



## Terms of Reference (TOR)

### Final Evaluation of the *Women Peace and Security* Project

#### UN Women Nigeria Country Office

<b>Location:</b>	Abuja
<b>Application Deadline</b>	15 <sup>th</sup> December 2021
<b>Type of Contract:</b>	Individual Contract (SSA)
<b>Post level</b>	National Consultant
<b>Languages Required:</b>	English
<b>Duration of Contract:</b>	60 Days (02 January 2021–02 March 2022)

#### I. BACKGROUND

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The active participation of women and girls in shaping their future, based on a recognition of their dignity and capacities, is posited in several global policy frameworks as a basic condition to promote gender equality and women's rights. SDG 16 "Peace, Justice and effective, accountable, inclusive Institutions" and SDG 5 "Gender Equality and Empower all Women and Girls" are understood and implemented together, as interdependent and synergic goals. Placing women's rights at the center of all its efforts, UN Women leads and coordinates the United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts to build effective partnerships with civil society and other relevant actors.

In Nigeria, UN Women works to support Government's national priorities, which encompass the empowerment of women and girls and their contribution to all areas of economic, political and social development. The objective of building and sustaining peace and security across the country is critical for Nigeria, which faces several security challenges, including the Boko Haram insurgency in the North East, the farmer-herder conflict in the Middle Belt, and conflicts over natural resources in the oil-rich Niger Delta region, among others. Gender-specific security risks and challenges confronting women and girls, including rape and other forms of sexual and gender-based violence, as well as sexual exploitation and abuse have been a notable feature of these conflict environments in Nigeria, particularly due to displacements and the critical conditions within Internally Displaced Person (IDP) camps.

Conflicts across different regions in Nigeria present significant challenges to the security sector and have all resulted in the increased deployment of security personnel to undertake internal operations across the country. The issues outlined above highlight the critical need for a gender-responsive approach to security operations, spearheaded by gender-sensitive security sector institutions. Nigeria's National Action Plan (NAP) 2017-2020 for implementation of UN Security Council Resolution 1325 acknowledges the need to promote gender-responsive security sector reforms, although full-scale implementation remains a challenge to date.

To further expand the scope of support to the Government of Nigeria in fulfilling this commitment towards a gender-responsive security sector under UNSCR 1325, UN Women is implementing an 18-month project (2020-2021) funded by the Government of Germany. A participatory final evaluation of the Programme is proposed to be undertaken in January 2022, involving key stakeholders at the national level and in the two target states of Borno and Yobe.

## II. DESCRIPTION OF THE PROGRAMME

In partnership with the Government of Nigeria, UN Women is expanding its Women, Peace and Security (WPS) portfolio by designing and implementing several strategic initiatives responding to its 5 Year Flagship Programme. One such initiative is an 18-month pilot initiative on the security sector implemented at the federal level, with an operational component in Borno and Yobe States in the North East. The project aims to support the achievement of Sustainable Development Goals (particularly Goals 5 and 16) and the Nigerian government’s efforts to meet its commitments on the 2<sup>nd</sup> NAP of the UNSCR 1325. More specifically, the project speaks to the need to enhance a gender-responsive policy environment, strengthen the capacities of security personnel, improve community-security mechanisms and enhance affected women’s participation therein.

The project was designed to achieve the broad goal of human security-centric, accountable, and gender responsive security sector. The specific objectives of the project are to:

- Strengthened enabling, gender-responsive policy environment of key security sector institutions
- Enhanced capacity of security sector personnel for gender-responsive operations
- Meaningful engagement and collaboration of affected women, and women's organizations with security sector institutions and personnel in community security

### Programme Expected Results

<b>Outcome 1: Strengthened enabling, gender-responsive policy environment of key security sector institutions</b>
<b>Output 1.1:</b> Identification and leadership buy-in of key institutional priorities on gender responsiveness through undertaking gender audit of Armed Forces of Nigeria
<b>Output 1.2:</b> Increased and better aligned policy frameworks through formulation and adoption of Gender Policy for the Armed Forces of Nigeria and review of the Gender Policy of the Nigerian Police Force
<b>Output 1.3:</b> Increased joint action, collaboration, and information sharing through regular meetings of the Reference Group on Gender Responsive Security Sector
<b>Output 1.4:</b> Enhanced strategic dialogue and commitments through annual convenings of the Annual Fora of Women in Security Sector
<b>Outcome 2: Enhanced capacity of security sector personnel for gender-responsive operations</b>
<b>Output 2.1:</b> Develop gender responsive guidelines, tools and operational documents, as well as associated tools, training materials and resources based on identified gaps

**Output 2.2:** Develop skills and knowledge of strategic personnel, facilitators and trainers associated with SSIs through Training of Trainers

**Outcome 3: Meaningful engagement and collaboration of affected women, and women's organizations with security sector institutions and personnel in community security**

**Output 3.1:** Establish and reinforce regular community security dialogue platforms to address women's specific security needs, with targeted support for inclusive and meaningful participation of conflict-affected women

**Output 3.2:** Create and make functional mechanism for safe and regular joint community-security initiatives (Mixed Observer Teams)

**Output 3.3:** Enhance skills of community women participating in MOT on security awareness, civil-military cooperation, early warning etc

**Output 3.4:** Enhance skills of women led-organizations on leadership and advocacy strategies for engaging security sector institutions

The project's implementation strategy is centered around three areas of intervention: strategic policy development and dialogue, institutional capacity building and training, and community-security mechanisms and advocacy. The first two components are implemented at the federal level and the third is being piloted in two states in the North East where security operations (Borno and Yobe States) are also ongoing. Two Local Government Areas in each state have been selected based on pre-defined criteria. The project strategy is centered on UN Women's partnership with the security sector institutions and associated training centres to ensure ownership and sustainability of capacity building and policy efforts. Partnerships were also forged with the Federal Ministry of Women's Affairs who doubles as the custodian of the National Action Plan for UNSCR 1325 and the entity responsible for ensuring and supporting gender mainstreaming within Ministries, Departments, and Agencies to lead/co-lead on strategic convening. Partners West Africa-Nigeria (PWAN) was engaged by UN Women as the Implementing Partner (IP) for the third outcome area.

A mid-term evaluation of the project was conducted by an expert consultant in May/June 2021. The mid-term evaluation has assessed the progress made towards the achievement of the set outcomes and objectives, analyzed the output results achieved and challenges encountered and recommended to adjust implementation modalities as needed, especially in the current COVID-19 crisis. Findings from the mid-term evaluation were used to incorporate changes throughout all project components for the remaining implementation period. The project has reached its final phase of implementation, and as established in the Project Document, a final evaluation is to be conducted by an expert consultant to be engaged by UN Women. The participatory evaluation will serve as a primarily formative (forward-looking) evaluation to support the country office and national stakeholders' strategic learning and decision-making for the ongoing programme implementation and enhanced accountability for development effectiveness. To facilitate this task, UN Women seeks to engage the services of a national program/project evaluation expert.

### **III. OBJECTIVES OF THE FINAL EVALUATION**

The **Overall Objective** of the final evaluation is to assess the extent to which the Security Sector Project has achieved the intended and/or unintended outcomes, provide an in-depth analysis and understanding of why certain intended or unintended outcomes have or have not occurred, analyze the challenges

encountered, learn from the current COVID-19 crisis, and document lessons for improving other ongoing programmes in the WPS area and the country office future programming in general.

**The specific objectives of the evaluation are:**

- i. Analyze the relevance of the project to the local and national level priorities for the implementation of the WPS agenda, and the security sector reform in particular.
- ii. Assess how the intervention and its results relate and contribute to the Sustainable Development Goals, in particular Goals 5 and 16.
- iii. Analyze how the Programme implementation is contributing to gender equality principles and human rights-based approach.
- iv. Assess the organizational efficiency and coordination mechanisms in supporting the progress towards the achievement of project objectives.
- v. Assess effectiveness and emerging measurable impact of the project implementation on the target groups.
- vi. Evaluate the extent to which the project has realized synergies between UN Women's three mandates (normative, coordination and operational).
- vii. Identify and document lessons learned and good practices and analyze challenges and possible weaknesses to inform future work of UN Women and other agencies in the area of WPS programming.
- viii. Identify strategies for replication and up-scaling of the project's good practices and lessons learned.
- ix. Identify and validate current and potential innovations in all aspects of the project.
- x. Assess the sustainability of the results and the intervention in advancing the WPS agenda through the target groups.
- xi. Based on findings, to provide recommendations for a possible second phase of support after the completion of the current programme.
- xii. Provide actionable recommendations with respect to the implementation of the programme for the remaining period, and the development of a new/follow-on Security Sector Project for the Security Sector

#### **IV. DUTIES AND RESPONSIBILITIES**

Under the overall guidance of the UN Women Deputy Representative, and direct supervision of the Security Sector Programme Manager, the National expert consultant will be responsible for the following tasks:

- Within the current COVID-19 crisis, develop and submit a detailed methodology for the final evaluation, including desk review, analytical work, data collection techniques, key activities and timeframe for the assignment, in close cooperation with the UN Women office in Nigeria.
- Undertake a desk review of relevant documents, including the Security Sector Project documents, including logical and monitoring frameworks, and progress reports, among others.
- Conduct field missions to target states and consultation meetings with Programme's key stakeholders, partners and beneficiaries, including relevant government institutions, security agencies, civil society organizations, women's groups/networks, and the donor, among others to review the Programme in line with the set objectives of the final evaluation. The process of conducting consultation meetings is expected to use high standard methods to maximize the collection of quality information and ensure the safety of respondents including conformity to the applicable COVID-19 prevention protocols.

- Develop and submit a final evaluation report of the project, with relevant recommendations based on the interpretation of the evaluation findings and key lessons identified.

The information generated by the evaluation will be used by UN Women and different stakeholders to:

- Contribute to building of the evidence base on effective strategies for strengthening the support to the government, conflict-affected women and other stakeholders in promoting gender equality in the Security Sector in the Northeast of the country, and Nigeria at large.
- Facilitate the strategic reflection, learning and further planning for programming in the areas of strengthening the capacity of the Government of Nigeria and national stakeholders and structures in addressing gender needs in the security sector with the aim to increase workable solutions for gender-responsive security operations and community dialogue.

The main users of the final evaluation include UN Women Nigeria Country Office, German Foreign Office, key Government of Nigeria Partners: Federal Ministry of Women Affairs, Nigeria Police Force, Armed Forces of Nigeria and State level counterparts in Borno and Yobe, among others, and direct implementing partners PWAN. The detailed evaluation report will be shared with the Security Sector Gender Reference Group as well as development partners engaged in security sector support. Lastly, a diverse group of women-led organizations, civil society and other community members who are direct and indirect project beneficiaries, will benefit from the findings and should be included as the key actors in the design of the main recommendations.

## V. EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

The evaluation will apply standard OECD evaluation criteria, namely: relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, coherence, impact (to some extent), sustainability, and human rights and gender equality as an additional criterion. The evaluation will seek to answer the following key evaluation questions and sub-questions:

**Relevance:** *The extent to which the objectives of the project are consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders.*

- i. Do the project objectives address identified rights and needs of the target groups (Government MDAs, Security Sector Institutions, Women-Led Organizations, Women Affected by Conflict)?
- ii. To what extent were national partners involved in conceptualization and design process?
- iii. To what extent did the project's design process include a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organization?
- iv. Are the activities and outputs of the project consistent with the intended impacts and effects? Do they address the problems identified?
- v. Are the activities and outputs of the project consistent with the provision of UNSCR 1325 and Nigeria's National Action Plan on the Resolution and the attainment of its objectives?
- vi. To what extent is the intervention aligned with international agreements and conventions on gender equality and women's empowerment in the context of Women, Peace and Security?
- vii. What rights does the project advance under CEDAW, SDGs, UNSCR 1325 and other international commitments?
- viii. Is the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated?
- ix. What capacities and skills should UN Women prioritize and further develop to bring greater coherence and relevance to its interventions?

- x. To what extent did the implementing partner(s) possess the comparative advantage in the Programme's area of work in comparison with other partners in Nigeria?

***Effectiveness:*** *The extent to which the project's objectives were achieved or are expected / likely to be achieved.*

- i. What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- ii. What are the reasons for the achievement or non-achievement?
- iii. To what extent have beneficiaries been satisfied with the results? To what extent have capacities of relevant duty-bearers and rights-holders been strengthened?
- iv. Does the project have effective monitoring mechanisms in place to measure progress towards results?
- v. Has the project's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the Programme?
- vi. To what extent are the project's approaches and strategies innovative for achieving provisions of UNSCR 1325? What -if any- types of innovative good practices have been introduced in the project for the achievement of GEWE results?

***Efficiency:*** *A measure of how economically resources / inputs (funds, expertise, time, etc.) were converted to results.*

- i. Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
- ii. What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- iii. Have the outputs been delivered in a timely manner?
- iv. Is the Programme and its components cost-effective? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- v. Has the project's organizational structure, managerial support and coordination mechanisms effectively supported delivery? What are the recommendations for improvement?
- vi. How does the Programme utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?
- vii. Has the project build synergies with other programmes being implemented at country level with the United Nations and the Government of Nigeria?
- viii. To what extent is the project's monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision making?
- ix. What were (if any) key opportunities and/or challenges in the operational context of the Programme?
- x. What changes/interventions would have been emphasized to capitalize on the opportunities for improving the project delivery?
- xi. What future considerations should be made to address any emerging challenges?

***Impact:*** *Positive and negative, primary and secondary long-term effects produced by the Programme, directly or indirectly, intended or unintended. (The evaluation will not be able to fully assess the project's impact, however, it will address the following questions with the results and evidence that is available to date.)*

- i. To what extent can the changes that have occurred as a result of the project be identified and measured?

- ii. What were the unintended effects, if any, of the intervention?
- iii. What evidence exist that the project has delivered longer term results as compared to other projects from processes through to benefits?
- iv. To what extent was gender equality and women's empowerment advanced as a result of this intervention?

***Sustainability:*** *The likelihood of a continuation of benefits for women from a development intervention after the intervention is completed or the probability of continued long-term benefits.*

- i. Are requirements of national ownership satisfied? Is the project supported by national/local institutions? Do these institutions, including government and civil society, demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?
- ii. What capacity of national partners, both technical and operational, has been strengthened?
- iii. To what extent have the capacities of duty-bearers and rights-holders have been strengthened?
- iv. To what extent are relevant national stakeholders and actors included in project implementation and policy advocacy?
- v. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time upon project completion?
- vi. To what extent are the financial capacities of partners likely going to maintain the benefits from the project? What might be needed to support partners to maintain these benefits?
- vii. How successful was the project in promoting replication and/or up-scaling of successful practices?
- viii. Which innovations have been identified (if any) and how can they be replicated?

***Coherence:*** *The extent to what other interventions support or undermine the intervention and vice-versa, including aspects of complementarity, harmonization and co-ordination.*

- i. To what extent is the WPS Programme coherent with similar interventions implemented for promoting women's protection and participation in the country's peace and security agenda?
- ii. To what extent is the WPS Programme coherent internally in UN Women and within the UN System in Nigeria?
- iii. To what extent is the WPS Programme coherent with wider donor policy?
- iv. To what extent is the WPS Programme coherent with international obligations for women's human rights, other human rights conventions and other international frameworks for gender equality and the empowerment of women?

***Gender Equality and Human Rights:***

- i. To what extent has gender and human rights considerations been integrated into the project design and implementation?
- ii. How has the attention to/ integration of gender equality and human rights concerns advanced the project?

Based on these findings, what are the recommendations for possible new programmes after the completion of the current programme? This should include necessary follow on interventions identified, components that requires continued investments, new entry points identified, and level of engagement (state/federal, policy/operational).

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women’s rights and gender equality principles into assessments, these dimensions will be given special attention for this evaluation and will be considered under each evaluation criterion.

It is expected that the consultant will develop an evaluation matrix, which will relate to the above questions (and refine them as needed), the areas they refer to and the criteria for evaluating them as a tool for the evaluation. The final evaluation matrix will be approved along with the inception report and other relevant tools for data collection. The consultant will further define the overall approach by adopting complementary methodologies and approaches, such as a case study approach that explores a specific outcome as the “case” and prioritizes the evaluation questions suggested in these TORs.

## **VI. STAKEHOLDERS PARTICIPATION**

The final evaluation will be gender-sensitive, consultative, and apply inclusive and participatory processes as reflected in the UN Women’s guidelines for gender-responsive evaluations and the UNEG Evaluation Handbook. Throughout the evaluation process, the consultant will ensure the participation of relevant federal and state government institutions, women-led organizations, and communities representing various groups of women from project target areas. The consultant is expected to validate findings through engagement with stakeholders at workshops, debriefings or other forms of engagement.

The consultant is expected to discuss during the Inception Workshops how the process will ensure participation of stakeholders at all stages, with a specific emphasis on rights holders and their representatives at all stages of the evaluation process.

The evaluation team is encouraged to further analyze stakeholders according to the following characteristics:

1. System roles (target groups, project 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 evaluator is encouraged to extend this analysis through the mapping of relationships and power dynamics as part of the evaluation.

It is important to pay particular attention to the 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. The evaluator is expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

The primary stakeholders of the evaluation include the Government of Germany (donor partner), the Federal Ministry of Women’s Affairs, Nigerian Police Force, Armed Forces of Nigeria and their state counterparts, PWAN (IP) and other institutions who are key beneficiaries (Security Sector Reference Group).

## **VII. SCOPE OF THE EVALUATION**



The WPS project final evaluation will focus on the activities of the project between **April 2020 and December 2021** and will rely on existing background documents for the Security Sector Project and other relevant project documents, including results, logical frameworks and the mid-term review report. **The geographic scope** of the evaluation will include key stakeholders and primary beneficiaries at federal level, as well as in Borno and Yobe States where the third component of the project is implemented.

The evaluation will draw on and serve to complement the findings of the final evaluation of the Security Sector Project (2019-2021) and the 2020 UN Women Country Portfolio Evaluation.

The evaluation should draw on and serve to complement the previously conducted and ongoing Northern Nigeria WPS final Programme evaluation and UN Women Country Portfolio evaluation, respectively.

## **VIII. EVALUATION PROCESS AND METHODOLOGY**

The final evaluation exercise will include a desk review of relevant documentation, including policies, frameworks and reports; key informant interviews and group consultations with representatives from relevant security sector institutions (SSIs), relevant government Ministries Department and Agencies (MDAs) at federal and state level, civil society representatives, individual experts and women's groups/network, among others. The final evaluation findings will be used to elaborate recommendations for amendments to the project's implementation strategy to support more effective implementation, as well as suggestions for a strengthened monitoring and evaluation framework. The consultant will be supported by UN Women Project Manager and other WPS team members who will support the preparation and implementation of the activities of the assignment.

The evaluation process is divided into four phases:

- 1) **Preparation:** stakeholder analysis and establishment of the reference group, development of the ToR, and recruitment of the evaluation consultant
- 2) **Conduct:** inception processes/report, stakeholder engagement, data collection and analysis
- 3) **Reporting:** presentation and validation of preliminary findings, draft and final reports
- 4) **Use and follow-up:** management response, dissemination of the report, and follow up to the implementation of the management response

The Independent Evaluation Office (IEO) is the custodian of UN Women's evaluation function, which is governed by an Evaluation Policy. The IEO has developed the Global Evaluation Reports Assessment and Analysis System (GERAAS), which has adapted United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System to guide evaluation managers and evaluators on what constitutes a 'good quality' report at UN Women. All evaluations in UN Women are annually assessed against the framework adopted in GERAAS and hence the evaluation Facilitators should be familiar with GERAAS quality standards.

All evaluations are publicly available on the Global Accountability and Tracking of Evaluation (GATE) system along with their management responses.

In addition, UN Women is a lead of UN System-wide Action Plan on Gender Equality and the Empowerment of Women, or UN-SWAP reporting entity. The consultant will take into consideration the fact that all evaluations in UN Women are annually assessed against the UN-SWAP Evaluation Performance Indicators and its related gender equality scorecard.

In line with the above mentioned, the evaluation report will be subjected to UN-SWAP quality scoring and must demonstrate evidence of gender integration in the evaluation process and report. The methodology should clearly focus on highlighting gender issues in the implementation of the Programme. This is one of the elements by which the report of this final evaluation will be scrutinized by a team of external evaluators, using the UN-SWAP criteria. The evaluation performance indicator [[UN SWAP EPI Technical Guidance and Scorecard](#)] is used to appreciate the extent to which the report satisfies the following criteria:

- GEWE is integrated in the scope of analysis and assessment indicators are designed in a way that ensures GEWE related data will be collected.
- GEWE is integrated in the final evaluation criteria and assessment questions are included to specifically address how GEWE has been integrated into the design, planning, implementation of the intervention and the results achieved;
- A gender-responsive methodology, methods and tools, and data analysis techniques are selected.
- Findings, conclusions and recommendations reflect a gender analysis.

The WPS project final evaluation will be conducted in accordance with UN Women evaluation guidelines and UNEG [Norms](#) and [Standards](#) for evaluation and the [UNEG Code of Conduct for Evaluations in the UN System](#).<sup>1</sup>

## Methods

The methodology will deploy mixed methods, including quantitative and qualitative participatory data collection methods and analytical approaches to account for the complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate. The detailed methodology for the evaluation will be developed, presented and validated at the onset of the evaluation.

A theory of change approach will be followed. The theory of change should elaborate on the objectives and articulation of the assumptions that stakeholders use to explain the change process represented by the change framework that the project considered and should assess how UN Women CO Nigeria and the partners have contributed to any change and transformation of power relations. Assumptions should explain both the connections between early and intermediate project outcomes and the expectations about how and why the project has brought them about.

Participatory and gender sensitive evaluation methodologies provided for in the UNEG Evaluation Handbook will support active participation of women and men, as well as representatives of key organizations and institutions benefiting from the project intervention:

***I. Desk Review of Documents:*** The evaluation should begin with an in-depth context analysis of the project from a desk review of documents that can also answer questions of relevance (e.g. successes, challenges, lessons learnt, opportunities, etc.)

***II. Online consultations and discussions*** with participating senior management, project management staff including IPs and representatives of partners institutions

***III. Key Informant semi-structured interviews:*** Key informants are individuals who are knowledgeable or experienced in a specific areas or aspects of the project. For the purposes

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<sup>1</sup> UNEG Ethical Guidelines : [http://uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=102](http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=102); The UNEG Code of Conduct for Evaluation: [http://uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=100](http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)

of this evaluation, the key informants will range from the Security Sector Gender Reference Group, key staff of implementing partners and other civil society organizations, Government Ministries Department and Agencies, Women Groups/Networks, members of target communities (traditional leaders, etc.), representatives of the beneficiary groups and the donor (as applicable).

**IV. Focus Groups/Consultation Workshops/Participatory community methodologies:** Focus group discussions can gather in-depth qualitative information from a group of participants with a similar background/role in the project – for example, civil society partners, community leaders, programme participants/ beneficiaries, etc. The discussions will be facilitated and guided by a list of topics/questions developed by the evaluation consultant. The consultant will also identify focus groups based on the areas of evaluative inquiry, including the possibility of organizing online consultative workshops.

**V. Cost-Effectiveness Analysis:** Cost effectiveness analysis compares the efficiency of alternate approaches and compares financial cost against non-financial outcomes. This is expected to provide information on best value for money.

The final evaluation consultant is solely responsible for data collection, transcripts or other data analysis and processing work. Usage of online platforms and surveys as a complementary and additional methodology is highly recommended, particularly due to COVID-19 and security restrictions. UN Women can provide initial support in survey monkey platform or other data collection platforms. However, the evaluation consultant is expected to manage those platforms and to provide data analysis as defined in the inception report.

## IX. Timeframe

The evaluation is expected to be conducted according to the following time frame:

Task	Time frame	Responsible party
Finalization of ToR	December 2021	UN Women Deputy Representative, M&E Specialist, and Project Manager
Engagement of the Evaluation Facilitator	26 December 2021	UN Women Country Representative
Desk Evaluation and Inception Workshop	02-15 January 2022	Evaluation Consultant and UN Women WPS Team
Data Collection	16-26 January 2022	Evaluation Consultant with logistical/technical support by UN Women WPS team
Analysis and presentation of preliminary findings	31 January 2022	Evaluation Consultant
Evaluation Reference Group and Evaluation Management Group comments	10 February 2022	UN Women Deputy Representative, M&E Specialist, and Project Manager
First Draft report submission and approval	20 February 2022	Evaluation Consultant
Evaluation Reference Group and Evaluation Management Group comments to the First Draft Report	28 February 2022	UN Women WPS Team
Incorporation of the Evaluation Reference Group and Evaluation Management Group comments	1-07 March 2022	UN Women WPS Team

Final Evaluation Report Submission	15 March 2022	Evaluation Consultant
Use and follow-up, Management response	April 2021	UN Women Evaluation Team Representative Final Approval
<b>Total Number of Working Days</b>	<b>50</b>	

The evaluation consultant is expected to demonstrate during the inception workshop how the process will ensure participation of stakeholders at all stages, with specific emphasis on right-holders and their representatives. The consultant is also expected to design, facilitate and report on the following events:

1. The Inception Workshop (including refining the evaluation uses, the evaluation framework, the stakeholders' map, and the theory of change);
2. In-country exit workshop or Exit Brief for UN Women staff and key stakeholders;
3. Findings, validation and participatory recommendations from the validation workshop

### Expected deliverables

1. **Inception Report**, outlining the refined scope of the work, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the approach for in-depth desk review and field work to be conducted in the data collection phase. The report will include an evaluation matrix and a detailed work plan.
2. **Facilitate participatory meetings with stakeholders, partners and selected Programme beneficiaries** at national level and target states to collect relevant data.
3. **Presentation of preliminary findings report** (conducted in target states). A presentation detailing the emerging findings of the review will be shared with UN Women and key partners for feedback. The revised presentation will be delivered to key stakeholders for comments and validation. The consultant will address the feedback received into the draft report.
4. **Draft evaluation report** which will be shared with UN Women for initial feedback.
5. **Final evaluation report** taking into consideration comments and feedback collected from UN Women. The report shall include the following chapters: Executive Summary, Introduction and Background, Evaluation approach and methodology (including limitations), Findings, Conclusions, Lessons learnt, Recommendations and relevant Annexes, including Evaluation Brief (3-4 pages)

A model Evaluation Report will be provided to the consultant based on the below outline.

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

11. Annexes:

- Terms of reference
- Literature - 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 **Team Leader** and the **CO technical team** will assure the quality of the final evaluation report based on UNEG standards and norms, [UN SWAP Evaluation Performance Indicator](#) and GERAAS meta-evaluation criteria.

To enhance the quality and credibility of this final evaluation, an outsourced quality support (QS) service directly managed by UN Women’s Nigeria Office will provide the evaluation of the draft inception and final reports and will provide:

- I. Systematic feedback on the quality of the draft inception and final reports;
- II. Recommendations on how to improve the quality of the final inception/final reports.

The UN Women technical **team** will review the feedback and recommendations and share with the consultant, who is expected to use them to finalize the inception/ final report. To ensure transparency and credibility of the process in line with the UNEG norms and standards, a rationale should be provided for any recommendations that the team does not take into account when finalizing the report.

All payments to the consultant will be made subject to the approval of deliverables by the evaluation management group, in line with conformity to GERAAS evaluation guidelines. Payments will be effected as follows:

<b>Deliverables</b>	<b>% to be paid</b>
Submission of an approved inception report	15%
Validation of preliminary findings at the completion of the data collection process	35%
Submission of the approved final evaluation report	50%

**X. Management, reporting and supervision of the WPS project final evaluation**

The WPS project final evaluation will be gender sensitive and consultative with a strong learning component. It will be inclusive and will entail participatory processes to ensure the participation of Government MDAs, Security Agencies, Judiciary, Women Groups/Networks, CSOs and Media, among others, in Programme target areas.

The evaluation will be Human Rights and Gender responsible and in line with UN Women guidelines for conducting gender sensitive evaluation, **Evaluation Reference Group (ERG)** and **Evaluation Management Group (EMG)** will be established and will participate in the evaluation conduct and management throughout the whole process.

The **CO technical team** comprising of senior management of UN Women at least at the Deputy Representative level and their delegated Programme staff. It will be established to oversee the evaluation process, make key decisions and quality assure the different deliverables. Evaluation Management Group will be chaired by the UN Women designated senior manager or designated official who will approve the inception report.

The **Evaluation Reference Group (ERG)** is an integral part of the evaluation management structure and is constituted to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, identification of any factual errors or errors of omission or interpretation at key stages of the evaluation process. It will ensure quality assurance throughout the process and in disseminating the evaluation results.

The **Evaluation Reference Group (ERG)** for the final evaluation of the project will be formed from the key Government partners (Federal Ministry of Women Affairs, Armed Forces of Nigeria, Nigerian Police Force, Ministry of Budget and National Planning), representatives from Civil Society Organizations, UN Women Country Representative, Deputy Country Representative, and Project Manager. The ERG will be engaged throughout the whole evaluation process, will evaluate the draft evaluation report and provide substantive feedback to ensure quality and completeness of the report and will participate in the inception and validation meeting of the final evaluation report.

The Project Manager will serve as the **Evaluation Manager**, who will be responsible for day-to-day management of the evaluation process. The evaluation process will be supported by the UN Women M&E Specialist and nominated staff of the WPS team.

UN Women will provide the evaluation team with necessary logistical support, materials (office supplies) and office space as necessary.

This is a consultative/participatory programme evaluation with a strong learning component. The management of the evaluation will ensure that key stakeholders will be consulted.

Within six weeks upon completion of the evaluation, UN Women has the responsibility to prepare a **management response** that addresses the findings and recommendations to ensure future learning and inform implementation of relevant future interventions.

UN Women Representative will be responsible to implement Management response into the Country office programming and operations.

## **XI. Evaluation Consultant**

The final evaluation consultant will have the overall responsibility and accountability for data collection, report writing and data analyses.

### **Functional Competencies:**

1. Extensive experience in conducting evaluations; gender-sensitive evaluations certification or experience preferred.
2. Excellent knowledge and experience in gender equality and women's empowerment programming and implementation.
3. In-depth experience and excellent knowledge of results-based management
4. Ability to actively seek information, offer new and different options for problem solving and meet client's needs.

5. Excellent and effective communication (verbal and written) skills, including preparation of official email invitations, reports and presentations with clear and succinct formulation of findings, observations, analysis and recommendations.
6. Excellent interpersonal skills; ability to establish and maintain effective working relations with people in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

### **Qualifications:**

Advanced University degree (Master's Degree or equivalent) in a relevant Social Science (Gender Studies, Business Administration, International Development, Human Rights, Political Science, International Relations, Peace and Conflict Studies or any related field).

1. At least 7 years of work experience in the management of development programmes, WPS/Security Sector programming or other related fields.
2. Strong technical competences in gender and women's empowerment agenda
3. Sound record in designing and leading evaluations; gender-sensitive evaluation certification or experience preferred.
4. Proven experience in conducting re
5. Detailed knowledge and familiarity of the UN, its programming processes and coordination mechanisms.
6. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods; In-depth experience and excellent knowledge of results-based management
7. Strong process management skills, including facilitation
8. Strong oral and writing skills

### **I. Ethical Code of Conduct**

The United Nations Evaluations Group (UNEG) Ethical Guidelines and Code of Conduct for Evaluation in the UN system are available at: <http://www.uneval.org/document/detail/100>; Norms for evaluation in the UN system: <http://unevaluation.org/document/detail/21> and UNEG Standards for evaluation (updated 2016): <http://unevaluation.org/document/detail/1914>.

### **II. Existing Information Sources**

- a) Nigeria National Action Plan (NAP) on UNSCR 1325 (2017-2020)
- b) Gender Assessment of the Security and Judiciary
- c) Project Document, including Result and Logical Framework
- d) Implementing Partner Technical Proposal
- e) Project First and Second Interim Narrative Report to Donor
- f) Various Project Documents
- g) UN Women Strategic Note (2018 – 2022)
- h) UN Women Nigeria Country Portfolio Evaluation
- i) Other studies related to Nigeria, as applicable

### **III. Application process**

Interested candidates should apply online following relevant instructions before the deadline indicated in the call for applications. Candidates should submit:

- (1) a letter of interest indicating their motivation, availability and daily fee proposed for conducting this work.
- (2) a personal CV, not to exceed two pages indicating only relevant experience.
- (3) two samples of evaluation reports recently authored by the candidate.

Shortlisted candidates will be required to take a short verbal interview as part of the final selection process.

#### IV. Annexes

1. Guidance on the UN Women Global Evaluation Report Assessment and Analysis System (GERAAS) is available at: <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluation>
2. UN Women Evaluation Consultants Agreement Form: <http://gate.unwomen.org/>
3. UN Women Independent Evaluation Office <http://genderevaluation.unwomen.org/en/evaluation-handbook> 18
4. UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system <http://www.uneval.org/document/detail/100>
5. UNEG Norms for Evaluations: <http://unevaluation.org/document/detail/21>
6. UNEG Standards for Evaluation: <http://unevaluation.org/document/detail/22>
7. UN Women Gender Sensitive Evaluation Handbook: <http://genderevaluation.unwomen.org/en/evaluation-handbook>
8. UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>
9. UN Statistics – Gender Statistics: <http://genderstats.org/>
10. UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>
11. World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>
12. Organization for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
13. World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>
14. A listing of UN report, 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](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)