gender equality and women's representation in decision making organs. Rwanda's laws guarantee equal rights on land access, ownership and utilization for men and women and equal rights and responsibilities over the management of familial properties. Rwanda is currently the only country worldwide with a female majority in the national parliament. The country's commitment to gender equality and women's empowerment is reflected in the ratification and implementation of international conventions and instruments including the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, the African Charter on Human and People's Rights and the Sustainable Development Goals (SDGs). According to the World Economic Forum's Global Gender Gap Report 2016, Rwanda is ranked 5th worldwide and 1st in Africa in promoting gender equality.

However, despite numerous successes achieved in terms of gender equality and women's empowerment, Rwandan women still face gender-specific challenge. Cultural barriers still present a significant hindrance to women's empowerment. Women's literacy rates are lower than their male counterparts' and there are limitations to women accessing and controlling resources, managing businesses and participating in decision-making. Gender-specific roles hamper women's potential, with a significant amount of women's time spent on unpaid domestic chores. Violence against women remains a challenge in Rwanda and unequal power relations between men and women, boys and girls, undermine and diminish the social, economic and political contributions of women and girls to their own development, that of their families, communities and the nation. Thus, within the Delivering as One UN framework, the UN Women Rwanda Country Office works alongside other UN agencies to support the Government of Rwanda in achieving national development priorities, the SDGs and other international development aspirations. Leveraging UN Women's technical expertise and comparative advantage within the Delivering as One context, the Rwanda 2014 – 2018 SN focuses on the following 3 impact areas:

- 1) Women's leadership and political participation
- 2) Women's economic empowerment
- 3) Elimination of gender-based violence

The total planned budget of the Rwanda Strategic Note (2014 – 2018) was USD 10,754,009. As of September 2017, the total resources mobilised were USD 11,086,952 million.

Kenya:

The national poverty rate in Kenya for 2009 is 45.2%. This means that nearly half of Kenya's 38 million people are still poor. Poverty levels vary greatly across the country with poverty incidences below 30% in the four counties of Nairobi, Kiambu, Kirinyaga, and Nyeri and incidences of roughly 85% in other counties such as Wajir, Mandera, and Turkana.

Kenyans voted their leaders for the 6th time since multiparty democracy on 8th of August 2017 with an average turnout of 79% country wide. Compared with 2013 Kenyan women performed better in the 2017 elections but the numbers still fall short of the constitutional two-thirds gender requirement, with 76 women in the National Assembly that is short by 41 seats to make 117 or one-third of the 349 MPs. In the Senate, women should make up to 23 members but only three were elected and 16 will be nominated, and one youth and one to represent persons with disabilities, will bring the number 21, remaining with a shortfall of 2. UN Women provided support to all 150 women candidates who were vying for various seats from gubernatorial, senatorial and single constituency MPs. The support ranged from materials, media profiling, party agents training, providing media platforms to engage voters, direct town hall meetings with voters, and mitigation strategies to counter violence and Electoral Gender Based Violence (EGBV). This support boosted the election of 29 women candidates who were elected in these positions.

The Kenya 2014 -2018 Strategic Note contributes to the national development priorities in Kenya's Vision 2030 as articulated in its 2nd Medium Term Plan (2014-2018), under the economic, social and the political pillars. The SN is aligned to the United Nations Development Assistance Framework for Kenya (2014-2017) and to the principles in the Quadrennial Comprehensive Policy Review (QCPR). The SN reaffirms UN Women's commitment to the principles of the Paris Declaration on Aid Effectiveness and the UN-Sector Wide Action Plan (UN-SWAP), and commits to addressing the unfinished business of the Millennium Development Goals (MDG) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The Kenya SN includes the following five impact areas:

- 1) Women's leadership and political participation
- 2) Women's economic empowerment
- 3) Elimination of gender-based violence
- 4) Women's leadership and participation in peace, security and humanitarian action
- 5) National planning reflects accountability for gender equality

The total planned budget of the Kenya Strategic Note was USD 38,000,000. As of Sep 2017 the total resources mobilised were USD 22,500,000 over a period of four years and the funding gap was USD 15,500,000.

South Sudan:

The economy of South Sudan is one of the world's weakest and most underdeveloped, with South Sudan having little existing infrastructure and the highest maternal mortality and female illiteracy rates in the world as of 2011. The government of South Sudan derives the vast majority of its budget revenues from oil but production has declined due to intermittent conflict, resulting in a devastating impact on the GDP. Poverty and food security rose at an unprecedented level, disproportionately affect women and girls. The country is currently burdened by considerable debt because of increased military spending despite the revenue shortfalls due to low oil prices and decreased production. The economy is experiencing a sustained period of three-digit inflation estimated at 670% in Mid-2017 (World Bank, 2017) compared to the government estimate of 380%. The situation has contributed to the untold suffering of South Sudanese, of which the vast majority are women.

As a result of being a new country, and one that quickly descended into civil war, South Sudan social indicators remain among the worst in the world. Literacy rate stands at 40% for men and 16% for women over 15 years of age. The continuous conflict, poverty and discriminatory cultural norms that privileges boy-child education over girl-child education are among the many causes of low literacy level. Meanwhile,

girls are forced into marriage at a very early age.

South Sudan women’s participation in politics and in peacebuilding is minimal despite the 25% affirmative action on women political participation. Women’s historical exclusion in politics hinders their advancement thus widening the gender disparity in the political sphere. One constant, salient aspect of the volatile situation in South Sudan is the exclusion of women from the conflict resolution, peacebuilding, and state building processes. Women were, and remain, underrepresented in the current government and in the internationally brokered high level peace negotiations hosted in Addis Ababa.

The 2017-2018 revised South Sudan SN includes the following four Impact Areas:

- 1) Women’s leadership and political participation
- 2) Women’s economic empowerment
- 3) Elimination of gender-based violence
- 4) Women’s leadership and participation in peace, security and humanitarian action

The total planned budget of the South Sudan Strategic Note was USD 9,946,215. As of Sep 2017 the total resources mobilised were USD 3,615,000 and the funding gap was USD 6,331,215.

II. Description of the programmes

The work of UN Women is focused on its three core mandates as follows:

1. **Normative work:** to support inter-governmental bodies and countries in their formulation of policies, standards and norms on GEWE
2. **Coordination work:** entails both work to promote the accountability of the UN system on gender equality and empowerment of women (GEEW), and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN
3. **Programme work:** to support countries in implementing international standards on GEWE through programme and technical assistance in partnership with government and civil society

The main interventions undertaken under the current Strategic Notes in Rwanda, Kenya and South Sudan are:

Table 1: Key Areas of Work in Rwanda, Kenya and South Sudan

| | Normative work | Coordination work | Programme work |
|--------|---|--|---|
| Rwanda | Strengthen capacities at national and local levels to implement the constitution, legal frameworks and policies that promote gender equality and women’s empowerment in line with international standards; Support the GoR in the preparation and submission of CEDAW reports; | Coordinate the Joint One UN Programme on Accountable Governance; Initiate the implementation of performance indicators on gender equality within the One UN Rwanda (e.g. gender scorecard); Provide substantive leadership and technical inputs to UNDAP evaluation, | Women’s Empowerment and Leadership; Women’s Economic Empowerment; Women and girls living a life free of violence; Gender Responsive Budgeting (GRB), gender statistics and HIV/AIDS (on an ad hoc basis) |

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|-------------|--|---|---|
| | Contribute to the ongoing domestication of SDGs | UNDAP formulation and CCA elaboration | |
| Kenya | Support to the Gender Machinery (State Department of Gender Affairs) on reporting on implementation of gender related international and regional treaties and conventions. (CSW 62, CEDAW 8 concluding recommendations and SDG VNR 2017 recommendations for Kenya) | Advance the two pronged approach on GEWE in UNDAF implementation; Implementation of recommendations of the Gender Scorecard exercise; Coordinate integration of GEWE at all stages of the development of the UNDAF 2019-2023 | <u>Democratic Governance:</u> 2017 elections; engendering PFM; Engendering Legislative processes; <u>Social economic development:</u> Support to increasing women access to the 30% Public Procurement preferential scheme, enhancing women benefits from the Extractives industry; leading on development of Joint Programme on GBV; <u>Peace and Security:</u> Implementation of UNSCR KNAP 1325, supporting Women Situation Room in 2017 elections, security sector engagement, scaling up Countering Violent Extremism project |
| South Sudan | Support the ratification, implementation, monitoring and reporting of CEDAW; Support the development of the National Action Plan on UNSCR 1325; Support the Development of the National Gender Policy; Ongoing support to the development of a framework for the Women Enterprise Fund; Mainstreaming gender in key public sector policies such as agriculture, Disaster Risk Reduction, mining and petroleum, | Chair and coordinate Outcome 5 of South Sudan Interim Cooperation Framework; Lead UN Gender Technical Working Group to ensure gender mainstreaming in UNCT and celebrate global gender related events e.g. International Women's day, 16 Days of Activism among others; Lead and coordinate Humanitarian Cluster Gender Focal Points Working Group to ensure gender mainstreaming in humanitarian programming to address critical gender gaps | <u>Governance and Leadership:</u> Institutional strengthening of National Transformational Leadership Institute (NTLI); Support to women parliamentary caucus; Capacity strengthening of public sector staff on gender mainstreaming; <u>Women Economic Empowerment:</u> Development of framework for women enterprise fund; facilitating access to financial services; enhancing market access and cross-border trade; capacity strengthening of cooperatives; <u>Ending Violence Against Women:</u> Capacity development of Law Enforcement Officers; Facilitating women access to justice; Engagement of men and boys, traditional and religious leaders to prevent GBV; <u>Women, Peace, Security and Humanitarian Action:</u> |

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|--|--|--|---|
| | | | GBV prevention and response initiatives; Facilitating women access to leadership in IDP camps and community structures; Strengthening capacity of national and grassroots women focused peacebuilding networks and groups |
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A defining characteristic of gender-responsive evaluation is the active engagement of stakeholders in the evaluation process. A draft stakeholder analysis has been undertaken by the Country Offices as per below. This is expected to be reviewed by the evaluation team as part of the evaluation inception phase.

Table 2: Stakeholder Analysis in Rwanda, Kenya and South Sudan

| | Normative work | Coordination work | Programme work |
|--------|---|--|---|
| Rwanda | <p>National Government institutions responsible for policy/law formulation and implementation</p> <p>National Gender Machinery (Ministry of Gender and Family Promotion (MIGEPROF), Gender Monitoring Office (GMO), National Women’s Council (NWC), Rwanda Women Parliamentary Forum (FFRP))</p> <p><u>Duty bearers:</u> Ministries, Parliamentarians, local government representatives, National Gender Machinery, NGOs and CSOs working on gender equality and women’s rights issues</p> <p><u>Rights holders:</u> NGOs and CSOs, citizens of Rwanda, women and girls</p> | <p>Resident Coordinator Office (RCO)</p> <p>United Nations Country Team (UNCT)</p> <p>Development partners</p> <p><u>Duty bearers:</u> RCO, UNCT</p> <p><u>Rights holders:</u> UN Agencies, development partners, Government of Rwanda</p> | <p>Program beneficiaries; Implementing Partners; Government of Rwanda; Donors; Multi-Partner Trust Fund Donors</p> <p><u>Duty bearers:</u> Civil servants, local government representatives, justice sector, community leaders, financial institutions, private sector</p> <p><u>Rights holders:</u> NGOs and CSOs working on gender equality, survivors of gender based violence, women leaders, women entrepreneurs, women cooperatives, rural women, youth</p> |
| Kenya | <p>Ministry of Public Service, Youth and Gender Affairs;</p> <p>National Gender Equality and Commission</p> | <p>UN Agencies in Kenya</p> | <p>Key ministries e.g. Ministry of Public Service;</p> <p>Ministry of Interior; National Gender Equality and Commission; Kenya Private Sector Association;</p> <p>Women’s Rights Organization; International Peace Support Training Centre; Ministry of Defence; National Cohesion and Integration Commission</p> |
| | UN Stakeholders: UNFPA, UNDP, | UNCT, UNOCHA, OXFAM, | UN Partners: UNESCO, |

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|--------------------|--|--|---|
| South Sudan | UNMISS, UNCT NGO Partners: ARUDA, CEPO, SKILLS, MRDA, IPCA, SPEDP, SSWEN, SSWPN, <u>Duty bearers/ Rights holders:</u> Key ministries e.g. Gender, Justice, Humanitarian, Agriculture, Petroleum, Trade and Commerce; SSWPN, Women’s Bloc; Women, girls, youth, traditional and religious leaders, local government officials and women parliamentarians | Local and International NGOs <u>Duty bearers/ Rights holders:</u> IDPs, host community members, ministry of gender, ministry of humanitarian | UNFPA, WFP, UNDP, UNHCR NGO Partners: ARUDA, CEPO, SKILLS, MRDA, IPCA, SPEDP, SSWEN, SSWPN, <u>Duty bearers/ Rights holders:</u> Key ministries e.g. Gender, Justice, Humanitarian, Agriculture, Petroleum, Trade and Commerce; SSWPN, Women’s Bloc; Women, girls, youth, traditional and religious leaders, local government officials and women parliamentarians |
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The Strategic Note includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF) with respective performance indicators. The assessment of organizational performance is expected to be informed by the OEEF. T

he Country Offices in Rwanda, Kenya and South Sudan are structured as follows:

Table: Country Office Overview

| | SN total budget | # of Staff (Internat./ Nat.) | # and location of programmes |
|-------------|----------------------------|-------------------------------|--|
| Rwanda | USD 10,754,009 | 1 International / 14 National | 11 programmes, Kigali |
| Kenya | USD 22.5M of 38M mobilized | 3 International / 23 National | countrywide (details to be provided) |
| South Sudan | USD 9,946,215 | 5 International / 14 National | 5 counties comprising Awerial, Pageri, Yambio, Mundri and Juba |

III. Purpose and use of the evaluations

Evaluation in UN Women is guided by normative agreements to be gender-responsive and utilizes the entity’s Strategic Plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The [UN Women Evaluation Policy](#) and the [UN Women Evaluation Strategic Plan 2014-2017](#) are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation in the UN System](#) and the [UNEG Ethical Guidelines](#).

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

A Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio

responds to its three core mandates which include normative, programme and coordination work. It uses the Strategic Note as the main point of reference.

These CPEs are being primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making. The evaluations are expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPEs will be gender-responsive and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of these evaluations are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Relevant staff in participating UN-agencies.
- UN Agencies
- Technical units and head of Units in the participating UN-agencies.
- UN-agency Headquarters
- Development partners

Primary intended uses of these evaluations are:

- a. Learning and improved decision-making to support the development of new programmes;
- b. Accountability for the development effectiveness of the CO Strategic Note;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

IV. Objectives (evaluation criteria and key questions)

The evaluations have the following specific objectives:

1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
6. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and programme).
7. Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

The evaluations will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights

and Gender Equality as an additional criterion. The evaluations will seek to answer the following key evaluation questions and sub-questions:

| Criterion | Questions |
|---|--|
| Relevance | Is the portfolio aligned with international gender equality human rights norms? |
| | To what extent have lessons learned been shared with or informed global normative work and other country offices? |
| | Is the choice of partners most relevant to the situation of women and marginalised groups? |
| | What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries? |
| | Is the portfolio aligned with national policies? |
| | Is the choice of interventions most relevant to the situation in the target thematic areas? |
| | Is the thematic focus across the portfolio appropriate? |
| | Do interventions target the underlying causes of gender inequality? |
| Effectiveness | Was the technical design of the Strategic Note relevant? |
| | To what extent have planned outputs been achieved on time? |
| | Are interventions contributing to the expected outcomes? For who? |
| | What unexpected outcomes (positive and negative) have been achieved? For who? |
| | What has UN Women’s contribution been to the progress of the achievement of outcomes? |
| | Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio? |
| | To what extent has gender equality and women’s empowerment been mainstreamed in UN joint programming such as UNDAF? |
| Efficiency | What are the main enabling and hindering factors to achieving planned outcomes? |
| | Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team? |
| | Is the balance and coherence between programming-operational, coordination and policy-normative work optimal? |
| | What is UN Women’s comparative advantage compared with other UN entities and key partners? |
| | How can the workload across mandates be prioritised most effectively? |
| | To what extent does the UN Women management structure support efficiency for implementation? |
| | Has a Results Based Management system been established and implemented? |
| Sustainability | Is there national ownership and are there national champions for different parts of the portfolio? |
| | To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits? |
| | What local accountability and oversight systems have been established to support the continuation of activities? |
| Human Rights and Gender Equality | What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women? |
| | To what extent is the portfolio changing the dynamics of power in relationships between different groups? |
| | Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency |

The final evaluation methodology and questions will be contextualized and adapted for each country and agreed upon as part of the respective evaluation inception phase. During the evaluation inception meeting the evaluation team will also validate / reconstruct the Theory of Change through a participatory process

which includes identifying indicators for assessing progress made during the implementation of the Strategic Note. A model template will be provided to the evaluation team for this purpose. Indicators are encouraged to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
 - a. Gender-disaggregated,
 - b. Gender-specific (relating to one gender group),
 - c. Gender-redistributive (balance between different gender groups);
3. Mainstreaming a human rights based approach (where appropriate):
 - a. Reference to specific human rights norms and standards (including CSW concluding observations),
 - b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluations are expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
2. Determining the claims of rights holders and obligations of duty bearers and identifying trends, common responses and differences between groups of stakeholders
3. Assessing the extent to which participation and inclusiveness was maximized in the interventions
4. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
5. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue) by analysing also relationships and power dynamics, and the structures that contribute to inequalities.
6. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

The preliminary findings obtained through this process should be validated through a debriefing workshop with Evaluation Management and Evaluation Reference groups at the end of the primary data collection stage. Further guidance on process and content for gender-responsive evaluations is available in the [UNEG Guidance "Integrating Human Rights and Gender Equality in Evaluations"](#).

V. Scope of the evaluations

The period covered by the evaluations will be framed by the duration of the respective Strategic Notes in Rwanda, Kenya, and South Sudan. The consultants selected for the CPEs in these 3 countries may be asked to undertake further CPEs at a later stage for UNW offices in the ESA region, with arrangements for such further work through separate contracts.

The evaluations will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team are expected to establish the boundaries 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.

UN Women organisational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation, and should be referenced only where there is a clear implication for the design and implement of the CO Strategic Note. Joint programmes and programming is within the scope of these evaluations. Where joint programmes are included in the analysis, the evaluations will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality. **For Rwanda and Kenya, the specificity of the Delivering as One (DaO) framework** and UN Women's contribution to national development results through the UNDAF will be part of the scope of the evaluation.

The evaluations are recommended to apply the [Women's Empowerment Framework](#) developed by Sara Hlupekile Longwe as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production¹.

The evaluation team is expected to undertake a rapid evaluability assessment in the inception stage. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation team will need to undertake an initial assessment of the availability of secondary data necessary for the evaluation in each country. Additionally, in circumstances where constraints are faced such as limited travel or accessibility to project sites (e.g. South Sudan), 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.

¹ The five "levels of equality" in the Women's Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

VI. Evaluation design (process and methods)

UN Women has developed the [Evaluation Handbook “How to manage gender-responsive evaluation”](#) as well as detailed [Guidance on Country Portfolio Evaluations](#) (CPEs) to ensure greater rigor and consistency in CPEs while also providing flexibility to cater to varied contexts and country typologies. While the final evaluation methodology and questions will be adapted for each country during the inception phase it is recommended that the evaluations use a theory-based² cluster design³. To achieve sufficient depth, the evaluations will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan.

The evaluations will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organisational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stakeholding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluations are expected to apply a gender responsive approach to assessing the contribution of UN Women to development effectiveness. They should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluations will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluations are expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases 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 UN Women to expected and unexpected outcomes.

The methods should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). The evaluations are 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 use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluations are encouraged to use a wide range of relevant participatory data collection tools (please refer to the guidance note):

- (Group) Interviews

² A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

³ A cluster evaluation assess a large number of interventions by ‘grouping’ similar interventions together into ‘clusters’, and evaluating only a representative sample of these in depth.

- Secondary document analysis
- Observation
- Multimedia (photography, drawing)
- Others [See [UN Women CPE Guidance](#)]

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 example, 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.

The evaluations are expected to reconstruct the Theory of Change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis. The evaluations will apply Contribution Analysis to assess the effectiveness of UN Women’s multi-country portfolio.

The evaluations are expected to apply a purposive sampling design based on the following minimum standards:

1. One or two projects per thematic cluster of operational work;
2. The most strategically important thematic interventions to the CO:
 - a. Relevance of the subject. Is the project a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
 - b. Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
 - c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
3. The richest learning opportunities.
 - a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
 - b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

VII. Stakeholder participation

The evaluators are expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception workshop);
2. Consultation of stakeholders;
3. Stakeholders as data collectors;
4. Interpretation;
5. Reporting and use.

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

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

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluations. It is important to pay particular attention to participation of rights holders—in particular 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 during the evaluation.

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

VIII. Time frame and deliverables

The exact timing for each country portfolio evaluation will be determined in close consultation with individual country offices. The expected activities and deliverables in each country and the estimated number of work days for each CPE are listed below. The specific number of working days for each CPE will be adjusted depending on the respective country context.

| Activity for each CPE | Working days/ CPE |
|---|-------------------|
| Conduct desk review | 3-5 |
| Drafting and presentation of evaluation inception report, data collection tools and instruments | 2-5 |
| Field work incl. presentation and validation of evaluation findings to stakeholders [number of field work days may be adjusted depending on country context] | 7-12 |
| Prepare draft evaluation report | 7-10 |
| Finalize evaluation report | 3-5 |
| TOTAL | 25-32 days |

A model Evaluation Report will be provided to the evaluator based on the below outline. The evaluation manager and the UNW Regional Evaluation Specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the Evaluation Reference Group (ERG) and the Evaluation Management Group (EMG) for quality review. The final report will be approved by the EMG.

- 1) Title and opening pages
- 2) Executive summary
- 3) Background and purpose of the evaluation
- 4) Programme/object of evaluation description and context
- 5) Evaluation objectives and scope
- 6) Evaluation methodology and limitations
- 7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights
- 8) Conclusions

- 9) Recommendations
- 10) Lessons and innovations

ANNEXES:

- Terms of reference
- Documents consulted
- Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
- Analytical results and methodology related documentation, such as evaluation matrix
- List of findings and recommendations

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](#).

IX. Management of the 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

This terms of reference covers stages 3 and 4 only.

The evaluations will have the following management structures:

1. **Country Office Evaluation Manager and Regional Evaluation Specialist** for coordination and day-to-day management;
2. **Evaluation Management Group** (EMG) for administrative support and accountability: Country Representative or Deputy Country Representative, Evaluation Manager, Regional Evaluation Specialist
3. **Evaluation Reference Group** (ERG) for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society partners.

The main roles and responsibility during the CPE process are:

- Evaluation team**
1. 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.
 2. 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.
 3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon evaluation approach and design from the perspective of the evaluation team, the Evaluation Manager and Regional Evaluation Specialist.

- | | |
|---|---|
| Country Office Evaluation Manager | <ol style="list-style-type: none"> 1. Consults partners regarding the evaluation and the proposed schedule for data collection 2. Ensures the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and manages logistics for the field mission 3. Coordinates timely compilation of background documents for the desk review 4. Arranges for evaluation inception workshop and debriefing workshop with the Evaluation Management group and Evaluation Reference group 5. Conducts a preliminary assessment of the quality of draft reports, provides substantive comments on the draft reports, coordinates feedback from the Regional Evaluation Specialist, Management and Reference groups 6. Initiates timely payment of the evaluation team 7. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments |
| Evaluation Management and Reference Groups (including the Regional Evaluation Specialist) | <ol style="list-style-type: none"> 1. Provide substantive comments on Terms of Reference, Inception and draft evaluation report 2. Actively engages in evaluation inception workshop and debriefing workshop 3. Ensures timely development of management response to evaluation recommendations |

X. Evaluation team composition, skills and experiences

UN Women is seeking to appoint two (2) qualified individuals to undertake the CPEs in Rwanda, Kenya and South Sudan. While only 1 international consultant will lead the CPE in a given country this recruitment process will identify 2 consultants to avoid issues with overlap and timing in the 3 countries. The decision on which consultant will take responsibilities for which CPE(s) will be made during the inception phase taking into account consultants' expertise, experience and country office requirements.

The consultants selected for the CPEs in the 3 countries listed above may be asked to undertake further CPEs at a later stage for UNW offices in the ESA region under a separate contract.

In each country one international evaluation consultant will work with a national consultant who will be recruited separately, and with 1 evaluation staff from the UN Women Independent Evaluation Office/ Regional Office for Eastern & Southern Africa.

The international consultant is expected to demonstrate evidence of the following capabilities:

1. Documented previous experience in conducting gender-responsive evaluations
2. A strong record in designing and leading evaluations, extensive experience in applying qualitative and quantitative evaluation methods incl. data analysis skills
3. Proven knowledge and experience with theory-based evaluation designs

4. Knowledge of international normative standards on women's rights and gender mainstreaming processes
5. Technical competence in the thematic areas to be evaluated
6. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
7. Excellent ability to communicate with stakeholders incl. process management and facilitation skills
8. Language proficiency in English
9. Country or regional experience in Eastern and Southern Africa incl. fragile state experience

XI. Ethical code of conduct

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

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

The evaluators are expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating. More information can be provided by UN Women if required.

XII. Application process

Interested candidates should apply online by latest Thu 19 Oct at consultancies.eharo@unwomen.org , and include “International Consultant CPE” in the subject line. Candidates should submit (1) a letter of interest, (2) a personal CV, (3) availability during the months Nov 2017 – June 2018. Shortlisted candidates will be requested to take a short oral interview as part of the final selection process.

Payments will be done for each Country Portfolio Evaluation (CPE) as follows:

- 30% of total payment upon signature of contract;
- 30% upon delivery of draft evaluation report;
- 40% upon delivery of final evaluation report.

Annex: Resources for data on gender equality and human rights

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>
- UN Statistics – Gender Statistics: <http://genderstats.org/>
- UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>
- World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>
- A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm