

Independent Evaluation Service led Thematic Evaluation of UN Women’s contribution to Women, Peace and Security in Asia and the Pacific

I. Background

In line with the United Nations Security Council Resolution 1325 on Women Peace and Security (WPS) unanimously adopted in 2000, UN Women recognizes that peace is only sustainable if women are meaningfully included, and that peace is inextricably linked with equality between women and men. UN Women’s programmes on WPS are guided by a series of commitments to women’s rights. These include Resolution 1325, and nine supporting UN Security Council resolutions—1820, 1888, 1889, 1960, 2106, 2122, 2242, 2467, and 2493. Other key reference points are the Beijing Platform for Action, and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). The adoption of the Sustainable Development Goals (SDGs), goals 5 and 16, further reflect Member States’ recognition that the solutions to peace and security and sustainable development are inextricably linked.

As noted in UN Women’s report ‘Women, Peace and Security in Asia Pacific, 20 years on: Progress achieved and lessons learned’¹, the WPS agenda has become a soft power tool available to state and non-states actors in their development interventions, peace keeping and military operations and multilateral engagement with champions in the AP region including Japan, the Republic of Korea, Australia and New Zealand who provided development assistance to WPS initiatives. Progress on WPS in the region includes 14 countries have developed their National Action Plans on WPS, 32 out of 36 countries in the region have passed legislation addressing domestic violence, 59% of peace agreement in Asia Pacific included substantive gender provisions; 10% of police force in the region are women compared to the global average of 9%. In the ASEAN, women’s proportion in the law enforcement workforce ranges from 6% to 20% depending on countries². These developments in WPS in the region are encouraging but the report also notes that ‘the region is not well understood in WPS terms’ due to its size, unique challenges and the fact that few UN peace operations are within the region’s borders. Nonetheless, advancement of WPS in the AP region is critical because the region remains a strategic site for the world’s economic prosperity, women’s empowerment and for global normative leadership. Despite the progress over the last 20 years, there remains challenges in advancing the WPS agenda in the region including few WPS champions in the region, modest women’s participation in peace negotiations and peace building processes; and widespread gender-based violence.³

The relevance of the Women Peace and Security (WPS) agenda is only heightened in the context of COVID-19. As UN Women outlines in its briefing note on COVID-19 and WPS: first, the need to control the spread of COVID-19 allows national authorities to mobilise the security sector to enforce emergency responses, including surveillance and checkpoints, which may put women’s rights, freedom and safety at risk given the underrepresentation of women in military and policing in the region. Second, COVID-19 will worsen women’s vulnerabilities in conflict, post-conflict and fragile settings due to crowded conditions, limited water and sanitation facilities and poor public health provision. Third, COVID-19 has potential to act as a driver of conflict as a war against the virus may be understood as a war against the virus carriers, strengthening the us-versus-them mentality which can aggravate existing social tension, discrimination and conflict.⁴

¹ UN Women publication, 2020.

² UN Women 2020, *Women in Law enforcement in the ASEAN Region*

³ According to ‘Global study on Homicide 2019’ (United Nations Office for Drugs and Crime), Asia was the region with the largest number of women killed in 2017; 39% of all homicides in Oceania were related to intimate-partner or gender-based violence.

⁴ *Women, Peace and Security and COVID-19 in Asia and the Pacific* (UN Women publication, 2020); accessible at: <https://asiapacific.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2020/03/ap-wps-covid-in-asia-pacific.pdf?la=en&vs=1416>

This thematic evaluation of UN Women’s contributions to Women, Peace and Security (WPS) in the Asia and the Pacific region is conducted by the UN Women Independent Evaluation Service (IES) to serve as a forward-looking evaluation to support the UN Women Regional Office for Asia and the Pacific (ROAP) and Country Offices in Asia and the Pacific in learning from experience and as input to strategic decision making; the UN Women headquarters senior management and the WPS section may also be interested in learning from the findings. The present terms of reference (ToR) provide key information for the evaluation including a short summary on UN Women’s work in this area based on a portfolio mapping conducted by the Regional Evaluation Specialist team.

II. UN Women’s support to Women, Peace, and Security in Asia and the Pacific

In Asia and the Pacific, UN Women has been actively mainstreaming gender in peace and security operations, raising awareness, supporting women’s capacity building on peace mediation, and advocating for gender-sensitive policies and programmes. In addition, UN Women has been actively promoting women’s participation in conflict resolution dialogues and peace and security processes, and the integration of gender equality perspectives in all aspects of informal and formal peace building efforts across the region. Specifically, the UN Women Regional Office for Asia and the Pacific (ROAP) supports WPS through national led mechanisms and processes. For example, it provides capacity building and technical support to its member countries to develop National Action Plans on WPS in Afghanistan, Bangladesh, Nepal, Philippines, Indonesia, and Timor Leste. It provides interventions on Conflict Resolution and Peacebuilding in the Philippines, Indonesia and Myanmar. Its projects in Indonesia, Bangladesh, Sri Lanka, the Philippines contribute to preventing violent extremism and promoting social cohesion through women’s empowerment. In South East Asia, it promotes women in law enforcement and prevents human trafficking in border regions.

Between 2017 to 2020, UN Women implemented 42 projects⁵ in the Asia and the Pacific region by ten offices⁶ and the ROAP with the total committed budget of more than 36.8 million USD⁷. At the regional level, there were seven projects: four regional projects focused on the Prevention of Violent Extremism (PVE), with country-level interventions in Bangladesh, Indonesia, and the Philippines; one regional project focused on using alternative narratives, social media, and women’s participation to enhance social cohesion, prevent violent extremism and hate speech⁸; and two regional projects target the issue of human trafficking and transnational crimes in border communities in Southeast Asia. Overall, women’s participation in peace processes and women’s empowerment are the most common themes among these 42 projects. Prevention of violent extremism and social cohesion are also common themes.

Management of the regional WPS portfolio

The ROAP exercises the triple mandate of UN Women (normative, coordination and operational) and functions at

⁵ We count each project by its unique project ID. For example, the regional project on Prevention of Violent Extremism spans over four years but each year, its budget, its project ID, its coverage and its interventions are different, and they are counted as different projects.

⁶ The UN Women offices implementing WPS portfolio includes: Afghanistan, Bangladesh, Indonesia, Myanmar, Nepal, Papua New Guinea, Philippines, Sri Lanka, Thailand, and Timor Leste.

⁷ The evaluation team uses committed budget specified in the Project Document or Donor Agreement. For projects beginning in 2020 and ended post 2020, its total committed budget for the whole duration is used, not the delivery budget to date. This is for consistent treatment among projects but also for ease of compilation.

⁸ A component of this project provided budget for digital literacy trainings in Timor-Leste and Thailand. This project is also a part HQ’s “WPS Global Facility: From Resolution to Accountability and Leadership”.

a regional level and in support of UN Women’s offices and UNCTs in 24 countries across the region. The RO also functions as an MCO for programme presences in East and South East Asia (these currently include: Sri Lanka, Philippines, Cambodia and Thailand), carries out advocacy and advisory initiatives, and also provides integrated normative support for implementation, monitoring and reporting on global agreements norms and standards upon request, to UNCTs as a non-resident agency. ROAP seeks to position itself as a knowledge and policy advisory hub that generates new knowledge, facilitate knowledge exchange between countries in the region and explore cross-regional learning opportunities, and institutionalize policy and technical expertise for high quality programming to strengthen capacity of field offices in the region throughout the programme cycle. The ROAP WPS portfolio is managed by the “Governance and WPS” unit, which is led by a P5 Policy Advisor (with an officer in charge since 2019) who reports to the Regional Director. The current ROAP personnel focused on WPS includes a team of nine: one P4 Programme Management Specialist, two P3 Programme Management Specialist / Monitoring and Reporting Specialist, two Programme Assistants PVE (SC5), a Programme Associate (SC6), one United Nations Volunteer and two international consultants.⁹

Stakeholder mapping

The below is an overview of key stakeholder groups relevant to the WPS agenda in the AP region. During the inception phase, the evaluation team will be undertaking a more comprehensive mapping to ensure the universe of key stakeholders is identified and to inform the sampling approach.

Stakeholder Role	Specific Group	Main Contributions
Target groups of rights holders	<ul style="list-style-type: none"> • Women and Youth groups • War widows, military widows, victims of human trafficking, victims of sexual and gender based violent in conflicts • CSOs 	<p>Direct beneficiaries and programme/project participants</p> <p>Responsible partners</p>
Principle and primary duty bearers who make decisions and implement WPS projects	<ul style="list-style-type: none"> • UN Women ROAP /CO/PP • UN Women Executive Board;HQ SMT/ELT/ WPS section • UN Office on Drug and Crime (UNODC) • UNDP • UNFPA • UNOPS • IOM • UN Trust Fund for Human Security • Multi-Donor Trust Fund Office • Peacebuilding Fund • Provincial governments • Ministry of Women and Child Affairs and key ministries • Human Rights commissions of respective countries where appropriate • Bilateral Donors 	<p>Development, implementation, M&E of policies and programmes</p> <p>Joint programmes development and responsible partners</p>

⁹ Updated Governance and WPS unit structure, AWP 2021

III. Evaluation background: purpose, intended users and scope

The UN Women Evaluation Policy¹⁰ and UN Women Evaluation Handbook¹¹ 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 Evaluation¹² and Ethical Guidelines.¹³

Purpose

The UN Women Independent Evaluation Service (IES) evaluates the work of UN women to enhance organizational accountability, provide evidence-based information for decision-making and to contribute to learning on gender equality and the empowerment of women.

To better plan for UN Women work in WPS in AP over the next SN period (2022-2026), this evaluation will facilitate an understanding of UN Women’s portfolio, achievements in the last four years 2017-2020, the opportunities and challenges as well as gaps in programming and results.

The primary intended users of the evaluation are the UN Women ROAP Governance and WPS team, senior management and programme staff at the headquarters, regional and country levels with an interest in, or working in WPS and the UN-Women Executive Board. The evaluation may be useful for other actors working in WPS, including partner governments, civil society, UN agencies, INGOs, and NGOs, and national partners, as well as donors.

Scope

The Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action, United Nations Security Council Resolution 1325 and subsequent Security Council resolutions on WPS will serve as the normative frame of reference for this evaluation. The evaluation uses the UN Women regional Strategic Note 2018-2021 as its main framework; however, given that some of the WPS initiatives began in 2017, the timeframe is extended to 2017 so that these can be included.

The Strategic Plan Impact Area 4 includes WPS and Humanitarian, indicating the interconnectedness between WPS and Humanitarian interventions. However, in this evaluation, humanitarian initiatives are excluded with the understanding that only projects explicitly targeting WPS (or SP Output 13) are included. Nevertheless, the evaluation will recognize that other thematic areas are inextricably linked (e.g. EAW and WEE), and UN Women’s efforts operate within larger system (i.e. UN system) and context at regional and country level. The ROAP Strategic Note Outcome 6.6 and 6.7¹⁴ are aligned with UN Women Strategic Plan 2018-2021 Outcome 5 and Output 13 and will be the main focus of this evaluation.¹⁵

¹⁰ UN Women Revised Evaluation Policy, UNW/2020/5/Rev.2 ; accessible at: <https://www.unwomen.org/-/media/headquarters/attachments/sections/executive%20board/2020/second%20regular%20session/unw-2020-5-rev2%20revised%20eval%20policy%20for%20endorsement%20at%20srs%202020%203%20sept%20rev.pdf?la=en&vs=3925>

¹¹ UN Women Evaluation Handbook, 2015; accessible at: <https://genderevaluation.unwomen.org/en/evaluation-handbook>

¹² UNEG, “Norms and Standards for evaluation”, 2016, available online at: <http://www.unevaluation.org/document/detail/1914>.

¹³ UNEG, “Ethical guidelines”, 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

¹⁴ UN Women ROAP Strategic Note’s Outcome 6.6: “Women are empowered to build resilient, cohesive and peaceful communities to prevent radicalisation and violent extremism” and Outcome 6.7: “At risk border communities are more resilient to human trafficking and related escalation, focusing especially on women”.

¹⁵ UN Women’s Strategic Plan’s Outcome 5 :” Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action” and its Output 13: “More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes”.

The regional office and all ten countries in Asia and the Pacific with WPS initiatives are included in the evaluation: Afghanistan, Bangladesh, Indonesia, Nepal, Papua New Guinea (and the Autonomous Region of Bougainville), Philippines, Myanmar, Sri Lanka, Thailand, Timor Leste.

Several evaluations have been undertaken during the period under review, including two evaluations completed in 2020 on UN Women’s contributions to National Action Plans on 1325 – at both global level (independent evaluation) and in Timor Leste (decentralized evaluation); and an Independent Audit Service performance audit on the headquarters WPS section. Therefore, this thematic evaluation will exclude the area of NAPs and will draw upon related findings. Where there is evaluative evidence at country level (i.e. Nepal, Sri Lanka, Timor Leste), these will be excluded from the potential list of country case studies.

Limitations

This evaluation will be undertaken during Q1 of 2021 and it is expected that the COVID-19 pandemic will continue to impact the ability to travel and conduct of evaluation. Thus, the evaluation will need to utilize secondary data sources and online forms of data collection. Virtual interviews will be conducted, but the team may not be able to reach the same number of individuals through primary data collection (interview and survey). The timeframe for the evaluation is also very tight, thus the evaluation will need to be narrowly scoped to deliver more in-depth information. This is the first evaluation of this thematic area at regional level – there have been no evaluations led at the regional level. However, there are several country-level evaluations and the global NAP 1325 evaluation (to be published in Q1 2021) that will provide evaluative evidence.

IV. Evaluation objectives

The objectives of this regional thematic evaluation on WPS are to:

- *Assess* the relevance and coherence, effectiveness and organizational efficiency, and the sustainability of UN Women’s regional and national work in the thematic area of WPS and to understand the cost of invested resources to achieve the intended outcomes.
- *Analyse* how the human rights approach and gender equality principles are integrated in the work of UN Women’s support to WPS.
- *Identify* a “menu of evidence” of “what works” and “what doesn’t work” in terms of UN Women’s support to WPS with the aim of providing input to country offices’ investments in this area for future programmatic work.
- *Identify* lessons learned and provide action-oriented recommendations to inform UN Women’s work in this area.

The evaluation will answer the following key questions:

1. To what extent does UN Women’s support to WPS align with global, regional, and national priorities? [Relevance]
2. To what extent is UN Women’s regional WPS work internally coherent with UN Women’s overall WPS Agenda? [Coherence]

3. To what extent is UN Women in Asia and the Pacific region contributing to the advancement of the 4 pillars¹⁶ of the WPS agenda and benefitting women and girls? [Effectiveness]
4. To what extent did UN Women identify and engage the most marginalized groups within the context of WPS (e.g. survivors of conflict related violence, women with disabilities, LGBTQI persons)? [HR and GE]
5. To what extent did UN Women actively identify and address the social norms that underly discrimination and non-action in the WPS area? [HR and GE]
6. How well are UN Women’s human and financial resources at regional level used to support the regional and country level WPS work? [Organizational Efficiency]
7. To what extent has UN Women’s influence supported increased regional and national ownership of the WPS Agenda? [Sustainability]

VI. Evaluation design

UN Women evaluations are gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach: they are inclusive, participatory, ensure fair power relations, and transparent; and they analyse the underlying structural barriers and sociocultural norms that impede the realization of women’s rights. Gender-responsive evaluation applies mixed-methods (quantitative and qualitative data collection methods and analytical approaches) to account for complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate. UN Women evaluations are also utilization-focused, which means that it will be tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations, which will facilitate production of a useful evaluation. It will be carried out in accordance with UNEG Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines and the UNEG Guidance: Integrating Human Rights and Gender Equality in Evaluation. The evaluation is employing a non-experimental, theory-based approach¹⁷. A re-constructed Theory of Change will be used as the basis for contribution analysis. A case study will be the primary source of information for the assessment of contributions to outcomes in the selected sub-thematic area(s) or approach.

Methods of data collection

Mixed methods will be employed to obtain both quantitative and qualitative data to overcome weaknesses inherent in purely qualitative and quantitative methods and ensure a gender responsive approach. As part of the inception report, the evaluation team will develop a sampling frame (area and population represented, rationale for selection, mechanics of selection, limitations of the sample) and specify how it will address the diversity of

¹⁶ These four pillars are: Participation - women’s participation at all levels of decision-making in the peace and security sphere; Prevention - incorporation of a gender perspective into conflict prevention initiatives; Protection - protection of the rights of women and girls; and Peacebuilding - ensuring that gender considerations are integrated into relief and recovery efforts.

¹⁷ The theory of change approach to evaluation is a widely deployed evaluation methodology that makes assumptions explicit about how program is supposed to work and create social change. It focuses on the causal relationships between resources, activities, short-term and long-term outcomes and the context of the intervention, including its unintended consequences. Like any planning and evaluation method, the theory-driven evaluations require the stakeholders to be clear on long-term goals, identify measurable indicators of success and formulate actions to achieve goals. However, its focus on causal relations between resources, activities, outcomes and the context of intervention makes this method particularly suitable for the assessment of complex programmes. The theory-driven approach makes the programme transparent, allowing the stakeholders to see how it is thought to be working from multiple perspectives. It helps to identify critical areas and issues on which the evaluation should focus. Overall, a theory-driven approach by mapping a process of change from beginning to end establishes a blueprint for the work ahead and anticipates its effects, and it reveals what should be evaluated, when, and how.

stakeholders. The evaluation team will 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. During the inception phase the evaluation team will develop a data protection plan and ethical protocol for data collection explaining how protection of subjects and respect for confidentiality will be guaranteed.

The following methods of data collection will be employed:

- **Document review:** all key WPS related documents will be systematically reviewed and content analysis to identify emergent themes.
- **Portfolio analysis** will be conducted to determine the universe, characteristics, and trends of UN Women WPS initiatives, programmes and projects, including their investment. This analysis will guide the selection of case studies.
- **Meta-synthesis of evaluations and reviews:** is a systematic review of the evaluations to identify common findings, conclusions, and recommendations, and can provide secondary data for this thematic evaluation. Several evaluations and reviews (led by the UN Women programme managers) have been undertaken in recent years.
- **Analysis of Publications and communications products:** the production and dissemination of knowledge and communication products is an essential approach of UN Women; a survey will be sent to the target audience of key publications to determine the use of these products and the reach statistics will be gathered and analyzed.
- **Case studies:** criteria for selection of two case studies will be developed to allow for an in-depth look into two sub-thematic areas or approaches in the WPS area and the identification of factors of success and challenges encountered. Through the case studies, stories of impact will be explored.
- **Interviews with key informants** identified through the stakeholder analysis (across all stakeholder groups) will be conducted in a semi-structured format.
- **Focus Group Discussions** with female and male rights holders that have participated in programming efforts of UN Women related to the selected case studies will be explored. The COVID-19 context in the selected countries will be considered and a “do no harm approach” will be employed.
- **Survey of UN Women personnel** working in the WPS area may be conducted to identify common opportunities, challenges in WPS area of work while leveraging recent survey data to avoid duplication.

Data analysis methods

The data analysis will employ mixed methods. Quantitative data will be obtained from the survey and publications analysis and from the meta-analysis of evaluations and financial analysis. NVivo qualitative analysis software will be used to analyse qualitative data from interviews and focus group discussions.

Contribution Analysis will be used by the evaluation to develop an overall ‘performance story’ for UN Women’s work on WPS. WPS initiatives contributions to outcomes and their internal coherence with WPS agenda will be assessed against the reconstructed theory of change. The contribution analysis will provide a basis for understanding which interventions show evidence of being most promising for scaling up or scaling back. The evaluation will synthesize evidence from secondary sources, portfolio analysis, and case studies to assess plausible contribution to observed changes, including exploring alternative explanations. An evidence map will be utilized to map information obtained from different sources on the same evaluation question.

Analysis will include using the following methods of validation:

- *Triangulation*: to validate results reached by different methods, or initiate new enquiries where findings cannot be confirmed
- *Feedback*: through after-action reviews (internal), field-exit presentations, meetings with Evaluation Reference Groups, comments on reports, and a validation workshop
- *Identify gaps and alternative explanations*: enabling the team to seek out additional evidence or clearly state inferences based on the theory of change.

The gender results effectiveness scale may be employed to assess the extent to which the reported results are gender transformative. The Gender at Work framework may also be used to assess the extent to which the WPS area of work is stretching across the informal to the formal / individual to systems to influence transformative change.

Stakeholder participation

Ideally rights holders who have directly participated in or are affected by UN Women programming efforts will be engaged in discussing the outcomes of the programming efforts from their perspective and analyzing the findings of the evaluation. However, given both the COVID-19 pandemic restrictions and the cost/benefits to the participation of rights holders as evaluation participants will be assessed during the inception phase, as the evaluation will prioritize “do no harm” and does not want to take time away from livelihoods activities. In the case that it would be too costly for rights holders to participate, a representative of the rights holders engaged by UN Women will be contacted for feedback.

An Evaluation Reference Group (ERG) will be established representing UN Women’s key government, civil society, and UN system partners in the WPS space. The ERG will be asked to engage and provide input at every stage of the evaluation process, from inception phase to preliminary results and final draft report. The ERG plays a critical role through remote meetings in ensuring a high quality, transparent process, providing insights on the key questions and approach, ensuring factual accuracy, ensuring gaps and misinterpretation of information is avoided. They will also be key informants. The ERG also plays a key role in the dissemination of the evaluation findings and recommendations and ensuring the use of the information by UN Women and key partners.

VII. Management and quality assurance

The UN Women Independent Evaluation Service (IES) is responsible for the management and conduct of this thematic evaluation, including the quality of the evaluation report and its presentation to the UN Women offices. All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the [UN Women Evaluation Policy](#) and [Handbook](#). The Evaluation Report will follow the [United Nations Editorial Manual](#). The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality (See Annex 1). All products are subject to quality review by the peer reviewer, the evaluation reference group, and the evaluation management group.

This evaluation will have the following management structure:

- **Regional Evaluation Specialist** of the Independent Evaluation and Audit Service will manage the coordination and day-to-day management, and serve as the team leader, leading methodological approach, collection of data, analysis and writing; as Team Leader, the RES is also responsible for overseeing the work of the evaluation team members, managing the contracts and assuring quality of the work.

- **Evaluation team:** evaluation team members will include an evaluation analyst responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation preparation; WPS thematic expert to provide substantive feedback on a selected sub-thematic area of WPS (i.e. Prevention of Violent Extremism); National evaluators in the case study countries to support the data collection in country and provide key contextual information; and social media and communications analyst for the collection and analysis of related data.
- **Evaluation Management Group** for administrative support and accountability: Deputy Regional Director, WPS Focal Point from the ROAP team, and the Regional Evaluation Specialist.
- **Evaluation Reference Group** for substantive technical support (max 10 persons): UN Women country focal point from case study countries (max 2), National government, Civil Society, Development partners/donors, UN partners.
- **Peer Review** for methodological guidance and feedback: 1 IES staff will be engaged as a peer reviewer.
- **Quality Assurance:** IEAS Director and IES Chief.

VIII. Timeframe and evaluation products

Preparatory work for the thematic evaluation initiated in November 2020 – the team is expected to be on board to initiate data collection in January 2021 and the report should be delivered by March 2021. The expected deliverables of the overall evaluation are outlined below.

Phase	Nov	Dec	Jan	Feb	Mar	Apr
Preparation						
Terms of Reference						
Team recruitment						
Theory of Change Workshop with WPS team (virtual)						
Inception meeting with ERG (virtual)						
Inception report						
Data collection & Analysis phase						
Survey						
Field visit / Remote KIIs						
Analysis						
Report Phase						
Preliminary findings workshop with ERG (virtual)						
Draft report shared with ERG						
Final report						
Communication products						

XI. Evaluation team composition, skills and experiences

The evaluation team will have a combination of the requisite experience in evaluation and technical expertise in gender equality and women’s empowerment and WPS. The Regional Evaluation Specialist from the IES will conduct the evaluation as the Team Leader, manage the evaluation process, constitute a quality assurance system, and provide administrative and substantive support, including leading the evaluation team. The composition of

the evaluation team will strive for diversity and gender balance. A summary of the team profile is below. The individual TOR's will be advertised following UN Women human resources procedures.

- 1. Evaluation Analyst:** The evaluation analyst will be a core team member leading the portfolio analysis, key analyses for the inception report, data collection, case studies, staff survey and drafting of the presentations and synthesis report.
- 2. Women, Peace and Security Evaluation Consultant:** The WPS Evaluation Consultant is expected to review all evaluation products and provide substantive review to ensure thematic area is captured accurately. The WPS Evaluation Consultant is expected to take the lead on the case studies in collaboration with the evaluation analyst and with oversight of the evaluation team leader and draft summaries that can be stand along and integrate sections into the evaluation synthesis report.
- 3. Social media and communications analyst:** will support the analysis of the reach and use of publications and communication products on WPS in the AP region. This will entail systematizing information on the number of downloads and trends in characteristics of users and a scan of social media postings related to WPS and trends in how the information was used. This may also entail administering a survey of users to understand their perspective on the quality of the publications and how they have been used.
- 4. National evaluator/s:** The National Evaluation Consultant/s will be recruited after the case studies have been selected during the inception phase. They are responsible for ensuring that contextual information on the case study countries selected have been well understood and articulated, reviewing data collection tools, methodological design. The National Consultant/s are expected to conduct or support data collection with key stakeholders in country and translate notes into English.

XII. Ethical code of conduct

UN Women has developed a [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](#). These documents will be annexed to the contract. All data collected by the team members must be submitted to the evaluation manager in Word, PowerPoint or Excel formats and is the property of UN Women. Proper storage of data is essential for ensuring confidentiality and a data protection plan will be developed during the inception phase. The evaluation's value added is its impartial and systematic assessment of the thematic area. 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. Proper procedures for data collection with rights holders who may have been affected by violence must be adhered to as outlined in the [WHO Ethical and Safety Recommendations for research on violence against women](#). 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.

ANNEXES

- [UN Women GERAAS evaluation report quality checklist](#)
- [UN Women Evaluation Consultants Agreement Form](#)
- [UNEG Norms and Standards for Evaluation in the UN System](#)
- [UN Women Evaluation Handbook](#)