

TERMS OF REFERENCE

Final Evaluation for the Finland Project

Location:	Nairobi, KENYA (with travel to the project counties)
Type of Contract:	Individual Contract
Post Level:	National Consultant
Languages Required:	English
Starting Date: (date when the candidate is expected to start):	September 2023
Expected Duration of Assignment:	45 working days over a period of 3 months

1. Background (project context)

The “Finland Programme Document” project is funded by the Government of Finland through the Finnish Embassy in Kenya from 2020 to 2023 and is ongoing until the end of December 2023. The programme is implemented at the national level and in 4 selected counties Turkana, Kwale, Marsabit and Kitui. It encompasses three Strategic Notes (SN), namely: 1) Women’s leadership and participation; 2) Elimination of violence against women and girls and 3) Women peace and security. All the three thematic programme components aim to create synergies and linkages in between them at national and county-level for a result-based, holistic and transformative approach to gender equality and women’s empowerment. The project is jointly implemented by UN Women Kenya, the national and county governments and various implementing partners.

Since the project is ending in December 2023, the evaluation is commissioned to identify the expected outcomes and the impact of the work and for measuring progress towards the achievement of results. The lessons and recommendations drawn from the evaluation will be utilized in drafting a new project document focusing on the same three thematic areas, which continue to form the priorities for the Embassy of Finland in Kenya.

2. Description of the Project

This programme is based on the KCO Strategic Note 2019–2022 (SN)¹¹ and the new Strategic Note 2023-2026. Both SN are aligned to the global UN Women Strategic Plans (2018-2021 and 2022-2025) and the gender priority areas by the Embassy of Finland in Nairobi. At country level the SNs are aligned to Government of Kenya priorities as set out in Vision 2030, the third Medium Term Plans (MTP III and MTP IV), President Uhuru Kenyatta’s Big Four Agenda, and the Constitution of Kenya. Additionally, the SN contributes to the United Nations Sustainable Development Cooperation Framework (UNSDCF)² (2018–2022 and 2023-2027) and the Sustainable Development Goals (SDGs).

The programme consists of two overall key result areas. Firstly, normative work on development and implementation of key selected gender equality policies are supported and implementation is

¹ The SN prioritized four objective areas: 1) Women leadership in decision making, 2) Women’s Economic Empowerment, 3) Ending Violence Against Women and Girls and 4) and Women, Peace and Security. This proposal primarily focuses on objectives 2, 3 and 4 and UN Women’s

² Previously UNDAF

measured on the ground. Secondly, at the operational level, the programme aims to increase the number of individual women to a) gain leadership positions and become effective in decision making for gender equality, b) have access to VAWG services including justice and number of stakeholders who engage in social norm and attitude changes towards VAWG and c) participate in peace and security processes in Kenya.

a) Theory of change

The programme is aligned to the Theory of Change of the UN Women Strategic Note 2019-2022³, which was formulated through a rigorous process of consultations with staff and all UN Women partners in Kenya in 2018. The specific Theory of Change of the proposed programme is: If policy and legislative frameworks at national and county levels better conform to the constitution and international standards on women’s leadership, elimination of violence against women and girls and on women, peace & security, and if these policies and laws are fully implemented; If Kenyans at national level and in the targeted four counties are empowered to uphold and respect women’s rights and gender equality and oppose all forms of discrimination and violence against women: If women are increasingly empowered in driving Kenya’s political, social, and economic growth and the maintenance of peace and security in the country, led by a more coherent, influential, accountable, and coordinated women’s movement, which demands for accountability from the government: Then gender equality and women’s empowerment in Kenya will be advanced towards the SDG 5 on gender equality and SDG 16 on peace, justice and strong institutions.

b) Results Framework

Outcome 1: Leadership, Participation and Normative Work: Increased number of women in Kenya as leaders in national and county institutions
Output 1.1 Enhanced capacities of women in decision making & beneficiaries group voice to advance GEWE
Output 1.2 Increased citizen civic understanding and advocacy on women’s leadership and participation
Output 1.3 Strengthened capacity of national Government to assess progress in implementation of the Beijing Platform for Action, and other global normative and policy frameworks
Outcome 2: Elimination of Violence Against Women and Girls: Enhanced implementation of the National GBV Policy in the selected 4 counties and at national level
Output 2.1: Strengthened capacity of duty bearers to develop and implement the national and county GBV policies in selected 4 counties

³ If policy and legislative frameworks better conform to the constitution and international standards and ensuring gender-responsive governance; and Kenyans are increasingly socialized to uphold and respect women’s rights and gender equality and oppose all forms of discrimination and violence against women; and women are increasingly empowered in driving Kenya’s political, social, and economic growth led by a more coherent, influential, accountable, and coordinated women’s movement; and women have increased access to and control of productive resources and market opportunities, then gender equality and women’s empowerment in Kenya will be advanced towards the national vision of peace and prosperity for all and the SDG Goal 5.

Output 2.2: Improved access to services and justice for GBV survivors in the selected 4 counties
Outcome 3: Women Peace and Security: Enhanced implementation of the women, peace and security commitments in line with UNSCR 1325 and 2242
Output 3.1 Strengthened capacity of state actors at national and county level to coordinate, implement and monitor the 2nd KNAP on UNSCR 1325 and the Gender Pillar of the NSCVE
Output 3.2 Strengthened capacity of women, peace and security practitioners to lead and participate in both formal and informal peace and security processes in line with the 2nd KNAP on UNSCR 1325 and the gender pillar of the NSCVE

The project's total budget implemented by UN Women and its partners is US 5,344,783 million.

a) Purpose and Use of the Evaluation

The [UN Women Evaluation Policy](#) is the main guiding document that sets 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](#). The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence about 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.

The primary intended users of this evaluation are:

- Embassy of Finland and the Ministry for Foreign Affairs Finland
- In Kenya, the relevant staff in target ministries, local government, and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Members of community leadership structures
- Staff of implementing partners
- UN Agencies technical working groups
- Development partners

Primary intended uses of this evaluation are:

- Pending on the funding situation the development and finalization of a new project with the Embassy of Finland with the same UN Women three thematic areas
- Information on the program's effectiveness will be used to inform decision making for the scale up
- Feedback, participation, and accountability to affected communities
- Accountability for the development effectiveness of the investment to the donors and other stakeholders
- Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women

b) Evaluation Criteria and Key Questions

Objectives

The **Overall Objective** of the final evaluation is to assess the extent to which the Project has achieved the intended and/or unintended outcomes, provide in-depth analysis and understanding of why certain intended or unintended outcomes have or have not occurred, analyse the challenges encountered, and document lessons for improving future projects in the area.

The specific objectives of the evaluation are to:

- 1) Analyse the relevance, effectiveness, and efficiency of the project in the delivery of the planned and unintended results including the Program Theory of Change advancing gender equality and women's empowerment in Kenya towards the SDG 5 on gender equality and SDG 16 on peace, justice and strong institutions.
- 2) Assess the coherence of the interventions undertaken vis-à-vis the other interventions carried out by UN Women in other related projects⁴.
- 3) Assess early impact results and sustainability of the project in addressing gender equality.
- 4) Determine the extent to which the human rights-based approach and gender equality principles are integrated into the design and implementation of the project.
- 5) Provide actionable recommendations with respect to the strategy, and overall approach to UN Women's programming to the three thematic areas.

Evaluation Criteria

The evaluation will apply six UN Evaluation Group (UNEG) evaluation criteria (relevance, effectiveness-including normative, and coordination mandates of UN Women- efficiency, coherence and sustainability), as well as standards based on Human Rights and Gender Equality.

The tentative list of evaluation questions, which will be selected and refined during the inception phase and presented in the inception report:

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

- ◆ To what extent was the project aligned with UN Women's Global Strategic Plan and KCO's Strategic Note 2019-2022 and the new Strategic Note 2023-2026?
- ◆ To what extent was the project aligned with Kenya's national priorities and strategies including Kenya's 12 commitments to Generation Equality Forum (GEF)?
- ◆ To what extent were the project's priorities still valid in the context of the targeted counties?
- ◆ To what extent was the design of the intervention relevant to the needs and priorities of the beneficiaries?
- ◆ Was the project design articulated in a coherent structure? Is the definition of goal, outcomes and outputs clearly articulated? Is the theory of change still valid?
- ◆ To what extent did the project's design and implementation process include a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing organization?

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

⁴ Canada, Joint Devolution and Italy Projects

- ◆ How successful was the project in terms of the progress made towards the achievement of the expected results, outputs and outcomes? What are the results achieved? How did UN Women contribute towards these?
- ◆ What are the reasons for the achievement or non-achievement?
- ◆ To what extent have beneficiaries been satisfied with the results? To what extent have the capacities of relevant duty-bearers and rights-holders been strengthened?
- ◆ Did the project have effective monitoring mechanisms in place to measure progress towards results?
- ◆ Did the project's organizational structure, managerial support and coordination mechanisms effectively support the delivery of the project?
- ◆ To what extent were the project's approaches and how innovative were the strategies for achieving the planned results? What -if any- types of innovative good practices have been introduced in the project for the achievement of results?
- ◆ What were the main program enabling and hindering factors to achieving planned outcomes and what actions need to be taken to overcome any barriers that limit required progress?
- ◆ How has the intervention affected the well-being of marginalized groups such as persons living with disabilities?

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

- ◆ Were resources (financial, human, technical support, etc.) allocated strategically to achieve the project outcomes? Were the outputs delivered in a timely manner?
- ◆ What measures were taken during planning and implementation to ensure that resources are efficiently used?
- ◆ Were the project and its components cost-effectively implemented? Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- ◆ Did the project build synergies with different other ongoing projects at national and state levels including those implemented with other actors (e.g., National and County Governments, CSOs) etc.?
- ◆ How did the project utilize existing local capacities of right-bearers and duty-holders to achieve its outcomes?
- ◆ To what extent is the project's monitoring mechanisms in place effective for measuring and informing management of project performance and progress towards targets? To what extent was the monitoring data objectively used for management action and decision-making?

4. Coherence: The extent to which other interventions support or undermine the intervention and vice-versa, including aspects of complementarity, harmonization, and coordination.

- ◆ To what extent is the project coherent with similar interventions implemented for promoting women's protection and participation in the country and/or county?
- ◆ To what extent is the project coherent internally in UN Women and within the UN System in Kenya?
- ◆ To what extent is the project coherent with wider UN Women donor policy?
- ◆ To what extent is the project coherent with international obligations for women's human rights, other human rights conventions and other international frameworks for gender equality and the empowerment of women?

5. Impact: Positive and negative, primary and secondary long-term effects produced by the project, directly or indirectly, intended or unintended⁵.

- ◆ To what extent can the changes that have occurred as a result of the project be identified and measured?
- ◆ What were the unintended effects, if any, of the intervention?

⁵ The evaluation will not be able to fully assess the project's impact, however, it will address the following questions with the results and evidence that is available to date.

- ◆ What evidence exists that the project has delivered longer-term results as compared to other projects from processes through to benefits?
- ◆ To what extent were gender equality and women’s empowerment advanced as a result of this intervention?

6. Inter-connectedness, sustainability, and impact. The likelihood of a continuation of benefits for women from a development intervention after the intervention is completed or the probability of continued long-term benefits.

- ◆ Were requirements of national and/or county ownership satisfied? Was the project supported by national/county institutions? Do these institutions, including Government and Civil Society, demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?
- ◆ What capacities of national and/or county partners, both technical and operational, have been strengthened?
- ◆ To what extent have the capacities of duty-bearers and rights-holders been strengthened?
- ◆ What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time if the project were to cease?
- ◆ To what extent are relevant national stakeholders and actors included in project implementation and policy advocacy?
- ◆ To what extent are the financial capacities of partners likely going to maintain the benefits from the project? What might be needed to support partners to maintain these benefits?
- ◆ Which innovations have been identified (if any) and how can they be replicated? How successful was the project in promoting replication and/or up-scaling of successful practices?

7. Gender Equality and Human Rights:

- ◆ To what extent were gender and human rights considerations been integrated into the project design and implementation?
- ◆ How has attention to/ integration of gender equality and human rights concerns advanced the area of work?
- ◆ Has the project been implemented in accordance with human rights and development effectiveness principles (participation, empowerment, inclusion, non-discrimination, national accountability, transparency)?
- ◆ What was the main value added of the project in changing the quality of life of women and girls?

c) Scope of the Evaluation

The evaluation will cover the project implementation period from January 2020 to July 2023 in line with the results framework and the theory of change and against standard evaluation criteria (relevance, effectiveness, efficiency, coherence, impact, sustainability, and gender equality and human rights). It is to be noted, that due to Covid-19, the project resources were directed to the response as agreed with the Embassy of Finland in 2020. This is an end-term evaluation focusing on the achievements as well as recommendations for sustainability, learning and course correction for future programming. The geographic scope of the evaluation will include visiting the key stakeholders and beneficiaries’ representatives in the project counties – Turkana, Marsabit Kwale and Kitui.

In consultation with the Evaluation Management Group⁶ and the Evaluation Reference Group⁷, the National Consultant will support the international consultant to define the scope and sampling approach during the inception phase with the aim of defining the confines of the evaluation including the stakeholders and initiatives that will be included or excluded from the evaluation.

⁶ Evaluation Management Group consists of UN Women staff from Kenya and regional offices

⁷ Evaluation Reference Group consists of UN Women Staff, Embassy of Finland representative, and relevant Government and Implementing partner representatives

The National Consultant will support the International Consultant in undertaking 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 program, 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.

d) Evaluation Approach and Methodology

A detailed evaluation methodology will be developed by the consultants under the leadership of the International Consultant and presented for approval to the Evaluation Reference Group⁸. The methodology should use a combination of quantitative and qualitative research methods. The assessment will be made using a theory-based approach against the project results framework as well as the Theory of Change. It should be utilization-focused, and gender-responsive and explicitly outline how it will integrate a human rights-based approach and explore the possibility of utilising participatory methods for developing case studies. Data should be disaggregated by sex and according to other relevant parameters. The team will discuss with stakeholders involved in the project including direct beneficiaries such as women leaders, GBV survivors and traditional leaders, and indirect beneficiaries including government entities and CSOs.

The main recommended phases of the evaluation methodology are:

a) Inception Phase:

- Conduct an initial desk review of available documents, gather and analyze programme data, conceptualize the evaluation approach and develop an evaluation matrix, consult internally on the approach, develop data collection tools, stakeholder mapping, sampling strategy, engage reference group.
- Conduct inception interviews with key stakeholders to refine the evaluation scope and methodology.
- Draft an Inception Report that will be reviewed by the Evaluation Reference Group.
- Refine the evaluation methodology/question matrix based on Evaluation Reference Group's feedback and integrate proposed changes (as appropriate) into the final evaluation report.

b) Data collection Phase

- Collect survey data from beneficiaries and key stakeholders as informed by the stakeholder analysis
- Conduct in-depth interviews with UN Women staff, partner organizations, donor representatives, and others as necessary.
- Deliver PowerPoint presentation of preliminary field key findings, that can be utilized in development of the new project document.

c) Analysis and Report Writing Phase:

⁸ Evaluation Reference Group consists of UN Women Kenya staff, the donor representative, government representatives and relevant implementing partners

- Review and analyze all available data including staff, partner and stakeholder survey(s) and interpret findings.
- Prepare first draft of the evaluation report and submit to Evaluation Reference Group for comments and possible endorsement.
- Revise report based on the feedback from Evaluation Management Group and debriefing session (as appropriate).
- Compile final report. The report should not be longer than 40 pages in the following format:
 - Title and opening pages
 - Executive summary
 - Background and purpose of the evaluation
 - Programme/object of evaluation description and context
 - Evaluation objectives and scope
 - Evaluation methodology and limitations
 - Findings
 - Conclusions
 - Recommendations
 - Lessons learned
 - Annexes (Terms of reference, documents reviewed, list of interviews conducted)

e) Stakeholder Participation

Project partners	<ul style="list-style-type: none"> ◆ National Council of Churches in Kenya (NCCK), Kenya Women Parliamentarian Association (KEWOPA), Movement of Men Against Aids Kenya (MMAAK), Echo Network Africa (ENA) / African Women Leaders Network (AWLN), Ministry of Public Service and Gender, State Department for Gender and Affirmative Action (SDfG), Office of the Registrar of Political Parties (ORPP), National Gender and Equality Commission (NGEC), Africa Woman and Child Feature Service (AWCFS), World Vision Kenya , Wangu Kanja Foundation, Human Rights Agenda (HURIA), Saku Accountability Forum (SAF) and Consortium9 members. 	Coherence and effectiveness of UN Women delivery
Development Partner	<ul style="list-style-type: none"> ◆ The Government of Finland through the Embassy of Finland in Kenya 	Effectiveness, coherence, and efficiency of UN Women delivery

f) Time frame & Deliverables

The evaluation will be conducted between September and November 2023. The primary evaluation deliverables are:

Deliverables	Estimated number of working days	Tentative Timelines	Payment %
1. Inception Report: This report will include a detailed evaluation methodology, revised evaluation question matrix, proposed data collection tools and analysis approach, and final evaluation work plan (with corresponding timeline).	5 days	September 2023	30%
2. Data Collection and Analysis: Evaluation data is collected, cleaned, and coded. Data is analysed (All raw data collected shall be shared with UN Women in CV format).	15 days	September - October 2023	30%
3. First draft of the evaluation report and presentation of preliminary findings to the Evaluation Management and Reference Groups: The reference group will review the first draft and give written comments/feedback. The preliminary findings will be presented in person or virtually (online) to the Evaluation Management and Reference Groups for review and approval.	7 days	October 2023 Signed: 13th September 2023	
4. Second draft of the Evaluation Report: The draft evaluation report should include all annexes summarizing the data analysis and incorporating feedback from the Evaluation Management and Reference Groups, the second draft version of the evaluation report should also include an audit trail of how comments have been integrated into the report and all final annexes.	5 days	October 2023	
5. PowerPoint Presentation to the Evaluation Management and Reference Group & Validation Workshop with Stakeholders on main Findings/ Recommendations and proposed dissemination strategy	3 days	November 2023	40%
6. Final Evaluation products with the following components: <ul style="list-style-type: none"> • Executive summary (Not more than 5 pages) • Stand-alone Evaluation report (Not more than 30 pages) • Comprehensive Evaluation report (with all annexes) • Evaluation comments log/audit trail Annexes (Separately)	5 days	November 2023	
7. Communications piece (Policy Brief): Submission of innovative knowledge products (Policy Brief) that capture the evaluation findings in a clear and concise manner, with infographics, in line with the UN	5 days	November 2023	

Women branding guidelines.			
Total	45 Days		

⁹ Marsabit Women Advocacy and Development Organization (MWADO), Community initiatives Facilitation and Assistance (CIFA) and Strategies for Northern Development (SND)

8. Management of Evaluation

The evaluation and quality assurance will be managed by UN Women Kenya Country Office, with technical support from an international consultant and a national consultant. The international consultant will have the overall supervision of the national consultant in the preparation of the inception report, data collection and analysis, and in presentation of the findings and the final report to the Evaluation Management and Reference Groups. Both the international and national consultants will be accountable to UN Women on behalf and report to the Kenya CO Planning, Monitoring and Evaluation Specialist. Whereas it is acceptable for the consultants to have assistants at their cost, the consultants will lead the execution of activities and take responsibility for meeting all the evaluation deliverables. For quality assurance, the evaluation report will be rated against the [Global Evaluation Report Assessment & Analysis System \(GERAAS\)](#).

The evaluation management structure will comprise one coordinating entity and two consultative bodies: The **Evaluation Management Group** and the **Evaluation Reference Group**. The Planning, Monitoring and Evaluation Specialist (PME&R Specialist) will manage the day-to-day aspects of the evaluation. This evaluation will be a participatory process and the evaluation task manager will ensure consultations with all the key stakeholders as required. The **Evaluation Management Group** will be responsible for the management of the evaluation. It will coordinate the selection and recruitment of the evaluation consultants, manage contractual agreements, budget and personnel involved in the evaluation, support the reference groups, provide all necessary data to the evaluation team, and facilitate communication between the evaluation team and the reference group. The Evaluation Management Group will include UN Women Deputy Country Representative, PME&R Specialist, the Project’s M&E Focal Point (Task Manager), Operations Manager, Team Leader and the Project Focal Point. The **Evaluation Reference Group** will provide direct oversight, safeguard independence, and give technical input over the course of the evaluation. It will provide guidance on evaluation team selection and key deliverables (Inception Report and Evaluation Report) submitted by the evaluation consultants. It will also support the dissemination of the findings and recommendations. The Reference Group will include a select UN Women KCO and ESARO Team, Government Partners, Civil Society Partners, and the development partner the Embassy of Finland representative.

9. National Consultant’s Skills and Experiences

The evaluation will be conducted by one internationally and one nationally recruited independent consultant with expertise and experience in conducting evaluations and well-versed in the three project thematic areas in Kenya. The international consultant will have the overall supervision of the national consultant and overall execution of the evaluation in close consultation with UN Women. With this terms of reference, UN Women is seeking to recruit one national consultant under the SSA contract for a period of **45 days spread between three months (September-November-2023)**. The national consultant is expected to have the following expertise and qualification:

- At least a master’s degree, in any social science, preferably political science, gender/women studies, sociology, international development, or related area, including

- evaluation or social research
- A minimum of 7 years of working experience applying qualitative and quantitative evaluation methods, particularly at the outcome level of a final evaluation.
 - A strong record in conducting gender-responsive evaluations including an understanding of Political, Governance and Democratic Processes, Peace and Security, and EVAWG programming in East and Southern Africa, especially in Kenya.
 - Knowledge of international normative standards on women's rights and gender mainstreaming processes.
 - Extensive knowledge and experience in using ICT for research, including electronic/digital data collection, analysis, and reporting.
 - Experience working with the UN staff, Government stakeholders, Civil Society Actors, local/county governments and beneficiaries, and a strong ability to communicate with multiple range of stakeholders.
 - Experience in evaluating relevant projects/programmes related to gender normative work, Women Political Participation, Women Peace and Security and EVAWG in Kenya.
 - Knowledge of the role of UN Women and its programming is desirable.

Language:

- Language proficiency in English and Kiswahili (written and spoken) are mandatory

Core values and Guiding principles:

- ◆ *Integrity*: Demonstrate consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
- ◆ *Professionalism*: Demonstrate professional competence and expert knowledge of the pertinent substantive areas of work.
- ◆ *Cultural sensitivity and valuing diversity*: Demonstrate an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrate an international outlook, appreciating difference in values and learning from cultural diversity.

CORE COMPETENCIES:

- *Ethics and Values*: Demonstrate and promote ethics and integrity by creating organizational precedents.
- *Organizational Awareness*: Build support for the organization and ensure political acumen.
- *Development and Innovation*: Support staff competence development and contribute to an environment of creativity and innovation.
- Demonstrate ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds.
- *Communication and Information Sharing*:
 - Create and promote an environment for open and effective communication.
 - Facilitate and encourage open communication and strive for effective communication.
 - Excellent oral and written skills.
 - Listen actively and respond effectively.
 - Self-management and Emotional Intelligence:
 - Stay composed and positive even in difficult moments, handle tense situations with diplomacy and tact, and have consistent behaviour towards others.

10. Application Process

Applicants are required to upload an electronic application in one single PDF on the UNDP job website not later than the date of the application deadline. The application should include the following documents/information.

- i. Cover letter outlining experiences relevant to this assignment and availability for assignment
- ii. Personal History Form - P 11” which can be downloaded from <https://www.unwomen.org/sites/default/files/2022-07/UN-Women-P11-Personal-History-Form-en.doc> indicating all past experience from similar projects, as well as the contact details (email and telephone number) of at least three professional references.

11. 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 [United Nations Evaluation Group \(UNEG\) 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, 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.

The evaluator is 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 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 is culturally appropriate and does not create distress for respondents.
4. Data collection visits are organized at the appropriate time and place 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.

As with the other stages of the evaluation, the involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator has the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator must be protected from pressures to change information in the report.

If the evaluator identifies issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed, and confidentiality is 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 is 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.

Signe: 13th September 2023



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