

TERMS OF REFERENCE

Regional Evaluation on Norms, Policies and Standards for Gender Equality and Women's Empowerment in Latin America and the Caribbean

1. BACKGROUND

In July 2010¹, the United Nations General Assembly established UN Women². The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates on gender equality for greater impact. The mandate of UN Women brings together four pre-existing entities³, calling on UN Women to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. It entrusts UN Women with a leading role in normative, programmatic and coordination work on gender equality in the UN system, including ending violence against women and girls.

The mandate of UN Women is guided by the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); the Beijing Declaration and Platform for Action; Agenda 2013 and the Sustainable Development Goals (SDGs); UN Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013) and 2242 (2015); the recommendations and resolutions of the Commission on the Status of Women (CSW); and other applicable United Nations instruments, standards and resolutions. UN Women's work is focused on responding to its three core mandates:

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

UN Women's approach on Norms, Policies and Standards for Gender Equality and Women's Empowerment (GEWE) for Latin America and the Caribbean (LAC)

The LAC region has a strong human rights framework, with all countries in the region having ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1979) and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women ("Convention of Belem do Para") (1994).

¹ UN Women was not operational until January 2011.

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

³ The Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and the United Nations Development Fund for Women (UNIFEM).

The LAC region benefits from a vibrant and articulated civil society and feminist movement, which is recognized for setting the tone in global normative processes and pushing forward a cutting-edge and progressive feminist agenda. The region has seen significant normative progress on several fronts, including parity legislation and quota laws to increase women's political participation, legislation that typifies and condemns gender-related killings, legislation preventing and condemning political violence against women, improved prosecution of homicide in contexts of domestic violence in the Caribbean, and recognition of the economic contribution of unpaid care and domestic work (a Framework Law on the Economy of Care has been drafted and adopted by the Latin American Parliament with support from UN Women and is being promoted in National Congresses for enactment into law, with Ecuador taking the lead, while 19 countries in LAC have surveys that measure completely or partially unpaid work).

One of UN Women's core thematic priorities, as reflected in its Strategic Note for 2014-2017, is setting up and implementing Norms, Policies and Standards for advance GEWE both globally and regionally. According to it, UN Women's goal for this priority is "Addressing the structural impediments to gender equality and the achievement of women's rights throughout transformative global and regional normative frameworks, policies and standards" (Impact 6). The expected outcomes contributing to the achievement of this goal include (a) global normative and policy frameworks responding to the strategic needs and priorities of women and girls in Latin America and the Caribbean; and (b) strengthening regional normative and policy frameworks for GEWE. As such, UN Women's work at all levels and in all areas will contribute substantially to the achievement of these results.

In terms of normative priorities, UN Women intends to position itself as a leader in some key themes/processes. The Regional Office for the Americas and the Caribbean (ACRO) has engaged in an early discussion to identify the opportunities and needs surrounding a gender responsive implementation and monitoring of the SDGs. Through a well-established network of policy-makers, public opinion leaders, human rights advocates, feminists and activists of the women's movement and in coordination with the UN System at a regional and national level, UN Women will exercise its political savvy to advance a new generation of legal frameworks and policies for the region. By means of high-level policy advice relying on solid arguments and empirical base, UN Women will capitalize on its highly effective skill base to advocate for cutting edge gender transformation in Latin America and the Caribbean region. In this regard, some of the areas of intervention foreseen include:

- (i) Thematic consultations and other related processes for the negotiation and adoption of Agenda 2030 and the SDGs;
- (ii) Policy discussions on localizing and implementing gender-responsive SDGs through concrete programmatic initiatives (including policy discussions under Area 5 and other programme focus areas);
- (iii) Promoting the rights of indigenous and Afro-descendent women in LAC;
- (iv) Monitoring CEDAW's ratification, reporting and implementation of the recommendations, and advocating for implementation and ratification of CEDAW optional protocol;
- (v) Strengthening national women's machineries and the regional/sub-regional gender governmental architecture to increase their capacity on public policy making and monitoring.

UN Women supports the regular reporting processes related to **global norms** such as the CEDAW Convention both through its Regional and Country offices. This includes States' reporting, shadow reporting by civil society organizations (CSOs) and confidential reporting by the UNCTs. It has also supported initiatives to strengthen the implementation of the recommendations issued to States by the CEDAW Expert Committee.

UN Women, through its Regional Office for the Americas and the Caribbean, regularly convenes regional inter-governmental consultations prior to CSW to promote regional consensus on priority themes to influence the **global** process. The regional consultations aim at raising awareness about existing and new commitments, sharing strategies that bring about concrete results, identifying key areas and issues where commitments need strengthening and fostering dialogue to accelerate implementation. As part of the consultation, UN Women convenes dialogue sessions between civil society and governmental representatives to identify priorities from the region and to foster consensus.

UN Women supports **regional** inter-governmental key meeting such as the Regional Conferences on Women of Latin America and the Caribbean, which is the region's leading intergovernmental mechanism for gender equality. It is convened by the Economic Commission for Latin America and the Caribbean (ECLAC) every three years, with UN Women support. The last Conferences was held in Montevideo (Uruguay) in October 2016. The purpose of the Regional Conference is to identify women's needs at the regional and sub-regional levels, present recommendations, undertake periodic assessments of the activities carried out in fulfilment of regional and international plans and agreements on the subject under examination, and serve as a forum for debates on relevant issues. The Conferences have led to significant regional agreements to advance GEWE such as, inter alia, the Montevideo Strategy (2016), the Santo Domingo Consensus (2013), the Brasilia Consensus (2010), and the Quito Consensus (2007).

UN Women also supports civil society's **advocacy and monitoring** vis-à-vis regional and global inter-governmental normative processes. One such advocacy and monitoring initiative supported, is the development and diffusion of the feminist advocacy and monitoring tools ISOQUITO and ISOMONTEVIDEO which serve to follow up the implementation of States' commitments related to GEWE.

As part of this advocacy and monitoring work and the prioritization of **afro-descendent and indigenous women** that UN Women is promoting across its normative, coordination and programmatic work, UN Women supported the Afro Descendent Women Leaders' Political Declaration and Platform and their monitoring instrument to follow up on the implementation of commitments made in the context of the United Nations International Decade for People of African Descent (2015-2024).

UN Women also supported several civil society indigenous initiatives such as the Indigenous Women's Meeting that took place in Peru (2013) and influenced the global World Conference on Indigenous Women (2014), and the Continental Meeting of Indigenous Women (Guatemala, November 2015). These indigenous civil society platforms intend to continue promoting the rights of indigenous women, strengthen the linkages with programmatic initiatives and normative processes and follow up on the commitments made by States at the World Conference on Indigenous People (2014).

A challenge identified in this work is how best UN Women can strengthen the linkages between civil society advocacy and monitoring initiatives and the follow up to the implementation of Agenda 2030 and the SDGs in the region. This is particularly relevant given that corporately, as demonstrated by the recent meta-analysis of the AWP, the LAC region has the highest investment in this area of work, compared with the rest of the regions supported by UN Women.

2. PURPOSE, SCOPE AND OBJECTIVES OF THE EVALUATION

The **main purpose** of this regional thematic evaluation is to contribute to enhancing UN Women's approach to advance the adoption and implementation of GEWE Norms, Policies and Standards in the Latin America and the Caribbean Region. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability as well as for the identification of good practices addressing the structural impediments to gender equality and the achievement of women's rights. The evaluation is also expected to feed into UN Women's efforts to promote Agenda 2030 and the Sustainable Development Goals (SDGs). It also intends to identify how best to mainstream UN Women's normative mandate across its other mandates: coordination and programmatic. The targeted users of the evaluation are the UN Women Executive Board, UN Women Senior Management, UN Women in the Americas and the Caribbean region, and key stakeholders.

The evaluation will be **formative**. Formative evaluations are usually conducted during the development of a programme or its ongoing operation. They provide feedback on areas for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. Finally, formative evaluations often form the basis for the summative evaluations when the programme is matured.

This formative evaluation will analyze the design and implementation of programmes and activities related with normative work in the LAC Region during the **period 2011 to 2017**, covering two UN Women Strategic Plans (SPs 2011-2013 and 2014-2017). It will also assess progress towards UN Women's strategic goal to address the structural impediments to gender equality and the achievement of women's rights throughout transformative global and regional normative frameworks, policies and standards.

It will take into consideration the approach to advance GEWE Norms, Policies and Standards as well as ongoing efforts by UN Women to re-formulate its strategic vision/approach for this area, with the aim of providing strategic input to this process. The scope of the evaluation is regional and will be focused on the normative mandate of UN Women and its linkages with its other mandates (coordination and programmatic).

The specific **objectives** of this formative evaluation are to:

- Assess the relevance of UN Women's normative work at regional and national levels during the selected period, as well as UN Women's added value in this thematic area as compared with key partners (particularly within the UN System);

- Assess effectiveness and efficiency in progressing towards the achievement of results as defined in the 2011-2013 and 2014-2017 UN Women SPs in the area of normative work.
- Identify and validate lessons learned, good practices, key strategies, methodologies, funding mechanisms and resources which make possible (or not) normative work and which can be replicated.
- Provide actionable recommendations with respect to UN Women's strategies and approaches in the LAC region on normative work for the new SP 2018-2021.
- Identify the social, cultural and political factors that impact normative work (both positively and negatively).

Key evaluation questions⁴:

Relevance:

- To what extent is the organization contributing to the development and implementation of global and regional norms, policies and standards on GEWE?
- To what extent is UN Women strategically positioned to support normative processes and work at the regional and country level?
- To what extent does UN Women's approach complement and add value to that of its key partners?
- In the context of the Agenda 2030 and UN Women's new Strategic Plan 2018-2021, what strategic changes must UN Women consider in refining its normative work, including in the area of partnerships, with a view to ensuring that its programmes are complementary, impactful, synergistic and ultimately beneficial to promote GEWE?

Effectiveness:

- What are UN Women's key contributions and comparative advantages to achieving results in the area of normative work in the Latin American and the Caribbean region?
- What has worked and what has failed, or is missing in UN Women's efforts to support the adoption and implementation of GEWE norms, policies and standards and what key lessons have been learned?
- What are the key innovations, drivers and barriers for change in this area of UN Women's work?
- How effective are UN Women's capacity building for its governmental, civil society and other allies and partners to produce sustainable outcomes for GEWE?
- How UN Women's normative work has contributed to eliminate discriminatory legislation and/or promote legislation that is favorable to GEWE at the national level?

Efficiency:

- How can UN Women position its contribution in this particular field (including resources, communication and partnerships) to have a lasting impact in the development or implementation of sustainable structural reforms in the area of normative work?

⁴ The proposed evaluation questions will be discussed with the evaluation team and refined in the inception report if needed.

- What institutional mechanisms are needed to make UN Women’s approach on normative work more efficient and effective?
- Where are the major gaps in human and financial resources to implement UN Women’s normative mandate?
- How do UN Women offices support the institutionalization of training (e.g. Training Centre module on CEDAW, expert consultants, etc.) and accountability of efforts to track performance? What has been the results?

Sustainability:

- How has UN Women strengthened the capacities of partners (governmental and civil society representatives) to contribute effectively to normative processes?
- What initiatives can be replicated and taken up to scale to effectively support the adoption and implementation of GEWE norms, policies and standards?
- What partners does UN Women need to engage at global, regional and national level that will contribute in a synergistic manner to its efforts to support the adoption and implementation of GEWE norms, policies and standards?

Equality and non-discrimination:

- How does UN Women support the harmonization of legal systems at different levels of government (national, subnational, local) and their compliance with international norms, including on the rights of indigenous, afro-descendent, LGBTI and other particular groups?
- What new approaches are needed to respond effectively to the needs of particular groups where UN Women can make difference?

3. METHODOLOGY

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the headquarters, the corporate, regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy⁵ and adhere to the United Nations norms and standards for evaluation in the UN System⁶. The evaluation methodology will employ mixed methods and will ensure that the views of the diversity of women are represented in the evaluation.

An important component of this evaluation will be the assessment of UN Women’s results logic and approach for normative work. For its design, the evaluation will deploy a theory of change approach to analyze how UN Women’s support is provided in supporting the adoption and implementation of GEWE norms, policies and standards. The theory of change will take into consideration the UN Women Strategic Plans 2011-2013 and 2014-2017, and other strategic, and policy frameworks and guidelines that inform

⁵ UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12).

⁶ United Nations Evaluation Group, Norms and Standards for evaluation in the UN System, access at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

UN Women's work in this area. The logic model will be used to assess whether this area is on the right track and whether the proposed interventions have the potential to achieve proposed outcomes in suggested time-frame.

The evaluation will have three levels of analysis and validation of information:

- *Level 1* will start with a desk review of information sources on normative work available through corporate UN Women reporting and information systems such as UN Women Annual Reports, donor reports, PRODOCS, relevant UN Women and other stakeholders' evaluations⁷, and global and regional intergovernmental normative agreements, such as CEDAW, Beijing, CSW reports, declarations, etc.⁸
- *Level 2* will involve more in-depth portfolio analysis of all UN Women Offices in Latin America and the Caribbean region. Level 2 analysis will be primarily based on a document review and supplemented with additional online/skype interviews with the key stakeholders in this area.
- *Level 3* will involve thematic case studies related to our main areas of interventions (i.e. CEDAW, CSW regional consultations, Regional Conferences on Women of Latin America and the Caribbean, etc.) and will deploy field visits in 3-4 countries.

Finally, a comparative analysis of key UN partner's mandates/activities in the area of normative work will be completed as part of the assessment of UN Women's comparative advantage in this thematic area in the region.

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

- Review of key documents: UN Women Strategic Plans, Strategic Notes, AWP, Annual Reports, Donor reports, UN policies, global and regional intergovernmental normative agreements, monitoring/reporting information for specific regional and national programmes and initiatives, evaluations; etc.
- Interviews/focus groups with a purposive sample of UN Women staff, UN system partners, national level partners, civil society partners, and regional entities and mechanisms, including regional, sub-regional and national women's machineries, among others.
- Survey of key partners and staff to assess UN Women's comparative advantage in normative work.
- In-depth document review of all UN Women Regional, Multi-country, Country Offices and programme presences in the region, including strategic notes, annual reports, relevant evaluations, and monitoring and reporting information on specific relevant programmes and initiatives in this thematic area.
- Thematic case studies: The criteria for selecting case studies and field missions may include the size of investment, sub-regional representation, potential for scaling-up, feasibility of evaluation mission, and their potential to generate knowledge and learning on effective normative

⁷ Main evaluation references: <http://gate.unwomen.org/> and <http://genderevaluation.unwomen.org/en>

⁸ Some of these documents are compiled in Section 6: KEY EVALUATION GUIDANCE DOCUMENTS.

approaches. The thematic case studies and field missions will be selected by the Evaluation Team in consultation with the Evaluation Reference Group.

The evaluation process has five phases:

- 1) **Preparation:** gathering and analyzing programme data, conceptualizing the evaluation and internal consultations on the approach, preparing the TOR, establishment of the Evaluation Reference Group, and recruitment of the Evaluation Team;
- 2) **Inception:** consultations between the Evaluation Team and the Regional Office, programme portfolio review, stakeholder mapping, inception meetings with the Evaluation Reference Group, review of the result logic for this thematic area, finalization of selection criteria for case studies, finalization of evaluation methodology and inception report;
- 3) **Data collection and analysis:** desk review, in-depth review of global, country and regional level planning frameworks and programme documents, in-depth review of normative portfolio of LAC Regional Office, Multi-Country Office, Country Offices and programme presences, online interviews, staff and partner survey/s, visits to 3-4 countries in the framework of the thematic case studies, and preparation of case study reports;
- 4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, drafting of an evaluation report and other communication products (evaluation brief); and
- 5) **Dissemination and follow-up:** development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website⁹, and production of other knowledge products and learning events, such as a webinar.

4. UN WOMEN RESPONSIBILITIES, MONITORING AND SUPERVISION

The UN Women **ACRO** is responsible for the management and quality assurance of this regional evaluation. The Regional Office will hire an **external and independent evaluation firm** to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in the thematic area. ACRO will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support, including joining the evaluation team in selected field missions. The Independent Evaluation Office, through the Regional Evaluation Specialist (RES) for the Americas and the Caribbean, will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, UN Women Evaluation Handbook¹⁰, United Nations Evaluation Group (UNEG) Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents¹¹.

⁹ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

¹⁰ UN Women Evaluation Handbook: How to manage gender-responsive evaluation, accessible at: <http://genderevaluation.unwomen.org/en/evaluation-handbook>

¹¹ United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the UN system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

The establishment of the **Evaluation Reference Group** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. It will be composed of the Regional Evaluation Specialist, the Regional Director and Deputy, two Country Representatives and the Regional Programme Specialist in charge of normative processes. External participants (e.g. a widely recognized member of civil society or academia) may also be invited to be part of the Group. The purpose of the *evaluation reference group* is to facilitate participation and systematic involvement of key stakeholders in the evaluation, provide quality assurance and approve all evaluation products (inception, case studies and final reports).

5. EXPECTED PRODUCTS AND TIME FRAME

The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. The Regional Office reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the UN Women Independent Evaluation Office and as set forth in UN Women Evaluation Handbook’s Tool 14 GERAAS “Evaluation report quality assessment checklist”¹².

Activities	Product to be delivered ¹³	Timeframe
Inception phase of evaluation		April – May
Inception report (including two rounds of revision)	Based on inception phase activities the Inception report will present a refined scope, the theory of change, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection of case studies. The report will include an evaluation matrix, detailed work plan and the structure of the final report. A first draft report will be shared with the Management Group and based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with the Reference Group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	
Data collection phase of evaluation		June – July

¹² UN Women Evaluation Handbook: How to manage gender-responsive evaluation, accessible at: <http://genderevaluation.unwomen.org/en/evaluation-handbook>

¹³ All evaluation products will be written in Spanish and translated to English.

Case study reports (including two rounds of revisions)	The findings from the case studies will be summarized in a report format. The format of the case study report will be defined in the inception report. The case study reports will be shared with the management and reference groups. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final case study reports.	
Analysis and reporting phase		July – September
Draft Report (including two rounds of revision prior to the final report)	A first draft report will be shared with the management group for initial feedback. The second draft report will be shared with the reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will be shared with both groups for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	
Final Report	The final report will include a concise Executive Summary (10 pages, English and Spanish) and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report.	
Evaluation Brief	A dissemination product (pamphlet) extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format (English and Spanish).	
Dissemination Follow up	<i>ACRO is responsible for presenting the evaluation report, coordinating the management response and dissemination of the evaluation.</i>	October – December
Dissemination Strategy	A dissemination strategy will be prepared by ACRO in order to socialize evaluation results, including publication of the report, dissemination platforms (i.e. webinar), specific events, etc.	

6. KEY EVALUATION GUIDANCE DOCUMENTS (click for hyperlink)

- [57th session of the Commission on the Status of Women. Report of the Secretary-General](#)
- [58th session of the Commission on the Status of Women. Report of the Secretary-General](#)
- [59th session of the Commission on the Status of Women. Report of the Secretary-General](#)
- [60th session of the Commission on the Status of Women. Report of the Secretary-General](#)
- [Ampliación metodológica ISOQUITO](#)
- [Declaración del VII Encuentro Continental de Mujeres Indígenas de las Américas](#)
- [Declaración Final del XIII Encuentro Feminista Latinoamericano y del Caribe](#)
- [Declaración política de Managua. Primera cumbre de lideresas afrodescendientes de las Américas](#)
- [Declaration of NGO in Latin America and the Caribbean for the 57th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of NGO in Latin America and the Caribbean for the 58th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of NGO in Latin America and the Caribbean for the 59th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of NGO in Latin America and the Caribbean for the 60th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of National Women's Machineries in Latin America and the Caribbean for the 57th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of National Women's Machineries in Latin America and the Caribbean for the 58th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of National Women's Machineries in Latin America and the Caribbean for the 59th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of National Women's Machineries in Latin America and the Caribbean for the 60th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of the feminist organizations forum at the plenary of the ECLAC XII Regional Conference on Women in Latin American and the Caribbean](#)
- [Folleto ISOQUITO 2013](#)
- [Lima Declaration of The World Conference of Indigenous Women](#)
- [ISOMontevideo: a tool for monitoring Montevideo Consensus \(2013\)](#)
- [ISOQUITO 2016](#)
- [Manifiesto político del 13ª Encuentro Feminista Latinoamericano y del Caribe](#)
- [Memoria de la Reunión Diálogos Consonantes 2014](#)
- [Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030](#)
- [Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples](#)
- [Political Declaration adopted by Civil Society Organizations at the XIII Regional Conference on Women in Latin America and the Caribbean, Montevideo 2016](#)

- [Resolution 6 \(XIII\) adopted by the Regional Conference on Women in Latin America and the Caribbean at its thirteenth session](#)
- [Santo Domingo Consensus](#)
- [Strategy on Prioritizing Women of African Descent in UN Women’s work in Latin America and the Caribbean \(LAC\) 2016-2018](#)
- Regional Study on Discriminatory Legislation: Legal Strategies for Equality (ongoing).
- [Evaluation Consultants Agreement Form](#)
- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women \(UNW/2012/8\)](#)
- [UN Women Evaluation Handbook: How to manage gender-responsive evaluation](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [Norms for Evaluation in the UN System](#)
- [Standards for Evaluation in the UN System](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Quality Checklist for Evaluation Reports](#)

7. PAYMENT TERMS

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

Deliverable	Payment condition
Inception report	30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
Case study reports	30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
Final report	40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.

8. EVALUATION TEAM

Organizational Profile

- Proven organizational legal constitution.
- Organizational CV with minimum of 3 previous job/projects/contracts reference and/or accreditations.
- Financial statement for the last 2 current years.
- Firm with extensive experience in evaluation and, preferably, in the thematic area of legal frameworks, normative processes or inter-governmental work related to gender equality.
- Specialized knowledge in normative processes at regional and country levels.

- Previous experience in conducting gender responsive evaluations as well as regional and complex multi-stakeholders' evaluations.
- Experience on evaluation of similar programmes/projects in the region.
- Previous work for other UN Agencies/ major multilateral or bilateral programmes.
- Balance in terms of gender and evaluators with experience in both sub-regions (Latin America and Caribbean).

Evaluation Team

The core evaluation team will be composed of, at least, 3 members from a firm with extensive experience in evaluation and, preferably, in the thematic area of normative work related to gender equality. The team will include an experienced Team Leader; a senior expert on normative work (preferable with specialized knowledge in GEWE legal frameworks); and a senior gender and evaluation expert. The team should be gender balanced and include evaluators with experience in both sub-regions (Latin America and the Caribbean). All team members must sign the "Evaluation consultant's agreement form"¹⁴, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system.

The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.
- Previous experience in conducting thematic evaluations as well as regional and complex multi-stakeholder evaluations, preferably for the UN system.
- Knowledge of the relevant international/regional frameworks pertaining to women's rights and gender equality, country level programming expertise, gender mainstreaming, and the related UN mandates.
- Experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Knowledge of women's rights non-governmental organizations in the region.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Fluency in Spanish and English is mandatory.
- Balance in terms of gender is desirable.
- Knowledge and/or experience in both sub-regions (Latin America and the Caribbean) is mandatory.

Below is a more detailed description of the tasks and qualification requirements for each team member.

¹⁴ The form can be downloaded at: <http://gate.unwomen.org/resources/docs/codeofconduct/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

Team Leader

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

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

Qualifications:

- At least 10 years' practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in political science;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;
- Previous experience in conducting evaluations on public policy and programmes to promote women's rights and gender equality would be considered an asset;
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the regional and country level;

- Experience and knowledge on gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women’s rights non-governmental organizations;
- Experience or knowledge on the human rights international framework, parliamentary work, democracy, governance, rule of law, and related mandates within the UN system;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in Spanish and English.

Senior expert on normative work

The senior expert on normative work will provide substantive advice on issues related to the formulation of global, regional and national legal frameworks to promote women’s rights and gender equality and their integration in evaluation. Under the overall supervision of the evaluation team leader, the senior expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation brief as necessary.

Qualifications:

- At least 7-10 years’ professional experience in global, regional or national legal frameworks related to women’s rights and gender equality including the elaboration of public policy and national plans, data collection, and monitoring tools for their implementation.
- Experience/knowledge on gender equality and women’s empowerment issues, gender mainstreaming, normative frameworks to promote women’s rights and gender equality at regional and global levels; gender analysis and thorough knowledge of the related mandates within the UN system and particularly that of UN Women’s;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in Spanish and/or English.

Senior Gender & Evaluation Expert

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

Qualifications:

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