

## **Terms Of Reference**

### **Country Portfolio Evaluation: UN Women Bolivia**

### **Strategic Note 2018-2021**

#### **I. Background**

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) is the United Nations entity dedicated to gender equality and the empowerment of women. A global champion for women and girls, it was established to accelerate progress on meeting their needs worldwide.

The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women, often called the “International Bill of Women’s Rights”, and the Beijing Platform for Action, which sets forth government commitments to enhance women’s rights. The spirit of these agreements has been affirmed by the Sustainable Development Goals (SDGs); UN Security Council resolutions on women, peace and security and on sexual violence in conflict<sup>1</sup>; Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women’s empowerment and its corresponding system-wide action plan.

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. It is currently undertaking a Country Portfolio Evaluation (CPE) of the 2018-2021 Strategic Note in Bolivia. This is the first evaluation of the UN Women country portfolio in Bolivia by IES.

#### **II. Country context**

Bolivia has achieved important progress on women’s rights in response to international commitments, achieving parity democracy with almost 50% of women in the Legislative Assemblies at national, departmental and local levels. This was made possible thanks to the enforcement of governing law<sup>2</sup> and a persistent mobilization of women’s organizations in different platforms and networks and the participation of new female actors in the political arena, such as indigenous, peasant and union member women. Law 243 against Political Harassment and Violence on the Grounds of Gender, enacted in 2012, criminalizes harassment and violence on the grounds of gender as a violation of the human rights of women. This Law was the first on political violence at global level and is considered a very good example for other countries in the Region.

Notwithstanding the progress in achieving equal representation for women, there are still barriers for the full enforcement of political rights for women, such as the insufficient representation of women, particularly indigenous women, in the executive bodies at national, regional and local levels, as well as the low representation of women in representative positions in mayorships and governorships.

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<sup>1</sup> UN Security Council resolutions on women, peace and security and on sexual violence in conflict include: 1325 (2000), and 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), and 2122 (2013);

<sup>2</sup> [http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)

In terms of women's economic empowerment, the women's labour force participation rate in the formal market in the 15-64 age group is far lower than that of men (65.2 % versus 82.6 %) (WDI, 2019) which has a critical effect in their access to social security benefits. This is accentuated in rural areas where women experience the highest rates of poverty in the country at an estimated rate of 51.6% (INE, 2019). Additionally, women are much more likely than men to be employed in jobs designated as vulnerable by the World Bank (69.7% compared to 58.7%) (WDI, 2018). Despite this, previous to the COVID-19 pandemic, there was a downward trend observed in inequality, reflected in the Gini index value, which had declined from 0.61 in 2000 to 0.42 in 2018. The COVID-19 pandemic has revealed several of Bolivia's structural problems in terms of development. According to the INE, according to the Inter-American Development Bank (IDB), based on the continuous employment survey, up to June of this year almost 600.000 jobs were lost, more than half of which affected women. At the same time, women and girls were exposed to higher risks of physical and sexual violence in this type of COVID 19 quarantine scenario.

Over the last ten years, the Bolivian government has adopted different strategies to eliminate violence against women, such as the justice reform for the development of a new Plural Justice System, eliminating delays in justice, corruption and ensuring access to quick and timely justice. Nevertheless, the State still has the highest rate of violence against women in the region. The State Attorney General reported 70 feminicides between the 1<sup>st</sup> of January and 1<sup>st</sup> of August 2021, and, according to national data, less than 40% of perpetrators are ever prosecuted. There are gaps and weaknesses in the prevention, attention, and sanction, particularly regarding the interinstitutional coordination and technical capabilities at all levels, particularly at the Prosecution level, the Forensic Investigation Institute, Judges, as well as in relation to the public servants in general.

Bolivia has faced a political and social upheaval over the last several years, which both the COVID 19 health and economic crises worsened. After the cancellation of the 2019 National Elections, due to accusations of fraud, elections were held on October 18, 2020. Despite polarization at the social and political level, the electoral process provided a peaceful resolution and was concluded with a high level of participation without incidents at the territorial level and consolidated the path towards parity (49% women in the Legislative Assembly).

### **III. Description of UN Women country programme**

The UN Women Bolivia Strategic Note is the main planning tool for UN Women's support to normative, coordination and operational work in the country, where the Country Office (CO) has been operational since 2013. This evaluation will consider the Strategic Note covering the period 2018-2021, extended through December 2022 with the next cycle beginning in January 2023. The UN Women Bolivia Strategic Note is aligned with the organization's global Strategic Plan 2018-2021, in addition to UN country-level outcomes and national development and gender equality and women's empowerment priorities, as well as with the United Nations Development Assistance Framework (UNDAF) towards the consolidation of the development achievements of the country and the reduction of inequality particularly among the most vulnerable population, women, girls, boys, and rural indigenous population.

The work of UN Women Bolivia is focused on responding to its triple mandate:

1. **Normative work** to support the formulation of policies, global standards and norms;

2. **Operational work** to help the State to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work** to promote the accountability of the United Nations system on gender equality and empowerment of women, including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

Within this framework, the country programme includes four strategies: i) strategic communication; ii) building of alliances, facilitation of dialogue among multiple stakeholders for the enforceability and accountability of women's rights; iii) generation and dissemination of knowledge, evidence-based data for public policies and South-South and triangular cooperation; iv) social, political and cultural advocacy and incidence. The Strategic Note supports the following impact areas related to the UN Women Strategic Plan 2018-2021, through the implementation of four country-level outcomes:

- **Impact 1 / SP2:** Women lead, participate in and benefit equally from governance systems
  - **Outcome 1.1:** The State approves national legislation and implements public policies that promote intercultural and parity democracy and the full enjoyment of women's rights, including indigenous women's rights.
- **Impact 2 / SP3:** Women have income security, decent work and economic autonomy
  - **Outcome 2.2:** More Bolivian women, especially rural and indigenous women, have access to productive resources and assets, including access to renewable energy.
- **Impact 3 / SP 4:** All women and girls live a life free from all forms of violence.
  - **Outcome 3.1:** Services for women victims of violence strengthened through UNW's technical assistance in partnership with UNFPA.

A fourth outcome area regarding national systems to monitor and review SDG implementation was integrated during the Strategic Note as a cross-cutting outcome and removed from the strategic framework.<sup>3</sup> See a list of Projects in Annex 6.

Additionally, the Strategic Note aimed to lead efforts to build an agenda for research and data collection in coordination with the United Nations System within the framework of the Gender Strategy (ONE/UN/Gender), the State, key non-governmental organizations and academia. UN Women prioritized the generation of evidence in the areas of women's economic empowerment and data analysis on elimination of violence against women, two areas with the largest gaps in available information. In a similar manner, UN Women has emphasized the disaggregation of information on indigenous and young women as a crosscutting strategy within its normative mandate to support gender-responsive Sustainable Development Goal (SDG) implementation. In the case of Bolivia, this meant to ensure that the National Development Plan and sectorial development plans were implemented with a gender perspective.

The Strategic Note equally links international agreements with national frameworks, putting emphasis on the harmonization of the Agenda 2030 and the SDGs (particular focusing on SDG 1, 5, 8, 10 and 17) with the Country Normative and Regulatory Framework, such as: 2025 Patriotic Agenda; the Economic and Social Development Plan; the Comprehensive Territorial Development Plans; and the National Equal Opportunities Plan 2008-2020. UN Women provides technical assistance to include gender indicators in the such national planning in line with gender-responsive SDG implementation. Additionally, emphasis is given to the principle

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<sup>3</sup> Outcome 6.1: National systems and mechanisms to monitor and review the implementation of the SDGs and the Agenda 2030 with a gender perspective are strengthened

of “leave no one behind”, considering the framework of empowerment and inclusion prioritized in the current national development policies.

The following groups comprise the key partners with whom UN Women engages in implementing its Strategic Note:

- **Right holders:** Interventions have been directed to the most vulnerable women in the country, including in indigenous communities of Valle de los Cintis and in Norte Amazónico. Intervention in the urban areas has targeted female candidates in electoral processes and those victims of violence as well as their children. As a result of the COVID-19 pandemic, UN Women Bolivia placed particular attention on targeting women in the informal economy. In more general terms, the work carried out by the office targets all women by aiming to eradicate patriarchal structures in the country, provide financial services that are gender sensitive and create safer cities.
- **Principle and primary duty bearers:** Donors and partners play a critical role in the design and implementation of the Strategic Note programming. UN Women Bolivia is supported by a number of multilateral and Bilateral Cooperation Agencies, Civil Society Organizations, Funds and UN partners. Bilateral cooperation partnerships include, Agencia Andaluza de Cooperación Internacional para el Desarrollo (AACID), the Swiss Cooperation for Development (COSUDE), Sweden, the European Union, Canadian Government, Agencia Española de Cooperación Internacional y Desarrollo (AECID) and Italy. Fund for Gender Equality and Red Habitat are two of the Civil Society Organisations that donate to the CO. Lastly, UN entities involved include the Political Participation, Leadership and Governance Section of the UN Women HQ, UN Habitat for Safe Cities in El Alto, WFP, UNDP, UNICEF and UNFPA.

In line with UN Women’s commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators. This includes basic assumptions, but a full theory of change will need to be reconstructed by the evaluation team through a participatory process during the inception phase. The outbreak COVID-19 Pandemic required significant adaptation from the original program strategy. In addition to delivering significant work online, the office revised the AWP which led to the creation of new outputs and the modification of already existing one to account for the COVID-19 emergency context.

The Country Office is based in La Paz. UN Women has a total 5 programme and 20 support personnel located in La Paz. The office took action in several municipalities including in La Paz, Potosí, Cochabamba, Sucre and in El Alto. The Strategic Note includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators. The evaluation is expected to use this to assess organizational performance.

#### **IV. Purpose and use of the evaluation**

The CPE is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level, through its Strategic Note. The CPE analyses the 2018-2021 Strategic Note, which was extended through December 2022.<sup>4</sup> This CPE is led by IES as a primarily formative (forward-looking) evaluation to support UN Women Bolivia and its key stakeholders in strategic learning and decision-making for the next Strategic Note, due to be developed in 2022 and begin in 2023. The evaluation is expected to

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<sup>4</sup> UN Women approved extension in July 2021.

also have a summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

The primary intended users of this evaluation are UN Women Bolivia CO, the Regional Office for the Americas and Caribbean, and UN Women HQ; beneficiary groups, their households and community members, programme/project partners; National government institutions; Civil society representatives; Donors and development partners; UN Country Team and Gender Thematic Group. Primary intended uses of this evaluation are:

- Learning and improved decision-making to support the development of the next Strategic Note;
- Accountability for the development effectiveness of the CO Strategic Note 2018-2021 in terms of UN Women’s contribution to gender equality and women’s empowerment;
- Accountability for national stakeholders

## V. Evaluation objectives, criteria, and key questions

The evaluation has the following specific objectives:

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

The evaluation will apply evaluation criteria of the Organisation for Economic Co-operation and Development’s Development Assistance Committee, with a primary focus on effectiveness (including UN Women’s normative, operational and coordination mandates), and secondary focus on relevance, efficiency, coherence and sustainability. Human rights and gender equality will comprise a cross-cutting evaluation criterion. Key evaluation questions are indicated in the table below according to evaluation criterion, which will be validated and complemented by evaluation sub-questions in the inception phase.<sup>5</sup>

Criterion and definition	Key evaluation questions
<b>Relevance - Are we doing the right things?</b> The extent to which strategic choices have maximized UN Women’s comparative advantages in addressing	Is the portfolio aligned with international gender equality human rights norms?
	Is the portfolio aligned with national policies?
	Are the interventions relevant to the situation in the thematic areas

<sup>5</sup> These criteria relate to the internationally agreed evaluation criteria developed by the Organization for Economic Cooperation and Development’s (OECD) Development Assistance Committee (DAC).

priorities for gender equality and women’s empowerment.	Do interventions target the underlying causes of gender inequality?
<p><b>Effectiveness – How well are we doing?</b></p> <p>The extent to which UN Women has contributed to achieving planned outcomes and mitigating negative externalities.</p>	Are interventions contributing to the expected outcomes? For whom?
	What unexpected outcomes (positive and negative) have been achieved? For whom?
	What has UN Women’s contribution been to the progress of the achievement of outcomes?
	What are the main enabling and hindering factors to achieving planned outcomes?
<p><b>Efficiency – Are we doing things right?</b></p> <p>The extent to which tactical decisions, organisational structures and management processes add to UN Women’s productive capacity.</p>	To what extent does the UN Women management structure support efficiency for implementation
	How effectively the resources were managed within the CO?
	What is UN Women’s comparative advantage compared with other UN entities and key partners?
<p><b>Sustainability – Will the changes last?</b></p> <p>The extent to which positive outcomes can be maintained and advanced independently by local actors.</p>	Is the Results Based Management system established and implemented
	Is there national ownership and are there national champions for different parts of the portfolio?
<p><b>Coherence – How coherent is the UN Women CO across all its partners?</b></p> <p>The extent to which there is an internal coherence within UN Women, as well as coherence with the work other key stakeholders are doing to advance GEEW.</p>	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?
	Are the interventions achieving synergies between the UN Women portfolio and the work of the UN Country Team?
<p><b>Human Rights and Gender Equality – Are changes structural and transformative?</b></p> <p>The extent to which the principles and standards of global human rights norms on gender equality and women’s empowerment are addressed in UN Women’s country portfolio.</p>	Are the projects/interventions aligned with the UNDAF 2018-2022?
	To what extent have the interventions contributed to targeting and challenging the structural underlying causes of gender inequality to bring forth transformative changes?
	Has the portfolio been implemented according to human rights and development effectiveness principles (Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency; and “leave no one behind”)?

## VI. Scope and limitations

The timing of this Country Portfolio Evaluation is intended to assess the effectiveness and lessons as we approach the end of the current Strategic Note. All activities included in the Strategic Notes will be considered, including general support to normative policy and UN coordination. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2018-2021. The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this.

The evaluation team is expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the Inception Workshop.



UN Women organisational structures and systems outside of the Country Office (such as regional architecture) are not within the scope of this evaluation and should be referenced only where there is a clear implication for the design and implementation of the Strategic Note. Joint programmes and programming are within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

Further, the evaluation will consider the ongoing and past evaluation undertaken at the country level in Bolivia by other UN agencies. The ongoing evaluations include a Country Strategy Portfolio Evaluation by WFP, an Independent Country Portfolio Evaluation by UNDP and a Country Portfolio Evaluation by FAO. Simultaneously, the UNDAF will be launching an evaluation between July and September 2021. With the aim to coordinate efforts, UN Women will liaise through inter-agency meetings to find synergies, mitigate duplication and link to the strategic planning process of the next UN Development Cooperation Framework in Bolivia.

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

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

**Limitations:**

We are currently in a very fluid situation as the global pandemic COVID-19 is affecting the business continuity of many operations around the globe. Therefore, the inception report will detail the current foreseen risks and plan for mitigating these, including the possibility of remote data collection. Where these constraints create limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

## **VII. Evaluation design, process and methods**

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. The evaluation will accordingly be based on gender and human rights principles and adhere to the United Nations Evaluation Group (UNEG) Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines. A re-constructed Theory of Change will be used as the basis for contribution analysis.

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, facilitating the usefulness of the evaluation. UN Women's

work at the country level is complex in nature. Therefore, the evaluation design will apply *Good practices in gender-responsive evaluations* and a suitable approach (or combination of approaches) to facilitate a more nuanced assessment of the type, effectiveness and the quality of gender transformative results achieved at micro, meso and macro (systems) level.

It will apply a mixed method approach using qualitative as well quantitative methods and use triangulation to validate the various sources of information. The evaluation is expected to apply a purposive sampling approach to ensure a diverse range of perspectives is taken into account. The evaluation will employ the following analyses and methods of data collection:

- A. Key document analyses undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations:
  - **Evaluability assessment:** to help determine the evaluation approach and gaps in data,.
  - **Contextual analysis:** an analysis of the key external influencing factors and how they may affect realization of women's rights in Bolivia.
  - **Content analysis** on the extent to which gender transformative approach is applied:
    - Portfolio Analysis of UN Women SN & Project Documents
    - UNDAF/UNSDCF analysis of key components of the portfolio related to gender.
  - **UN Women financial analysis** will explore the budget, expenditure and trends in type of expenditures.
- B. Interviews with key informants identified through the stakeholder analysis (across all stakeholder groups)
- C. Surveys of UN Women personnel and selected key partners (including UNCT)
- D. Focus Group Discussions

The methods will include a wide range of data sources including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials, community groups etc. Data collection methods and processes should be gender-responsive<sup>10</sup> and data should be systematically disaggregated by sex and age and, to the extent possible, disaggregated by geographical region, ethnicity, disability, migratory status and other contextually relevant markers of equity<sup>11</sup>. Specific guidelines should be observed, namely the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations (2014), the UNEG Norms and Standards (2016), UN Disability Inclusion Strategy Evaluation Accountability, (2019) and the UNEG Ethical Guidelines (2020) at every stage of the evaluation process, observing the principles of integrity, accountability, respect and beneficence

## **VIII. Stakeholder participation**

The evaluation team is expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages (design, inception workshop, consultation of stakeholders, stakeholders as data collector and interpretation), with a particular emphasis on rights holders and their representatives. The evaluators are encouraged to further analyse stakeholders according to the following characteristics:

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



The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed. The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

## **IX. Time frame and deliverables**

The evaluation is expected to be conducted according to the following time frame, with the Inception Phase commencing in September 2021 and the final report available within 6 months by February 2022.

<b>Task</b>	<b>Time frame</b>	<b>Responsible party</b>
Final Terms of Reference	4 weeks	Team Leader
Recruitment of evaluation team	4 weeks	Team Leader
Inception workshop	1-2 days	Evaluation Team
Portfolio analysis and Inception Report	4 weeks post contract signing	Evaluation Team
Aide Memoire	1 Day	Evaluation Team
Conduct stage (data collection)	4 weeks (post inception report submission)	Evaluation Team
Reporting stage (analysis and presentation of preliminary findings)	3 weeks (post final data collection)	Evaluation Team
IEAS leadership and Evaluation Reference Group comments	2 weeks	Evaluation Team
Final Report	1 week	Evaluation Team
Use and follow-up	6 Weeks post final report	Country Representative
<b>Total estimated duration</b>	<b>28 weeks (7 months)</b>	

The evaluator team is expected to design and facilitate the following events:

1. Participatory inception workshop (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);
2. Findings, validation and participatory recommendations workshop.

## **X. Management of the evaluation**

UN Women evaluation exercises establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy and Handbook. This CPE exercise will be led by IES and an independent evaluation team. The evaluation report will follow the standard outline as established in the UN Women Country Portfolio Evaluation Guidance and should also follow the United Nations Editorial Manual. The UN Women

Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality. All products are subject to quality review by the Peer Reviewer, Evaluation Reference Group, and IEAS management. The final report will be approved by the Chief of IES and Director of IEAS. The evaluation phases of this exercise will comprise:

1. **Planning:** Identification of upstream opportunity for evaluation and corporate requirements, leading to inclusion in evaluation plans and budgeting
2. **Preparation:** This includes the stakeholder analysis and establishment of evaluation management and governance architecture, development of the ToR, and recruitment of the evaluation team
3. **Conduct:** Inception workshop, data collection and analysis
4. **Reporting:** Presentation of preliminary findings, draft and final reports
5. **Use and follow up:** Management response, dissemination of the report, and follow up to the implementation of the management response]

This evaluation will have the following management structures:

1. **IEAS leadership:** The Director of the IEAS oversees all activities, while the Chief of IES is responsible for the evaluation related activities; both will review the key products of the evaluation and sign off on the final CPE report and associated products.
2. **Team Leader:** The Regional Evaluation Specialist (RES) of the IEAS will serve as the Team Leader, responsible for managing the coordination and day-to-day management of the CPE, leading methodological approach, collection of data, analysis and writing; as team leader, the RES will also responsible for overseeing the work of the evaluation team members, managing the contracts and assuring quality of the work.
3. **Evaluation team:** Evaluation team members will include an evaluation expert and evaluation analyst to support the Team leader in designing and conducting the CPE. The experts will provide key contextual information and support data collection with responsibility for analytical tasks, systematization of information and contribution to analysis and report and presentation preparation. Under the supervision and guidance of the Team Leader, the evaluation team will collaborate throughout the process (see more in Section XI).
4. **Evaluation Reference Group (ERG):** responsible for providing substantive technical support and stakeholder perspective, ERG will include the Country Representative, Deputy Country Representative, UN Women Regional Director/Deputy Director, UN Women programme leads, National government partners, Civil Society representatives, Development partners/donors, UNCT representatives. The Country Representative will be responsible for issuing a Management response to the CPE recommendations within six weeks' time.
5. **Peer Reviewer** for methodological guidance and feedback: 1-2 IES staff will be engaged as peer reviewers of the CPE.

## **XI. Evaluation team composition, skills and experiences**

Evaluation team members will include an international evaluation expert to support the Team leader in designing and conducting the CPE.

**Evaluation expert** (approx. 45 days)

### **Roles and responsibilities**

The Evaluation expert is expected to support the Team Leader in:

1. Scoping and design of the evaluation, including support for the drafting of the Inception Report and data collection instruments.

2. Implementation of the evaluation, including participation in document review, virtual/in situ field visits, survey design and implementation, and deployment of selected methods and tools for data collection.
3. Analysis of all the data collected to develop preliminary findings and drafting of final report, including annexes.
4. Drafting final 2-page brief outlining the overview of the evaluation process, conclusions, and recommendations.
5. Communication with evaluation stakeholders, including attending exit briefs, validation meetings etc.

**Education:**

At least a master’s degree in gender/women studies, sociology, international development, or related area

**Experience:**

1. At least 5 years practical experience in conducting gender-responsive evaluations of development strategies, policies and programs;
2. A strong record in designing and leading at least 3 evaluations;
3. Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods;
4. Extensive experience of data analysis skills including use of data analytical software such as Nvivo
5. Proven knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level;
6. Country or regional experience in the concerned region/country will be considered a strong asset;
7. Any relevant GEWE thematic expertise will be considered a strong asset.

**Language:**

Language proficiency in English and Spanish (written and spoken) mandatory

**Proposed level of effort by the Evaluation expert:**

Initial data collection and preparation of inception report	10 days
Data collection	26 days
Preparation of draft report	5 days
Preparation of final report and associated evaluation outputs	3 days

Consultants should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other.

**Core Values and Competencies**

**Core Values:**

- Respect for Diversity;
- Integrity;
- Professionalism.

**Core Competencies:**

- Awareness and Sensitivity Regarding Gender Issues;
- Accountability;

- Effective Communication;
- Inclusive Collaboration.

## **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. The UNEG guidelines note the importance of ethical conduct for the following reasons:

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

#### Annex 1 UN Women GERAAS evaluation quality assessment checklist

- <http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf>

#### Annex 2 UN Women Evaluation Consultants Agreement Form

- UN Women Evaluation Consultants Agreement Form
- UNEG Ethical Guidelines and Code of Conduct.

#### Annex 3 UNEG Norms and Standards for evaluation

- <http://www.unevaluation.org/document/download/2787>

#### Annex 4 UN Women Evaluation Handbook

- <https://genderevaluation.unwomen.org/en/evaluation-handbook>
- <https://genderevaluation.unwomen.org/en/evaluation-handbook/country-portfolio-evaluation-guidance>

#### Annex 5 Resources for data on gender equality and human rights

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>
- UN Statistics – Gender Statistics: <http://genderstats.org/>
- UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>
- World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>
- A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: [http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)

#### Annex 6 Table of Projects as listed in Donor Agreements

Bolivia CO Interventions
Programa para la implementación del marco normativo de generación de políticas públicas con enfoque de género y derechos de las mujeres para la despatriarcalización en Bolivia
Life without Violence Program: Lifting barriers for a full and violence-free political participation of women, especially the young, indigenous, Afro-Bolivian and rural women, in the sub-national electoral context
Empoderamiento de las Mujeres que participan en el Programa de Desarrollo Territorial, Rural con Identidad Cultural en el Valle de los Cintis
Mejoramiento de la calidad de vida y empoderamiento de las mujeres del Norte Amazónico
Hacia una nueva política urbana: Ciudades inclusivas con enfoque de género, derechos humanos e interseccionalidad
Apoyando el diálogo y los derechos humanos para la construcción de paz en Bolivia
Funding guidelines for the response to violence against women and children
Proyecto de apoyo al ejercicio efectivo de los derechos políticos de las mujeres en el proceso electoral
Mitigating socioeconomic impact of COVID19 on employment and income of own-account women workers in the informal economy
Analysis of Financial Services through a gender focus