

Terms of Reference

Joint Evaluation of the EmPower Regional Project on Gender, Climate Change & Disaster Risk Reduction

[UN Women Regional Office for Asia and the Pacific
and UNEP Regional Office for Asia and the Pacific]

I. Background

The latest assessment report of the Intergovernmental Panel on Climate Change (IPCC) describes how observed and predicted changes in climate affect billions of people and the ecosystems, natural resources and physical infrastructure. Asia and the Pacific is one of the most vulnerable regions to climate change impacts and natural disasters in the world. According to the World Risk Report¹, 10 out of 15 most at-risk countries are located in this region. Asia and the Pacific accounts for over 90 per cent of all global deaths from disasters, where 70 per cent of the disasters are climate-related. The region combines high exposure to frequent and damaging natural hazards with low human and institutional capacity to manage the resulting risks.

These harmful impacts pose a direct threat to human lives and safety as well as more gradual forms of environmental degradation that will undermine access to key resources that support human life, such as clean water and food. As a consequence, climate change will have a profound effect on human rights for individuals and communities across the planet. According to a report from the Office of High Commissioner on Human Rights, climate change “poses an immediate and far-reaching threat to people and communities around the world and has implications for the full enjoyment of human rights”. The rights most endangered by climate change impacts include the fundamental rights to life, health, food, water, and adequate standard of living. In many countries in Asia, this is already a reality. Conversely, vulnerability to climate change and disasters largely results from inequalities and failures in the fulfilment of human rights.

When disaster hits, the most affected are always the poorer and in Asia and the Pacific 80 per cent of all those living under 2 USD per day are women². Inadequate and unequal women’s access to essential resources and means of implementation, such as land, water, finance, information, technology, and energy, makes women extremely vulnerable to climate change and undermines their capacity to adapt. A large proportion of women in Asia and the Pacific derive their livelihoods from climate-sensitive sectors, which threatens women’s ability to generate income, and secure food and nutrition. These factors represent significant barriers to enjoying their basic human rights and there is insufficient investment in strengthening their capacity and addressing their limited access to resources.

UN Women Regional Office for Asia and the Pacific in partnership with the Regional Office for Asia and the Pacific of UN Environment Programme (UNEP) is undertaking a joint evaluation of the EmPower programme to deepen the understanding of gender equality and human rights issues in the context of climate change

1 UNU-EHS and BEH, 2016. World Risk Report 2016. United Nations University – Institute for Environment and Human Security and Alliance Development Works/Bündis, Bonn/Berlin. Available at: www.WorldRiskReport.org

2 Regional Asia-Pacific Conference on Gender and Disaster Risk Reduction (2016). Ha Noi Recommendations for Action on Gender and Disaster Risk Reduction. Available at: https://www.preventionweb.net/files/submissions/52737_hanoirecommendationfinal13julen.pdf.

and disasters in Asia, as well share programme results and lessons learned with the stakeholders and development practitioners with the intention of promoting lessons and replication of good practices.

II. Description of the project

Project summary

“Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction” also known as “EmPower: Women for Climate-Resilient Societies” is a regional joint project spearheaded by UN Women Regional Office for Asia and the Pacific in partnership with the Regional Office for Asia and the Pacific of UN Environment Programme (UNEP). It is a five-year project (April 2018 – December 2022) and is funded by the Swedish International Development Agency (Sida).

The Project aims to contribute to the overall Outcome: Countries in Asia and the Pacific are implementing gender-responsive climate change and disaster risk reduction (DRR) actions to address key drivers of gender-based vulnerabilities .

To achieve this Outcome, the Project invests in five output areas, as follows:

- Output 1: CSOs representing women and women’s groups are able to lead, participate in and influence climate change and DRR decision-making processes;
- Output 2: Governments and key stakeholders are able to generate, analyse and use sex, age, and diversity disaggregated data to inform climate change and disaster risks and actions;
- Output 3: National climate change and DRR policy makers are able to integrate and enhance responsiveness to gender equality commitments;
- Output 4: Women are able to exercise rights to access and control economic resources, through renewable energy to build resilient and transformative livelihoods;
- Output 5: Regional normative processes, knowledge products and platforms on climate change and DRR integrate and enhance responsiveness to gender equality and human rights.

The project is implemented at the national level in three countries in Asia (i.e., Bangladesh, Cambodia and Viet Nam), and at the regional level to influence the intergovernmental and normative regional processes for climate change and DRR to be more gender-responsive. The project is led by UN Women and is implemented jointly by UN Women and UNEP. UN Women is responsible for the implementation of Outputs 1 and 2 and co-leads the implementation of Outputs 3 and 5 with UNEP, while the implementation of Output 4 is led by UNEP.

Project objective

Despite the disproportionate impact of climate change and disasters on women, national governments, as duty-bearers, often lack the resources, technical capacity, and political will to ensure that the laws, policies, and strategies surrounding climate change are gender-responsive, and that the human rights principle of participation and inclusion is upheld for women and marginalized groups in decision-making around climate change. To ensure that key drivers of gender-based vulnerabilities are addressed through implementation of climate change and DRR actions, the project focuses on addressing the following drivers:

- **Strengthening gender equality-related capacity of policy makers and CSOs representing women, women themselves and women leaders:** Through the project activities, the project ensures targeted information dissemination and capacity building of women machineries around women’s

specific needs. This is being done through output 1 (for CSOs) and output 3 (for government officials) as well as output 4 (for rural women entrepreneurs);

- **Support for stronger voice and representation of women** in climate change and DRR policymaking leading to participation in decision-making and implementation of actions that are socially inclusive and address specific problems faced by women. This is one key area where the project aims to influence changes at the outcome level. This is being done through activities under all five outputs;
- **Development and implementation of gender-responsive climate change and DRR policies** that recognise gender differences and gender specific impacts. This driver is being addressed through output 3, though to a differing extent among three focus countries, with Vietnam focusing on DRR and Bangladesh focusing on climate change, and Cambodia pursuing both thematic portfolios under this project;
- **Access to financial resources and alternative livelihoods for women through RE:** The project aims to create economic opportunities through access to RE and boost women's energy entrepreneurship in selected areas in the project focus countries. Furthermore, through increasing capacity and access to finance, the project aims to strengthen the role of women in the RE sector (under output 4);
- **Generation and use of sex-, age- and diversity-disaggregated data (SADDD) for policy making in climate change and DRR** – This work is being done with the National statistics agencies and line ministries responsible for climate change, DRR and women's affairs aiming to strengthen their capacity and sensitize the need to use the gender statistics for policymaking, development and monitoring and evaluation (under output 2).

The project also indirectly addresses other drivers of vulnerabilities, such as the behavioural and social norms.

The context presented above highlights the unique opportunity for supporting national governments and intergovernmental organisations to take an integrated approach to DRR and climate change from the gender and human rights perspective in order to build resilience within the region.

Theory of Change

The Project contributes to the outcome: **Countries in Asia and the Pacific are implementing gender-responsive climate change and DRR actions to address key drivers of gender-based vulnerabilities.**

The project results are based on the Theory of Change:

IF

- (i) **Supported women's voice and participation:** CSOs representing women and women's groups are able to lead, participate in and influence climate change and DRR decision-making processes;
- (ii) **Available sex-, age- and diversity-disaggregated data (SADDD):** Governments and key stakeholders are able to generate, analyse and use SADDD to inform climate change and DRR policies and actions;
- (iii) **National engendered policies:** National climate change and DRR policy makers are able to integrate and enhance responsiveness to gender equality commitments;
- (iv) **Access to RE:** Women are able to exercise rights to access and control economic resources, through RE to build resilient and transformative livelihoods;
- (v) **Regional normative processes, knowledge products and platforms** on climate change and DRR integrate and enhance responsiveness to gender equality and human rights,

THEN Women in Asia and the Pacific are more resilient to the adverse impacts of climate change and disasters;

BECAUSE Implementation of climate change and DRR actions in Asia and the Pacific addresses key drivers of gender-based vulnerabilities and enhance human rights.

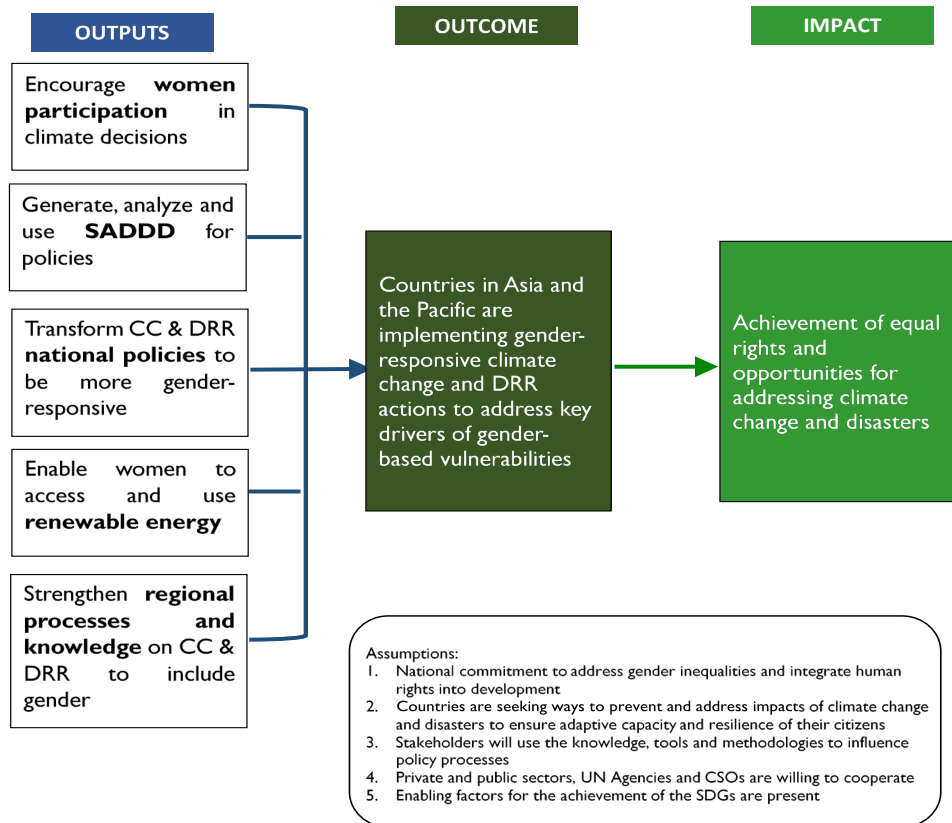


Figure 1. Schematic representing the Theory of Change

In brief, the project scope focuses on the intersection of three thematic areas – gender equality, climate change and DRR – at the national and regional levels. The project involves a variety of stakeholders, including governments and international governmental institutions, civil society groups, private sector organisations and international and UN-organisations. institutions, civil society groups, private sector organisations and international and UN-organisations. The other details of the project scope are summarised in Table 1 below.

Table 1. Scope of support provided by the Project

Thematic area	Stakeholders	Types of support	Methods	Contribution to international commitments
<ul style="list-style-type: none"> Interlinkages between climate change, DRR and gender equality 	<ul style="list-style-type: none"> CSOs representing women CSOs working on CC and DRR Women’s groups Community representatives 	<ul style="list-style-type: none"> Capacity development and training Dialogues between CSOs and governments Support to women’s voice 	<ul style="list-style-type: none"> Need assessments Training modules Workshops Consultations among policymakers and CSOs 	<ul style="list-style-type: none"> Implementation of Paris Agreement on Climate Change Sendai Framework on DRR

	<ul style="list-style-type: none"> National and provincial Governments Regional actors, such as ASEAN, UN and non-UN agencies Private sector working on energy services 	<ul style="list-style-type: none"> Technical policy support Support for data collection and use for policy making Demonstration projects on access to RE Support for increased economic resources 	<ul style="list-style-type: none"> Identification of entry points for policy inputs and review Policy advice (e.g. changes to climate change strategies, NDCs, REDD+, national DRR strategies) 	<ul style="list-style-type: none"> Localization of SDGs and Agenda 2030
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Project Strategy

The project applies a comprehensive approach to reach its goal by addressing the key drivers of gender-based vulnerabilities and enhancing human rights through implementation of gendered climate change and DRR policies and actions in Asia and the Pacific. This is being done with the view to achieving the impact of greater resilience to disaster and climate change and achieving equal rights and opportunities for women and men. The linkages between the Project outcome, outputs and sub-outputs are presented in Figure 2 below.

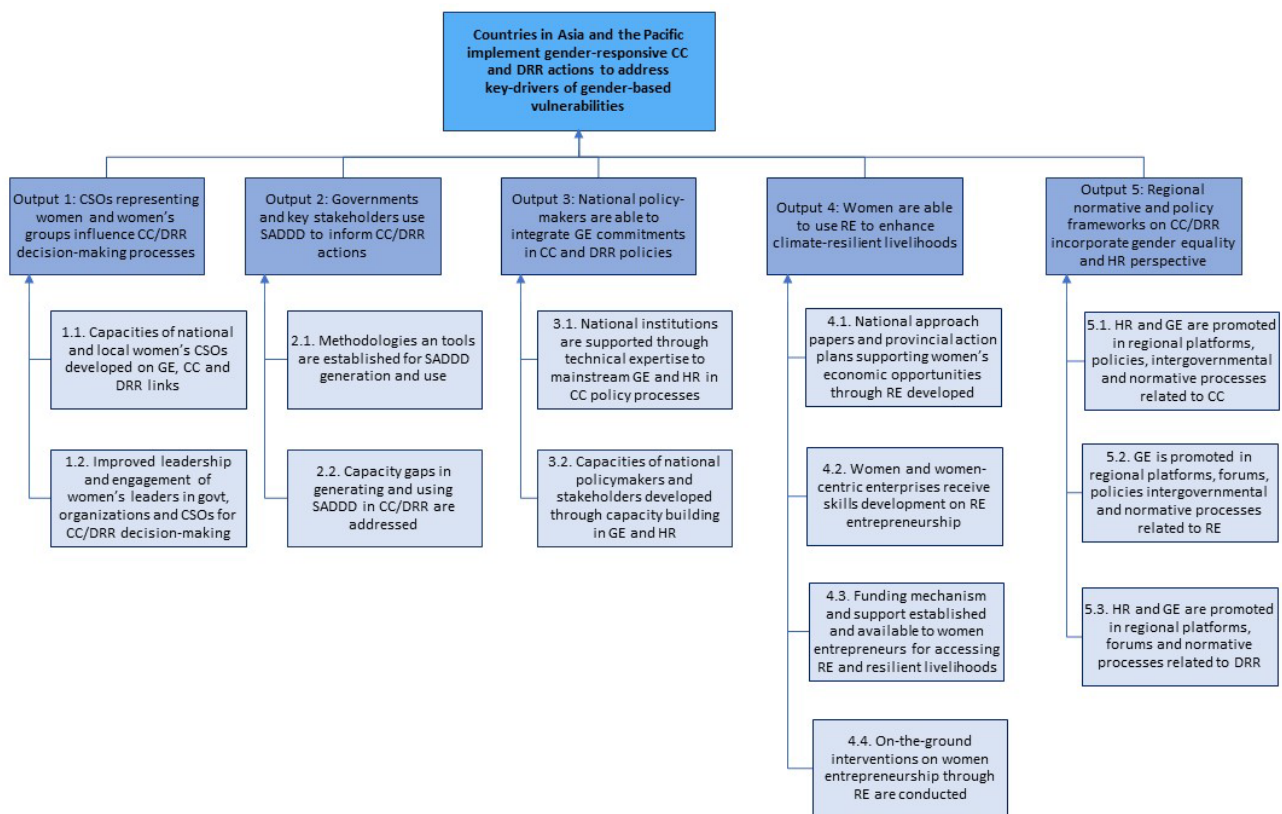


Figure 2. Project outcome, outputs and sub-outputs

Key participants

- CSOs representing women
- CSOs working on CC and DRR
- Women's groups
- Community representatives
- National and provincial Governments
- Regional actors, such as ASEAN, UN and non-UN agencies
- Private sector working on energy services

Project management structure

Governance arrangements

The governance arrangements set for effective project implementation include the Project steering committee supported by the technical advisory group and national coordination groups. UN Women and UNEP meet on a regular basis to ensure effective coordination in the delivery of project results, including joint review, monitoring and quality assurance.

The regional project steering committee (PSC) was set up to advise on project implementation and new emerging opportunities and identify the linkages between activities implemented in different countries and by multiple organisations with the view to ensuring that the project's achieves its outcome and its activities are transformative, effective, efficient and on track. The PSC provides strategic guidance keeping in mind the national and regional development priorities and the international commitments on gender equality and rights-based approaches.

The PSC's responsibilities include overall strategic guidance and oversight of the project implementation, the review of annual workplans, monitoring of results, identify possible synergies with existing activities, and making recommendations to the technical advisory group. The Committee gives its feedback on a yearly basis. The senior representative of UN Women chairs the PSC meetings.

The technical advisory group (TAG) is the working-level coordination mechanism for the Project and it aims to facilitate collaboration between UN Women and UNEP. Its members are programme specialists of two organizations working at the regional level and at the country office level. The TAG is chaired by the project manager, and all members can request convening the meetings of the group, but regular meetings will be held every quarter. The TAG's responsibilities include monitoring the project implementation and its financial delivery, ensure project coordination, and recommend adjustments to the workplans and budget, if necessary.

At the country level, regular stakeholder briefings are being organised by UN Women COs for national coordination groups to ensure ownership and country drivenness of project implementation depending on country developments. Information on national coordination processes is being presented by the members of the PSC at the PSC meetings.

The regional PSC is composed of:

a) Members:

- Two government officials from each of three countries participating in the regional project representing the national leading governmental institution/Ministry/Agency at the senior management level and at the technical level;
- One representative from the UN Women Regional Office in Asia and the Pacific at senior management level (Deputy Regional Director of UN Women);
- One representative from the UNEP Regional Office in Asia and the Pacific at senior management level (Deputy Regional Director of UNEP);
- Two representatives from CSOs working in the region in the relevant thematic areas;
- One representative from the regional think tank or research community well familiar with the issues in the region;
- One representative from the regional or sub-regional body responsible for regional cooperation

and coordination work in the areas of the project work

b) Observers: Representative of Sida.

Members of the PSC are expected to engage for the full duration of the project, i.e. from the end of 2018 to the end of the project, and made commitment to participate in PSC meetings. The first meeting was organized in May 2019 (as the first year of project implementation), the second one was in January 2020, the third meeting was in December 2020; the fourth meeting was in December 2021 and further meetings to be organised in 2022 depending on availability of members.

The PSC is supported by the TAG comprised of programme coordinators of UN Women and UNEP working at the regional and national level (see Figure 3 below).

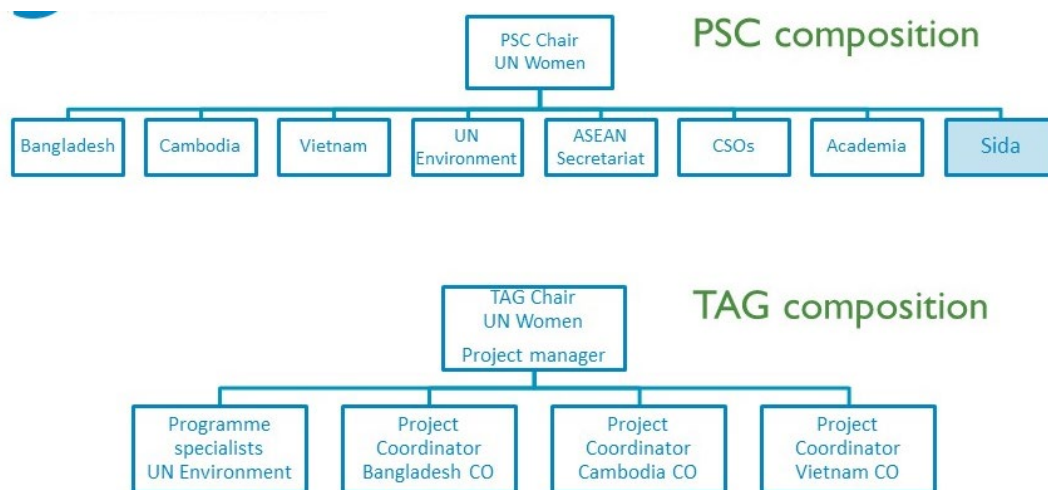


Figure 3. Composition of PSC and TAG

Every UN Women CO works with its national project coordination group, which includes ministries and ministerial agencies, their responsible parties, in addition to the national responsible parties of UNEP. The Project coordination groups at the national level engage multiple stakeholders.

Administrative arrangements

UN Women, as the implementing agency of the project, is responsible for financial management and for coordinating the project implementation and reporting, including:

- Overall financial/administrative management: receiving donor contributions, disbursing funds to responsible parties based on prior agreements, and consolidating periodic financial reports and final financial reports;
- Operational and project coordination: coordinating all the project responsible parties, coordinating and compiling annual work plans and narrative reports, coordinating monitoring of annual targets, facilitating audits and evaluation, and reporting to Sida; and involvement in resource mobilization.

Responsible parties, including UNEP, have financial responsibility for the funds disbursed to them, including preparing narrative and financial inputs to reports in accordance with their financial regulations, including certified financial reports annually and at the end for their components of the project.

Work plans: Joint work plan indicates the activities to be supported by each of the participating

organizations. The project and financial accountability rests with the organizations that manage their respective components of the Project.

The project team composition is presented on two organigrams below (see Figures 4, 5 and 6 below).

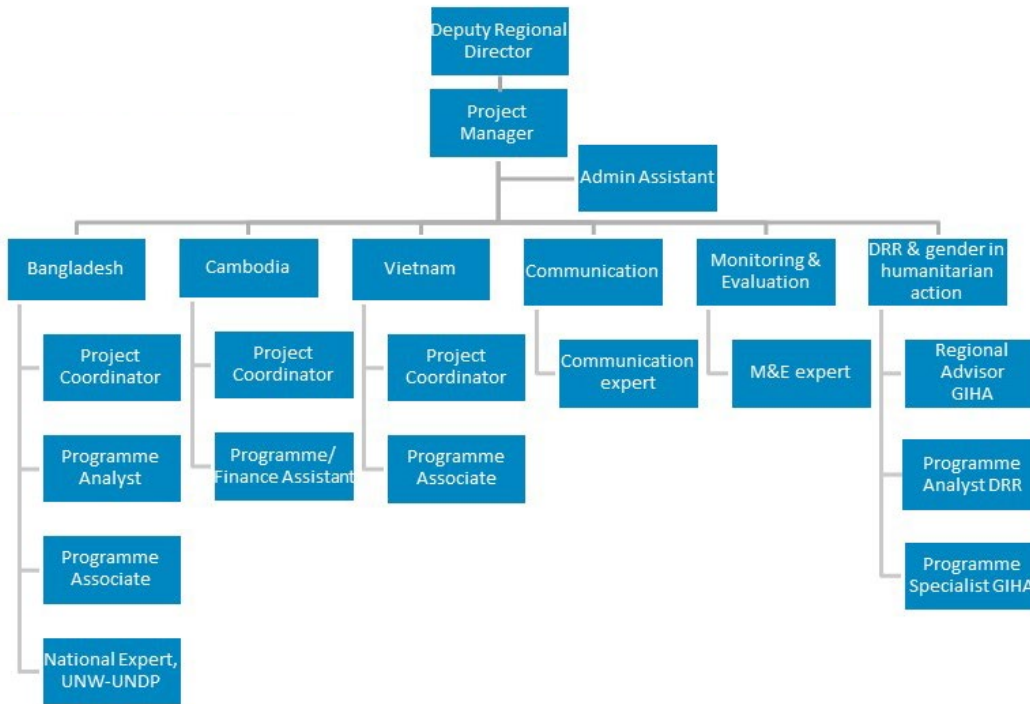


Figure 4. Project team at UN Women

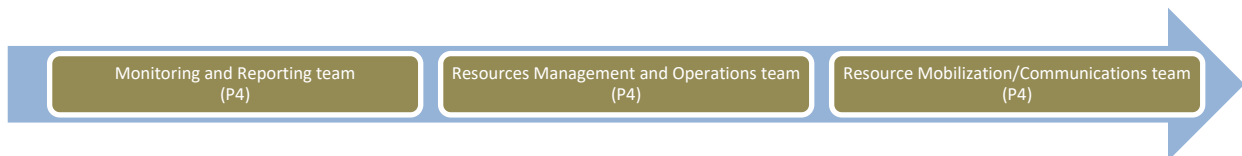


Figure 5. Technical and admin support to the project team

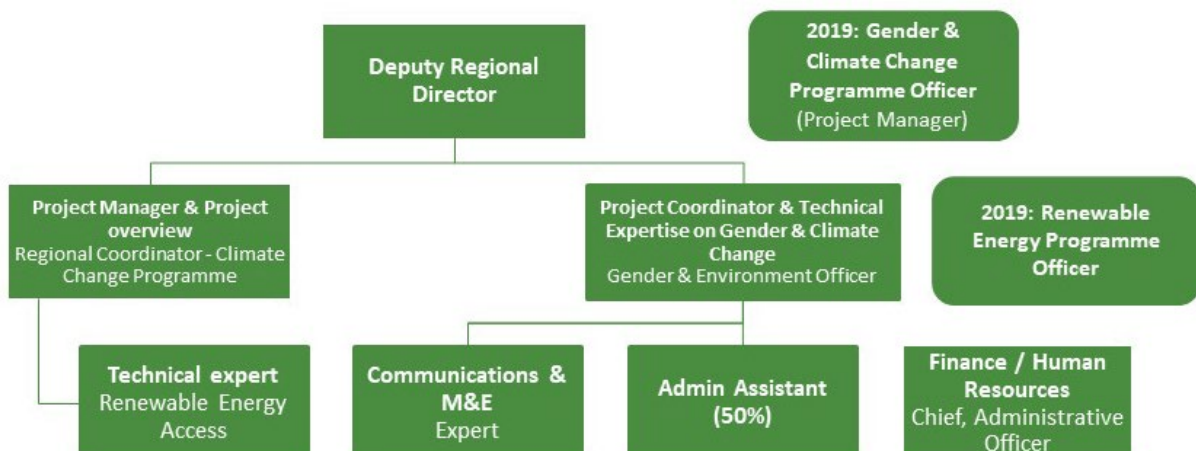


Figure 6. Project team at UN Environment

Project budget

The total budget was originally around USD 9.4 million. In November 2020, due to the COVID-19 pandemic, additional funding was allocated by Sida (in the amount of USD 708,912) to accelerate the project results addressing COVID-19 impacts. These additional funds contributed to the implementation of the project and its objective, outcomes, and outputs. More details will be provided to the evaluation team with the Project Document and relevant resources during the Inception Stage of the evaluation.

III. Purpose and Use of the Joint Evaluation

As the EmPower Project is approaching the end of the project timeframe, an independent final evaluation will be undertaken during the last year of the EmPower project, as per EmPower’s Project Document and Programme Cooperation Agreement. It will be a joint evaluation between UN Women and UNEP, in accordance with the guidance from UN Evaluation Group, and involve the evaluation units of both organizations following their evaluation policies. The purpose of the evaluation is to feed into learning about what worked well with respect to the joint approach to gender-responsive rights-based climate change resilience and DRR and what can be improved, and will serve accountability purposes, it will also feed into decision-making regarding a potential phase II of the project. The primary evaluation users (UN Women and UNEP Regional office for Asia and the Pacific) will use the evaluation to further strategize for gender-responsive climate actions. It will be also used by the EmPower team and stakeholders to design the possible Phase II of the project. Secondary users within the respective organizations and partners will use the information to learn about what works to integrate gender in climate change and disaster risk reduction approaches. The donor Sida may use the evaluation as input for decision-making purposes.

Primary & Secondary Intended Users	Primary Intended Use			
	Learning & Knowledge Generation	Strategic Decision-Making	Accountability	Capacity Development & Mobilisation
UN Women & UNEP ROAP Personnel	X	X	X	X
UN Women & UNEP CO/HQ EmPower Personnel	X	X		
UN Women IEAS	X			
UN Coordination Partners	X		X	
Primary Target groups (individuals, communities, programme / project partners)	X		X	X
National and local governments	X		X	X
Civil Society Representatives	X		X	X
Donors & Multilateral Partners	X	X	X	

IV. Objectives of the Joint Evaluation

The overall objective of the joint evaluation is to assess progress made over the project period towards the attainment of the intended outcome “countries in Asia and the Pacific are implementing gender-responsive

climate change and DRR actions to address key drivers of gender-based vulnerabilities,” and the relevance, effectiveness, efficiency, sustainability, human rights, and gender equality, including a look into how the most vulnerable groups (focusing on women, including those living in remote disaster prone rural areas in the EmPower project’s context) were engaged in the project. It will also assess environmental safeguards taken by the project and contributions towards impact. It should also provide an assessment of how EmPower has integrated the recommendations and lessons learned from the Mid-term Review. It will also provide inputs and give guidance for the potential Phase II of the EmPower Project. The performance of the project will be assessed against the indicators presented in the results and reporting framework. The joint evaluation will:

1. Assess the relevance and UN system coherence with respect to programme design and implementation;
2. Assess the effectiveness and organizational efficiency of the approaches implemented in attaining the intended results;
3. Assess the contribution towards impact, unintended consequences, potential for sustainability, and integration of human rights and gender equality in design and implementation; and
4. Produce lessons learned and issue actionable recommendations for the potential EmPower phase II or similar programming.

Key Evaluation Questions

The evaluation team will revise the evaluation questions based on consultations during the inception phase and considering the feasibility of objectives and scope outlined in this Terms of Reference. The evaluation team should raise and address any other relevant issues that may emerge during the evaluation. They should be guided but not limited by the evaluation questions listed below. The evaluation team will develop an evaluation matrix during the inception phase in consultation with the Evaluation Management Group (EMG) and the Evaluation Reference Group (ERG) which will outline the questions and means of answering them. Please see the UNEP Evaluation Criteria (annexed) with suggestions on how to further articulate the evaluation questions.

Criteria	Key Question
Relevance & Coherence:	<ul style="list-style-type: none"> • To what extent was the design and expected results (outcome and 5 outputs) of the EmPower project informed by beneficiaries’ requirements, countries’ needs, priorities of international frameworks on climate change (e.g. the Gender Action Plan under the UNFCCC), and Sida’s policies? • To what extent is the project complementing/creating synergies between UNEP and UN Women and other development partners with respect to mainstreaming gender in Climate Change, Disaster Risk Reduction and renewable energy? • To what the extent has the project adapted to the evolving context, including the COVID-19 pandemic?
Organizational efficiency	<ul style="list-style-type: none"> • To what extent have UN Women and UNEP used their human and financial resources efficiently? Were funds received/dispensed on time? Why or why not? • Have UN Women and UNEP’s organizational structures, managerial support and coordination mechanisms effectively supported the coherent delivery of the project? This should include the structures at the regional and national levels. • What are the strengths and weaknesses of the M&E system, and the extent to which it has been used for decision-making?
Effectiveness	<ul style="list-style-type: none"> • To what extent has the EmPower project’s contributed to the achievement of the intended outcome “countries in Asia and the Pacific are implementing gender-

	<p>responsive climate change and DRR actions to address key drivers of gender-based vulnerabilities”?</p> <ul style="list-style-type: none"> • What strategies were the most effective in accelerating progress? What factors have affected performance (hindered or facilitated the achievement of results)?
Sustainability	<ul style="list-style-type: none"> • Is there evidence that the benefits from the EmPower project will continue after the project will end in 2022 (or continuation during the potential Phase II)? What is the probability of continued long-term benefits? • To what extent have the capacities of duty-bearers and rightsholders been strengthened through the project?
Contributions towards Impact	<ul style="list-style-type: none"> • To what extent has the EmPower project made contributions toward impacts to achieve equal rights and opportunities for addressing climate change and natural disasters? Were there any negative/positive unexpected results?
Gender Equality and Human Rights³	<ul style="list-style-type: none"> • To what extent are the results contributing to the realization of international HR and GE norms and agreements (e.g. CEDAW, UDHR, CRPD), as well as national and local strategies to advance HR & GE? • To what extent has the project engaged and reached the most marginalized groups, including persons with disabilities in the climate change and DRR context? • To what extent is the project addressing underlying social norms and structural barriers to gender equality? • To what extent are environmental safeguards integrated in the project approach?

V. Scope of the Joint Evaluation

The evaluation will cover all components of the programme, including those implemented by each participating UN Agency.

Time Frame: the evaluation will cover the entire project life (from April 2018 up to quarter 2 of 2022 as the last year of the project).

Geographical coverage: the evaluation will focus on activities implemented in Bangladesh, Cambodia, and Viet Nam, as well as at the regional level.

Stakeholder coverage: the evaluation will reach out to stakeholders, i.e. beneficiaries, participating governments, civil society partners, implementing partners at the national and regional levels, and partner agencies, as well as the project steering committee members and project partners.

Limitations: there might be possible limitations on the travel to EmPower’s three countries, Bangladesh, Cambodia, and Viet Nam, considering the dynamic situation due to the COVID-19 pandemic. Close collaboration with national evaluators and the conduct of virtual interviews/meetings would be required. Triangulation of information received from different sources and synthesis of key findings across the different countries and components will feed into the overall findings, but generalizations will not be made.

³ Please refer to the *Integrating Human Rights and Gender Equality in Evaluation* for examples of questions (see Table 11 on pp.81-85): [link](#)

VI. Design of the Joint Evaluation

The evaluation will be, in its nature, summative of the entire project⁴ period (up to Q2 2022) and include recommendations for the potential Phase II. The approach should also promote inclusion and participation by employing gender equality and human rights responsive approaches with a focus on utilisation⁵, empowerment⁶ or feminist approaches⁷. The evaluation will be gender-responsive which 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. The design of the joint evaluation should be theory-based and the Theory of Change of the EmPower project should be used as the basis for the evaluation⁸.

Methodological approach

The evaluation will be, in its nature, summative of the entire project period (up to Q1 2022) and include recommendations for the potential Phase II. The approach should also promote inclusion and participation by employing gender equality and human rights responsive approaches with a focus on utilisation⁹, empowerment¹⁰ or feminist approaches¹¹. The evaluation will be gender-responsive, which applies mixed-methods (quantitative and qualitative 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 design of the joint evaluation should be theory-based, and the Theory of Change of the EmPower Project should be used as the basis for the evaluation, which will be reconstructed through a theory of change workshop with the programme team. The evaluation methodology should enable achievement of the evaluation purpose, be aligned with the evaluation approach, and be designed to address the evaluation criteria and answer the key questions through credible techniques for data collection and analysis.

The suggested methods of data collection **include desk review, key informant interviews, focus group discussions, and survey**. A **case study approach** will be taken to allow for in-depth look at key issues or implementation modalities at country level, which will include stakeholder consultation, observation, and review and documentation analysis (e. g. progress and completion reports, workshop and mission reports, knowledge and advocacy products, and other appropriate documentation produced and related by UN Women and UNEP). The **criteria for case study selection will be identified during the inception phase** – it is likely that the case studies will be limited to two countries and national consultants in the selected countries will be engaged to lead the data collation. The evaluation must integrate gender and human rights approaches and perspectives throughout data collection and analysis. It is particularly important to understand and assess how the project addresses complex, intersectional discrimination and how this affects women's rights.

Evaluators will conduct consultation with stakeholder groups, to the extent possible, using participatory

⁴ The evaluation can refer to UNEP Glossary of project terms.

⁵ Promotes intended use by intended users. Strong focus on participation of users throughout the evaluation process.

⁶ Project participants are involved in the conduct of the evaluation. An outside evaluator serves as a coach or facilitator in the evaluation process.

⁷ Addresses and examines opportunities to reverse gender inequities that lead to social injustice. Prioritizes women's experience and voices, including women from discriminated and marginalized groups.

⁸ Please refer to the UNEP guidance on Theory of change in evaluation to be provided to the consultant team.

⁹ Promotes intended use by intended users. Strong focus on participation of users throughout the evaluation process.

¹⁰ Project participants are involved in the conduct of the evaluation. An outside evaluator serves as a coach or facilitator in the evaluation process.

¹¹ Addresses and examines opportunities to reverse gender inequities that lead to social injustice. Prioritizes women's experience and voices, including women from discriminated and marginalized groups.

tools and suggest a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process and a plan for translation, as necessary. It would include women-led CSOs, indigenous community groups, LGBTIQ+ communities, persons with disabilities, and women entrepreneurs in the context of the EmPower Project. Based on consultations, the national consultants will visit selected project sites to validate the findings of the desk review and documentation analysis, and identify good practices and lessons learned. The evaluation may employ a participatory **storytelling or most significant change approach** through the country case study visits.

The entire evaluation will be undertaken as per UNEG guidelines and consider a human-rights-based and gender empowerment approach¹². The evaluation experts and all their direct collaborators will follow UN Women's Evaluation Handbook¹³ UNEP guidance and UNEG Ethical guidelines.

Limitations

Given the ongoing COVID-19 pandemic, the use of participatory methods may be limited, and travel restrictions may limit the possibility of in-person data collection by the team leader. UN Women and UNEP will monitor the situation and during the inception phase will determine the way forward. The evaluation team will rely on the accuracy and completeness of the provided documents by the Offices, with independent verification of the information provided, where possible. To avoid biases raised, the information will be triangulated and validated with the Offices and Evaluation Management and Reference Groups.

Stakeholder participation

There will be several **stakeholder meetings**, including debrief meetings with key in-country stakeholders (at minimum, UN Women, and UNEP) at the end of each field visit to validate emerging findings from the mission and identify/fill data gaps. Then, once the evaluators have analysed the data, they will present preliminary findings to the Evaluation Reference Group (ERG) to validate these and consider preliminary feedback in the development of the draft report.

Key stakeholders (e.g., internal stakeholders, programme/project partners, donors, the Project Steering Committee, etc.) will be consulted through this the joint evaluation. It is important to pay particular attention to the participation of rights holders—women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach – this will be done through a civil society representative on the Evaluation Reference Group (ERG) and through the case studies.

- **Stakeholder participation in data collection:** there will be the inclusion of a diversity of stakeholders – including vulnerable groups – in data collection. If possible, persons with disabilities should also be consulted. Ethical safeguards will be taken and safety protocols in line with WHO Guidelines on research on violence against women and in line with safety recommendations with respect to COVID-19.

Evaluation Phases

The joint evaluation will be conducted according to the following tentative timeline and with the main

¹² UNEG Norms and Standards for Evaluation (2016): <https://www.betterevaluation.org/en/resources/example/UNEG-evaluation-standards-2016>; UNEG Ethical Guidelines for Evaluations (2020): <http://www.unevaluation.org/document/detail/2866>; Integrating Human Rights and Gender Equality in Evaluation (2014): <http://www.uneval.org/document/detail/1616>

¹³ UN Women's Evaluation Handbook <https://genderevaluation.unwomen.org/en/evaluation-handbook>

deliverables outlined below (February to June 2022).

STAGE 0: PREPARATION (-mid February 2022)

- Joint review (UN Women and UNEP) of the Terms of the Reference
- Formation of the Evaluation Management Group (EMG) and the Evaluation Reference Group (ERG)
- Recruiting an evaluation team including one international and 2 national consultants

STAGE 1: INCEPTION (-late March 2022)

- Briefing and consultation with EMG
- Desk review of key documents
- Theory of change workshop
- Inception report including the evaluability assessment, stakeholder mapping, theory of change (reconstructed as necessary), methodology, workplan, evaluation matrix, and data collection tools
- Presentation of the inception report to ERG

STAGE 2: CONDUCT (-mid May 2022)

- Data collection, including virtual and on-site interviews and meetings and debriefing of UN Women upon finalization
- Data systematization, analysis and interpretation of findings

STAGE 3: REPORTING (-late June 2022)

- Present the preliminary findings to EMG and ERG to validate findings and allow the evaluators to incorporate preliminary feedback in the draft report
- Draft report
- Comments and feedback from Evaluation Management and Reference Groups tracked for transparency
- Final evaluation report
- Presentation of the final evaluation report in the Annual Review Meeting of EmPower (June 2022).

STAGE 4: DISSEMINATION (-early Nov 2022)

- Communications based on the final evaluation include the UNEP assessments to be disseminated widely to stakeholders and public
- Management response within 6 weeks of completion.

VII. Management of the joint evaluation

The joint evaluation will be jointly managed by both UN Women and UNEP. UN Women and UNEP would support the evaluators in the evaluation process, including preparation, conduct, reporting, however, should not interfere with the impartiality of the evaluation. UN Women and UNEP will support the logistical support needed, such as materials and office space (only if the situation of COVID-19 at the time of the evaluation allows). UN Women and UNEP would jointly engage in the planning and reporting stages. The joint evaluation will have an Evaluation Management Group (EMG) and an Evaluation Reference Group (ERG) to facilitate the management of the evaluation.

The joint evaluation will have the following groups:

- **Co-managers:** UN Women Regional Evaluation Specialist, Independent Evaluation Service, will take the lead in co-managing the evaluation in close coordination and consultation with UNEP Independent Evaluation Office. The evaluation co-managers will ensure the independence and impartiality of the evaluation process given that they are not engaged in the management or implementation of the programme. They will provide guidance on methodology and oversee the quality assurance; and serve as the main contact with the evaluation team, but will work closely with the Evaluation Management Group to manage the logistics.
- **Evaluation Management Group (EMG):** the EMG includes the evaluation managers and programme personnel from UN Women and UNEP. It oversees the day-to-day management of the evaluation, also provides logistics and other types of support. The EMG is responsible for providing overall quality assurance on the evaluation process and deliverables.
- **Evaluation Reference Group (ERG):** In addition, the joint evaluation requires an Evaluation Reference Group (ERG) to ensure that the voices of stakeholders are heard and responded to through the evaluation process. The ERG will review evaluation products for factual correctness, possible misinterpretations, or major gaps. It is important to ensure their ownership of the evaluation process, as they are also representing the organizations that will carry forward the recommendations. The ERG should be limited to 6-8 people max and represent the diverse range of stakeholders from CSOs, UN agencies, governments, and the donor.
- **Evaluation team:** A 3-member evaluation team is proposed. One International team leader with expertise in evaluation and with experience evaluating climate change and disaster risk reduction initiatives; the team leader is responsible for the overall evaluation and ensuring quality of the evaluation products; and two national consultants (one each in two of the programme countries) will be engaged to lead the case studies in country and support the team leader with data collection and analysis; they should have experience in evaluation; the co-managers along with the UN Women Project Manager will recruit and manage the consultants, yet the evaluation team leader will liaise directly with the national consultants and will be responsible for the final evaluation products.

VIII. 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 contracts. All data collected by the evaluation 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 programme. 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 and UNEP 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

After the selection of the evaluation consultant/firm, the following documents will be appended to the ToR:

- UNEG Norms and Standards for Evaluation (2016): [link](#)
- UNEG Ethical Guidelines for Evaluations (2020): [link](#)
- Integrating Human Rights and Gender Equality in Evaluation (2014): [link](#)
- [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](#)
- UNEP Guidance (to be provided to the selected consultants)