

Terms of Reference for UN Women Country Portfolio Evaluation (CPE) in Ethiopia

Location:	Ethiopia
Application Deadline:	5 July 2020
Type of Contract:	Special Service Agreement (SSA)
Post Level:	International Consultant
Languages Required:	English, knowledge of local languages would be an asset
Starting Date:	July 2020
Typology of the consultancy:	International consultant
Duration of Contract:	55 working days over a three-month period. The number of working days for the CPE will be adjusted depending on the evaluation process in Ethiopia.

UN Women Ethiopia Country Office is recruiting one international evaluation consultant to undertake the Country Portfolio Evaluation (CPE) in Ethiopia. The UN Women CPE is a systematic assessment of contributions made by UNW to gender equality and development results at country level. The CPE is expected to assess the entire UNW portfolio which includes normative, programme and coordination work during the period of the UN Women Ethiopia Country Office Strategic Note (2017-2020). The overall objectives of the CPE are:

- (1) Assess the relevance, effectiveness and organizational efficiency of UN Women contributions to development results;
- (2) Support offices to improve their strategic positioning, identify lessons and good practices;
- (3) Analyse potential synergies between the three mandates (normative, coordination and programme work);
- (4) Provide recommendations to inform the next UN Women Country Strategic Note.

I. Background

For UN Women, the Country Office (CO) Strategic Note (SN) is the main planning tool for the agency's support to normative, coordination and operational work. The current UN Women Ethiopia Strategic Note is aligned with the UN Women Strategic Plan (2014-2017) ¹, the Growth and Transformation Plan (GTP II) 2015/2016 to 2019/2020 ² and UNDAF (20016-2020)³. Below is a brief summary of the Strategic Note in Ethiopia:

The UN Women Ethiopia Strategic Note (SN (2017-2020) is informed and guided by the Addis Ababa Action Agenda and the Africa Agenda 2063. Within this context, UN Women Ethiopia Strategic Note (SN) 2017-2020 outlines the overall strategy and plan of action for the Country Office for the years 2017-2020. Its content was updated after a thorough strategic mid-term review (MTR) in October 2018.

¹ <https://www.unwomen.org/en/digital-library/publications/2014/6/strategic-plan-2014-2017-brochure>

² <https://www.greengrowthknowledge.org/sites/default/files/downloads/policy-database/ETHIOPIA%29%20Growth%20and%20Transformation%20Plan%20II%2C%20Vol%20I.%20%20%282015%2C16-2019%2C20%29.pdf>

³ <https://ethiopia.un.org/en/15232-united-nations-development-assistance-framework-2016-2020>

UN Women Ethiopia plays a dual role as the Country Office for Ethiopia and, as the Liaison Office to the Africa Union Commission (AUC) and Economic Commission for Africa (ECA). Therefore, this context analysis presents both: the country context for Ethiopia and the Africa context at continental level. The Ethiopia CO contributes to all 17 SDGs through its impact areas. It coordinates interagency structures and processes towards the localisation and implementation, of global, regional and national commitments including the SDGs as part of its normative role. In addition, it leads and coordinates the UN system's work on Gender Equality and Women's Empowerment (GEWE). The Country Office (CO) also promotes accountability, including the implementation of a regular monitoring system.

The current SN (2017 – 2020) is aligned with the Ethiopia Growth and Transformation Plan II (2015 – 2020) and the UNDAF (2016 – 2020). It is informed by broad consultations with a broad range of partners at both the national and regional level, including consultations held with MoWCY and Sector Ministries at federal and regional levels, the CSO Advisory Group, implementing partners, the UN system, donor partners the AUC, Regional CSOs. In line with the UN Women Strategic Plan (2014-2017), UN Women Ethiopia's vision is to become "a centre of excellence and knowledge hub for GEWE with capacity and clout to influence national and regional political, social and economic agenda" by 2020. The Programme is divided into two parts, Ethiopia Country Programme and the Liaison to AU and ECA Programme

In 2018, a mid-term review was conducted on the SN whose key lesson learnt were the following:

- **UN Women Mandate.** The majority of partners consulted, including AUC, Ethiopia Government and CSOs (Regional and Ethiopia level), indicated that no other agency plays the brokering and coordination role better than UN Women. In a context where there are many actors on GEWE with a lot more resources, UN Women needs to bring in high-level technical policy advice to its partners.
- **Prioritisation and focus:** In terms of its Liaison role, although partnership with AUC and other key stakeholder is opportunity based, the ECO will adopt a systematic prioritisation led by a strategy. It is imperative that UN Women unequivocally establishes itself as the frontline coordinator and thought leader that catalyses multi-stakeholder strategic partnerships for GEWE in Africa through clearly defined priorities, strategies and resources.
- **Value for money.** UN Women needs to more effectively demonstrate its delivery of value for money, including through timely and quality donor reporting and strengthening its Knowledge Management and Communications.
- **Internal capacity.** The small staff capacity within the Liaison function will not allow the ECO to meet the increasing demands for support from AUC and other partners. To strengthen delivery on UN Women's normative and intergovernmental mandate, the ECO should also enhance the capacity of its staff to provide sound analysis of policies, decisions and good practices in supporting the CO's advocacy and programmatic actions on GEWE priorities.
- **Synergies between regional and national programming and regional advocacy.** The convening role of the ECO Liaison Unit of the Regional and International Inter-Governmental process (including the Africa Union Summits, the Africa Pre-CSW ministerial consultations and Beijing review processes) is a critical function, which will require further strengthening. Timely information sharing from the ECO to UN Women offices in Africa and vice-versa including through Country focal points arrangement will be critical to achieve a coherent approach to coordination of UN Women's support to these processes.
- **Addressing the root causes of inequalities.** Targeting capacity building for women, without bringing men on board to address gender relations and patriarchal attitudes does not bring sustainable results. As such UN Women launched the *HeforShe* Campaign in December 2015 with the objective of expanding the reach to Male Champions for the cause of women's rights and gender equality.

- **Increased knowledge management role-** UN Women needs to strengthen its capacity to generate quality, regular, comparable and reliable data to maintain its position as a knowledge hub and centre of excellence on GEWE.
- **The high importance of institutionalised capacity building** – There is a need for institutionalised capacity building programmes to ensure sustainability of programmes. Having in place an integrated approach would help maximise impact. Equally, engaging stakeholders at all levels especially at grass root level.

The Ethiopia SN was revised based on the mid-term review findings and includes the following result area (Impact area):

- Result Area 1: Women lead and participate in decision making at all levels
- Result Area 2: Women, especially the poorest of the poor are economically empowered and benefit from development
- Result Area 3: Women and girls live a life free from violence
- Result Area 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities

The total planned budget of the Ethiopia Strategic Note was USD 29,945,281.46 as per the SN Mid Term Review. As of March 2020, the total resources mobilized are 36,223,200 USD including 2017, 2018, 2019 and 2020.

II. Description of the programmes

The work of UN Women is focused on its three core mandates as follows:

1. **Normative work:** to support inter-governmental bodies and countries in their formulation of policies, standards and norms on GEWE
2. **Coordination work:** entails both promoting the accountability of the UN system on gender equality and empowerment of women (GEEW), and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN
3. **Programme work:** to support countries in implementing international standards on GEWE through programme and technical assistance in partnership with government and civil society

The Strategic Note includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF) with respective performance indicators.

Table 1: Key Areas of Work

	Normative work	Coordination work	Programme work
Ethiopia	Strengthen capacities at national and local levels to implement legal frameworks and policies that promote gender equality and women’s empowerment in line with international standards;	Coordinate the Gender Pillar under the UNDAF; Initiate the implementation of performance indicators on gender equality (e.g. gender scorecard);	Women’s Empowerment and Leadership; Women’s Economic Empowerment;

	Normative work	Coordination work	Programme work
	Support the GoE in the preparation and submission of CEDAW and Beijing reports; Contribute to the mainstreaming of SDGs	Provide substantive leadership and technical inputs to CCA elaboration Co-chair the PSEA network in Ethiopia Support AU and ECA on the implementation of regional GEWE priorities	Women and girls living a life free of violence; Governance and national planning fully reflect accountability for gender equality commitments and priorities

Table 2: Country Office Overview

	SN total budget mobilized	# of Staff (Internat./ Nat.) 2020	location of programmes
Ethiopia	36,223,200	Total staff 57 International 12 National 45	Addis Ababa Hawassa Bahir Dar Selected rural woredas in Oromia and Afar

III. Purpose and use of the evaluation

Evaluation in UN Women is guided by normative agreements to be gender-responsive and utilizes the entity’s Strategic Plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The [UN Women Evaluation Policy](#) and the [UN Women Evaluation Strategic Plan 2014-2017](#) are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation in the UN System](#) and the [UNEG Ethical Guidelines](#).

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

A Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to its three core mandates which include normative, programme and coordination work. It uses the Strategic Note as the main point of reference.

This CPE is being primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders’ strategic learning and decision-making. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support

enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPE will be gender-responsive and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of the evaluation are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Relevant staff in participating UN-agencies.
- UN Agencies
- Technical units and head of Units in the participating UN-agencies.
- UN-agency Headquarters
- Development partners

Primary intended uses of the evaluation are:

- a. Learning and improved decision-making to support the development of new programmes;
- b. Accountability for the development effectiveness of the CO Strategic Note;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

IV. Objectives (evaluation 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 programme).
7. Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

In late 2019, the OECD revised the DAC evaluation criteria and introduced an additional standard around "coherence" to the initial 5 criteria. The evaluation will apply five out of the now 6 OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, coherence and sustainability) and Human Rights and Gender Equality as an additional criterion. The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation will also, to the extent possible, analyse Value for Money (VFM) and good use of resources, in other words it will establish a link between the use of funding and the performance and results

of the country office. The evaluation will seek to answer the following key evaluation questions and sub-questions:

Criterion	Questions
Relevance	Is the portfolio aligned with international gender equality human rights norms?
	To what extent have lessons learned been shared with or informed global normative work and other country offices?
	Is the choice of partners most relevant to the situation of women and marginalised groups?
	What contribution is UN Women making to UN coordination on GEWE in the different countries? Which roles is UN Women playing in this field in the different countries?
	Is the portfolio aligned with national policies?
	Is the choice of interventions most relevant to the situation in the target thematic areas?
	Is the thematic focus across the portfolio appropriate?
	Do interventions target the underlying causes of gender inequality?
	Was the technical design of the Strategic Note relevant?
	Is there an effective process of prioritisation of projects to objectives?
Effectiveness	Are resources appropriately aligned with strategic objectives?
	To what extent have planned outputs been achieved on time?
	Are interventions contributing to the expected outcomes? For who?
	What unexpected outcomes (positive and negative) have been achieved? For who?
	What has UN Women's contribution been to the progress of the achievement of outcomes?
	Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?
	What are the main enabling and hindering factors to achieving planned outcomes?
	Were the outputs delivered to an appropriate specification?
	Were the outputs delivered appropriate to resources used?
Efficiency	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	What is UN Women's comparative advantage compared with other UN entities and key partners?
	How can the workload across mandates be prioritised most effectively?
	To what extent does the UN Women management structure support efficiency for implementation?
	Has a Results Based Management system been established and implemented?
	How well have resources and risks been managed to ensure results?
	Can the office demonstrate that it complies with good financial management practice?
	Does the office manage delays effectively and revise its plans accordingly?
	Does the office comply with good project management principles?
Sustainability	Does the office take action to minimise its overheads?
	Does the office effectively manage risks?
	Is there national ownership and are there national champions for different parts of the portfolio?
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?
	What local accountability and oversight systems have been established to support the continuation of activities?

Human Rights and Gender Equality	<p>What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?</p> <hr/> <p>To what extent is the portfolio changing the dynamics of power in relationships between different groups?</p> <hr/> <p>Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency</p>
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The final evaluation methodology and questions will be contextualized and adapted for the country context and agreed upon as part of the respective evaluation inception phase. During the evaluation inception meeting the evaluation team will also validate / reconstruct the Theory of Change through a participatory process which includes identifying indicators for assessing progress made during the implementation of the Strategic Note. A model template will be provided to the evaluation team for this purpose. Indicators are encouraged to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
 - a. Gender-disaggregated,
 - b. Gender-specific (relating to one gender group),
 - c. Gender-redistributive (balance between different gender groups);
3. Mainstreaming a human rights-based approach (where appropriate):
 - a. Reference to specific human rights norms and standards (including CSW concluding observations),
 - b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
2. Determining the claims of rights holders and obligations of duty bearers and identifying trends, common responses and differences between groups of stakeholders
3. Assessing the extent to which participation and inclusiveness was maximized in the interventions
4. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
5. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue) by analysing also relationships and power dynamics, and the structures that contribute to inequalities.
6. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

The preliminary findings obtained through this process should be validated through a debriefing workshop with Evaluation Management and Evaluation Reference groups at the end of the primary data collection stage. The possibility of a virtual defriend workshop in the current context could be considered by the consultancy team. Further guidance on process and content for gender-responsive evaluations is available in the [UNEG Guidance “Integrating Human Rights and Gender Equality in Evaluations”](#).

V. Scope of the evaluation

The period covered by the evaluation is from January 2017 to April 2020.

The evaluation team are 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 implement of the CO Strategic Note. Joint programmes and programming are within the scope of the 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. **The specificity of the Delivering as One (DaO) framework** and UN Women’s contribution to national development results through the UNDAF will be part of the scope of the evaluation.

The evaluation is recommended to apply the [Women’s Empowerment Framework](#) developed by Sara Hlupekile Longwe as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production⁴.

The evaluation team is expected to undertake a rapid evaluability assessment in the inception stage. 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.

The evaluation team will need to undertake an initial assessment of the availability of secondary data necessary for the evaluation in each country. Additionally, in circumstances where constraints are faced

⁴ The five “levels of equality” in the Women’s Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

such as limited travel or accessibility to project sites, 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 and also creative data collection tools in the eventual situation of having travel restrictions.

VI. Evaluation design (process and methods)

UN Women has developed the [Evaluation Handbook “How to manage gender-responsive evaluation”](#) as well as detailed [Guidance on Country Portfolio Evaluations](#) (CPEs) to ensure greater rigor and consistency in CPEs while also providing flexibility to cater to varied contexts and country typologies. While the final evaluation methodology and questions will be adapted during the inception phase it is recommended that the evaluation use a theory-based⁵ cluster design⁶. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organisational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stakeholder groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a gender responsive approach to assessing the contribution of UN Women to development effectiveness. They should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The methods should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see

⁵ A theory-based design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

⁶ A cluster evaluation assesses a large number of interventions by ‘grouping’ similar interventions together into ‘clusters’, and evaluating only a representative sample of these in depth.

below for examples). Due to possible travel restrictions, it is expected that the methods include creative options for virtual/online participation and data collection.

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluation is encouraged to use a wide range of relevant participatory data collection tools, with focus on collection tools on remote basis (please refer to the guidance note):

- (Group) Interviews
- Secondary document analysis
- Observation
- Multimedia (photography, drawing)
- Others [See [UN Women CPE Guidance](#)]

The evaluators should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluation is expected to reconstruct the Theory of Change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis. The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's multi-country portfolio.

The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

1. One or two projects per thematic cluster of operational work;
2. The most strategically important thematic interventions to the CO:
 - a. Relevance of the subject. Is the project a socio-economic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
 - b. Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
 - c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
3. The richest learning opportunities.
 - a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
 - b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

VII. Stakeholder participation

The evaluators are expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception workshop);
2. Consultation of stakeholders;
3. Stakeholders as data collectors;
4. Interpretation;
5. Reporting and use.

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 respective 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 during the evaluation. The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement, including the possibility of virtual/online participation.

In Ethiopia, the main interlocutor for UN Agencies is the Ministry of Finance and Economic Cooperation (MoFEC), which is the coordinating Ministry for all development cooperation in Ethiopia. For UNW Country Office, the key Government partners are Ministry of Women, Youth and Children (MoWCY), Ministry of Justice (MoJ), Ministry of Labour and Social Affairs (MoLSA), Ministry of Agriculture and Natural Resources (MoANR), and sectoral women machineries/bureaus at regional state levels. Other partners include the Central Statistical Authority (CSA), Civil Service Training College, Ethiopian Police University College, and women’s associations. CSOs supported to provide services will include the Association of Women’s Sanctuary and Development (AWSAD).

At regional (Africa) level, UN Women’s principal partner is the AUC on the basis of the global MoU signed in September 2014 to deliver on regional priorities around GEWE.

VIII. Time frame and deliverables

The exact timing for the country portfolio evaluation will be determined in close consultation with the Ethiopia Country Office. Below, there is a tentative timeframe to be adjusted as per the consultant proposals.

Activity for each CPE	Working days/ CPE
Conduct desk review	7
Drafting and presentation of evaluation inception report, data collection tools and instruments	15

Data collection incl. presentation and validation of evaluation findings to stakeholders [number of days may be adjusted depending on country context]	15
Prepare draft evaluation report	10
Finalize evaluation report	8
TOTAL	55 days

A model Evaluation Report will be provided to the evaluator based on the below outline. The evaluation manager and the UNW Regional Evaluation Specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the Evaluation Reference Group (ERG) and the Evaluation Management Group (EMG) for quality review. The final report will be approved by the EMG.

- 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

ANNEXES:

- Terms of reference
- 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 report will be independently assessed using quality standards outlined in the [UNW Global Evaluation Reports Assessment and Analysis System](#) (GERAAS). The final evaluation report and evaluation management responses will be publicly disclosed in the [UNW GATE system](#).

IX. Management of the evaluation

At UN Women the evaluation phases are:

- Stage 1: Planning
- Stage 2: Preparation: This includes the stakeholder analysis and establishment of the Reference Group, Evaluation Management Group, development of the ToR, and recruitment of the evaluation team
- Stage 3: Conduct: Inception workshop, data collection and analysis
- Stage 4: Reporting: Presentation of preliminary findings, draft and final reports
- Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response

This term of reference covers stages 3 and 4 only.

The evaluation will have the following management structures:

1. **Country Office Evaluation Manager and Regional Evaluation Specialist** for coordination and day-to-day management;
2. **Evaluation Management Group (EMG)** for administrative support and accountability: Country Representative or Deputy Country Representative, Evaluation Manager, Regional Evaluation Specialist
3. **Evaluation Reference Group (ERG)** for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society partners.

The main roles and responsibility during the CPE process are:

- | | |
|--|---|
| Evaluation team | <ol style="list-style-type: none"> 1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future. 2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner. 3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon evaluation approach and design from the perspective of the evaluation team, the Evaluation Manager and Regional Evaluation Specialist. |
| Country Office Evaluation Manager | <ol style="list-style-type: none"> 1. Consults partners regarding the evaluation and the proposed schedule for data collection 2. Ensures the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and manages logistics for the field mission 3. Coordinates timely compilation of background documents for the desk review 4. Arranges for evaluation inception workshop and debriefing workshop with the Evaluation Management group and Evaluation Reference group 5. Conducts a preliminary assessment of the quality of draft reports, provides substantive comments on the draft reports, coordinates feedback from the Regional Evaluation Specialist, Management and Reference groups 6. Initiates timely payment of the evaluation team 7. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments |
| Evaluation Management and Reference Groups (including the Regional Evaluation Specialist) | <ol style="list-style-type: none"> 1. Provide substantive comments on Terms of Reference, Inception and draft evaluation report 2. Actively engages in evaluation inception workshop and debriefing workshop 3. Ensures timely development of management response to evaluation recommendations |

X. Evaluation team composition, skills and experiences

UN Women is seeking to appoint two (2) qualified individuals to undertake the CPEs in Ethiopia. While only 1 international consultant will lead the CPE, the international consultant will be supported by a National consultant who will be recruited separately.

The international consultant is expected to demonstrate evidence of the following competencies:

1. Documented previous experience in conducting gender-responsive evaluations
2. A strong record in designing and leading evaluations, extensive experience in applying qualitative and quantitative evaluation methods incl. data analysis skills
3. Proven knowledge and experience with theory-based evaluation designs
4. Knowledge of international normative standards on women's rights and gender mainstreaming processes
5. Technical competence in the thematic areas to be evaluated
6. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level
7. Excellent ability to communicate with stakeholders incl. process management and facilitation skills
8. Language proficiency in English
9. Country or regional experience in Eastern and Southern Africa
10. Extensive knowledge and experience in using ICT for research, including remote electronic/digital data collection, analysis and reporting.

Required Background and Experience

- Advanced Degree in Social Sciences, Development Studies, Law, Human rights, Politics, Gender, Women studies or other relevant field and with formal research skills. A professional training in Monitoring and Evaluation and Results-Based Management is considered an asset.
- At least seven years of progressive experience in conducting evaluations as team leader Internationally
- High proficiency in English
- Ability to manage and supervise evaluation teams and ensure timely submission of quality evaluation reports

XI. Ethical code of conduct

UN Women has developed the [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. The signed Agreement will be annexed to the consultant 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, stake-holders 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.

The evaluators are expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable

groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. 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.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating. More information can be provided by UN Women if required.

XII. Application process

Interested candidates should apply online by latest 5th of July. Candidates should submit (1) a letter of interest, (2) a personal CV, (3) availability during the months July to October 2020. Shortlisted candidates will be requested to take a short oral interview as part of the final selection process.

Please share any additional document to ana.gomez@unwomen.org

Payments will be done for each Country Portfolio Evaluation (CPE) as follows:

- 30% of total payment upon signature of contract;
- 30% upon delivery of draft evaluation report;
- 40% upon delivery of final evaluation report.

Annex: 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