

Terms of Reference

Country Portfolio Evaluation: UN Women Ecuador

Strategic Note 2023-2026

I. Evaluation Purpose, Use and Scope

The UN Women Independent Evaluation Service (IES) evaluates the work of UN Women to enhance organizational accountability, provide evidence-based information for decision-making and to contribute to learning on gender equality and the empowerment of women.

The primary purpose of **the Country Portfolio Evaluation (CPE) of the UN Women Ecuador Country Office (CO)** is to assess the contributions of UN Women in advancing gender equality and women's empowerment in the country through the implementation of the current Strategic Note 2023-2026. The evaluation will assess the CO Strategic Note's fitness for purpose and the extent to which its intended results have been achieved to date and are likely to be achieved by the end of the period. The evaluation will also draw lessons to inform the design of the next Strategic Note (2027-2031).

This evaluation will serve both learning and accountability purposes. It will provide insights into how the organization's overall strategy and planning processes can be improved (learning) and provide information on the extent to which the organization is achieving its planned goals and how resources are being used to do so (accountability).

The primary intended users of this evaluation are the UN Women Ecuador Country Office (CO), the UN Women Americas and the Caribbean Regional Office, and UN Women Headquarters. The evaluation is also intended for a broad range of stakeholders and partners, including national government institutions, donors, civil society representatives, programme partners, and beneficiary groups. Other relevant actors include the UN Country Team, the Gender Thematic Group, and academia.

The **primary intended uses** of this evaluation are:

- To support learning and improved decision-making for the development of the next Strategic Note (2027-2031).
- To ensure accountability for the existing Strategic Note in terms of UN Women's contributions to gender equality and women's empowerment, as well as organizational effectiveness, learning, and knowledge management.
- To identify effective, promising, and innovative strategies and practices to support the achievement of the new CO's agenda.
- To enhance capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

Table 1: Intended Users

Primary & Secondary Intended Users	Primary Intended Use			
	Learning & Knowledge Generation	Strategic Decision-Making	Accountability	Capacity Development & Mobilisation
UN Women CO personnel	X	X	X	
UN Women HQ & RO Senior Management	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
National partners	X	X	X	X
Civil Society Representatives	X	X	X	X
Donors & Multilateral Partners	X	X	X	

II. Evaluation Objectives and Scope

The evaluation of this UN Women CO will apply the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria (**relevance, coherence, effectiveness, efficiency, and sustainability**) and a Human Rights and Gender Equality criterion. The evaluation has the following objectives:

1. **[Relevance]** To assess the extent to which the Strategic Note's objectives and design respond to the needs and priorities of the country, and its flexibility in adapting to new challenges.
 - 1.1. Determine the alignment of the Strategic Note's outcomes with national development goals, the Sustainable Development Goals (SDGs), and the needs of women and girls in the country, especially those at risk of being left behind.
 - 1.2. Evaluate the adaptation of the Strategic Note's implementation to address emerging issues like the COVID-19 pandemic, the climate crisis, and other national challenges.
2. **[Coherence]** To assess the CO Strategic Note's compatibility and synergy with other interventions and actors within the UN system and the wider development landscape.
 - 2.1. Examine the alignment and integration of the Strategic Note with the overarching UN Country Sustainable Development Cooperation Framework (UNSDCF) 2022-2026.
 - 2.2. Evaluate the coherence of the CO's work with other UN agencies, local partners, national government, and civil society organizations to support Gender Equality and Women's Empowerment (GEWE)
3. **[Effectiveness]** To assess progress toward the Strategic Note's intended outcomes and its synergy with other interventions and actors within the UN system and the wider development landscape.
 - 3.1. Evaluate the progress made towards the specific outcomes of the Strategic Note, including in the areas of Women's Economic Empowerment (WEE), Ending Violence Against Women and Girls (EVAWG), Governance & Participation in Public Life; and Women, Peace and Security, Humanitarian & Disaster Risk Reduction (WPSH&DRR)

- 3.2. Identify key factors, barriers, and opportunities (both internal and external) that have influenced the achievement of results.
- 3.3. Assess the effectiveness of the CO's coordination mechanisms and the office's contribution to advancing gender equality, youth development, disability inclusion, and human rights for marginalized groups.
4. **[Efficiency]** To evaluate how effectively the CO has utilized its resources to meet its goals.
 - 4.1. Analyzing the allocation and use of financial and human resources in the implementation of the Strategic Note.
 - 4.2. Assessing the timeliness and cost-effectiveness of the Strategic Note's implementation and programmatic strategies.
 - 4.3. Evaluating the CO's governance and management structure in promoting inter-agency coordination and joint programming
5. **[Sustainability]** To assess the potential of long-term, transformative change resulting from the CO 's interventions.
 - 5.1. Evaluate the mechanisms established to ensure the sustainability of results, including capacity building of national partners, strengthening of local ownership, and the development of exit strategies.
 - 5.2. Assess the Strategic Note's contribution to institutional and systemic changes that advance the implementation of the SDGs and promote transformative change for GEWE in the country.
 - 5.3. Identify successful approaches, innovations strategies and interventions to be prioritized/scale up in the upcoming Strategic Note.

This evaluation will assess the performance and results of the **UN Women Ecuador Country Office (CO) for the period 2023-2026**. The assessment will cover the CO's entire programme of work and its mandate, including contributions in the operational, coordination, and normative spheres.

- **Thematic Scope:** The evaluation will encompass all four thematic areas outlined in the Strategic Note, including: Women's Economic Empowerment (WEE), Ending Violence Against Women and Girls (EVAWG), Governance & Participation in Public Life; and Women, Peace and Security, Humanitarian & Disaster Risk Reduction (WPSH&DRR). In line with UN Women's triple mandate, the evaluation will also consider the Entity's inter-agency coordination role, the evaluation will also consider the Entity's inter-agency coordination role, including contributions to the **Civil Society Advisory Group (Grupo Asesor de la Sociedad Civil, GASC)** and partnerships with women's organizations. Furthermore, it will assess the integration of cross-cutting principles such as a human rights-based approach, leaving no one behind (LNOB), and disability inclusion.
- **Geographical Scope:** The evaluation will primarily focus on the provinces and cantons where UN Women Ecuador has implemented significant interventions, namely Pichincha (including Quito at both national and local levels), Imbabura, and Guayas (canton Guayaquil). While the evaluation will not conduct in-depth assessments in every province, it will draw on national-level data, joint programme evaluations, and other existing reports to inform its overall analysis. For more targeted data collection, the evaluation team will conduct a field mission to selected sites within these priority areas.
- **Temporal Scope:** The evaluation will cover the implementation period from **2023 to 2026**. As this

assessment is conducted end-cycle, it will have a summative approach. The timing is intended to provide evidence-based learning and actionable recommendations to inform the development of the **next Strategic Note (2027-2031)**.

Limitations

This section outlines the potential limitations identified for this evaluation and details the corresponding mitigation strategies that will be employed to ensure the credibility and utility of the findings.

A primary challenge identified **is the risk of selection bias**, coming from constraints in engaging a fully representative cross-section of stakeholders—including government partners, civil society, and beneficiaries across 19 provinces. This is intensified by the current political instability and social polarization, which may impact willingness to speak openly and thus the quality of primary data, and high turnover of public officials, limiting access to key informants with long-term institutional memory essential for assessing continuity and capacity strengthening.

To address these challenges, the evaluation will employ a combination of purposive and snowball sampling to identify relevant informants. Importantly, all findings will be subjected to triangulation. Information gathered from key informant interviews and FGDs will be systematically cross-referenced and validated against data from a comprehensive desk review of programme documents, previous evaluations, and annual results reports.

Previous assessments have consistently highlighted significant challenges with data and documentation. These include a lack of disaggregated and up-to-date data, particularly for vulnerable groups, which can impede in-depth analysis. Furthermore, clear gaps in documentation from earlier programmatic periods present difficulties in assessing long-term impact, sustainability, and the evolutionary trajectory of interventions.

The evaluation team will mitigate these issues by complementing the review of historical documents with an analysis of the most recent data available from sources such as annual results reports and monitoring platforms (e.g., UN-SWAP). Key informant interviews will be strategically utilized to fill identified information gaps and to validate findings derived from older documentation, thereby providing crucial context and updated perspectives.³

Finally, it is inherently challenging to attribute development outcomes solely to the interventions of the Country Office (CO). In the complex operational environment characterized by joint programmes and multifaceted partnerships, distinguishing the specific contributions of UN Women from those of other UN agencies and partners presents a significant methodological difficulty.

The evaluation will address this by employing a contribution analysis approach. Rather than making definitive claims of attribution, the focus will be on assessing the plausible contribution of the CO's work to the observed results. This methodology involves constructing a credible narrative of change, supported by robust evidence gathered from multiple sources, to logically demonstrate how the CO's

interventions have contributed to the intended outcomes within the broader programmatic landscape, more information in the coming sections.

III. Evaluation Questions

This evaluation will be guided by the key questions below, which are structured according to the evaluation criteria. These questions will be refined in the evaluation matrix during the inception phase to ensure they reflect the priorities of all key stakeholders.

1. Relevance

1.1 To what extent are the CO Strategic Note's objectives, outcomes, and thematic priorities aligned with the development needs of the country, the priorities of government and national partners, the UNSDCF, and the SDGs?

1.2 How effectively has the CO adapted the implementation of the Strategic Note to respond to emerging challenges, such as the impacts of the migratory crisis, the triple crisis (food, fuel, and finance), and evolving security concerns?

2. Coherence

2.1 How coherent is the CO Strategic Note with the broader UN system? Specifically, how well does it align with the UN Sustainable Development Cooperation Framework (UNSCDF) 2023-2026, and how effectively does it foster inter-agency collaboration and joint programming with the UN Country Team (UNCTs)?

2.2. To what extent has the CO leveraged its **operational, coordination, and normative mandates** to foster coherent partnerships with national governments, civil society organizations (CSOs), and national bodies to advance Gender Equality and Women's Empowerment (GEWE)?

3. Effectiveness

3.1 What progress has been made toward achieving the intended results and outcomes of the Strategic Note across its four key thematic areas?

3.2 What have been the key internal and external factors (e.g., capacities, partnerships, national context) that have enabled or hindered the achievement of these results?

3.3 To what extent has the implementation of the Strategic Note contributed to advancing the rights of marginalized groups and fulfilling the principle of Leaving No One Behind (LNOB), including for persons with disabilities, youth, and other vulnerable populations?

4. Efficiency

4.1 How efficiently have the CO's financial and human resources been allocated and managed to deliver the results outlined in the Strategic Note?

4.2 To what extent have the CO's operational strategies, management structures, and business processes supported the timely and cost-effective implementation of its programmatic work?

5. Sustainability

5.1 What is the likelihood that the results and benefits of the Strategic Note's interventions will be sustained over time by national partners? What mechanisms (e.g., capacity building, policy integration,

national ownership) have been established to support this?

5.2 To what extent has the Strategic Note contributed to higher-level, transformative changes, such as influencing national norms, strengthening institutional capacities, and accelerating progress towards the SDGs related to gender equality?

IV. Context for Gender Equality and Women's Empowerment in Ecuador

Ecuador, a middle-income country with a population of over 18 million, faces a complex nexus of socio-economic, political, and security challenges that create significant barriers to achieving gender equality. While the country has made legislative progress, persistent structural inequalities are exacerbated by rising organized crime, political instability, and humanitarian pressures. These intersecting crises disproportionately affect women, girls, and marginalized groups, including Indigenous, Afro-Ecuadorian, and migrant populations, deepening existing vulnerabilities.

Key challenges to gender equality and women's empowerment in Ecuador include:

- **Gender-Based Violence in a High-Security Context:** Ecuador is experiencing an unprecedented security crisis, with its homicide rate exceeding 47 per 100,000 inhabitants in 2023, making it one of the most violent countries in the region. This environment fuels extreme forms of violence against women and girls (VAWG). Femicides have shown an alarming increase, with **595 cases recorded in 2023**. National data indicates that **65% of women** have experienced some form of violence in their lifetime. Women and girls also face specific risks from organized crime, including forced recruitment and sexual violence, particularly in communities with minimal state presence.
- **Deep-Rooted Economic Inequality and Care Burden:** Significant economic disparities persist, with a national poverty rate of 27.7% that is more acute in rural areas (42.4%). Women experience higher rates of poverty and extreme poverty than men. This gap is even more pronounced for **Indigenous women, who face a multidimensional poverty rate of 78.1%**. Women are overrepresented in the informal economy (**52.8% of women** vs. 49.4% of men) and hold 67% of part-time and below-minimum-wage jobs, limiting their access to social security and economic autonomy. This economic vulnerability is compounded by the unequal burden of unpaid care and domestic work.
- **Barriers to Women's Political Participation and Leadership:** Despite celebrating 100 years of women's suffrage and establishing legal quotas for electoral lists, women's effective political representation remains a challenge. As of 2021, women held only **36% of seats in the National Assembly** and **less than 10% of mayoralties**. High levels of political violence against women are a primary deterrent; **66% of women in politics report experiencing demeaning language**, often perpetrated by other political actors and amplified on social media. The political participation of Indigenous and Afro-Ecuadorian women remains particularly limited.
- **Humanitarian Crises and Human Mobility:** As the third most disaster-prone country in Latin America and the Caribbean, Ecuador faces constant threats from natural hazards. It is also the third-largest recipient of Venezuelan refugees and migrants in the region, hosting nearly **475,000 individuals** who face significant barriers to integration, including xenophobia and gender-based

violence. These overlapping crises place an immense strain on essential services and amplify the care responsibilities of women, who are often first responders within their communities.

UN Women Ecuador Country Office

The UN Women Ecuador Country Office (CO) implements its mandate to advance gender equality and women's empowerment through normative support, operational programming, and UN system coordination. Its work is guided by the **Strategic Note (SN) for 2023-2026**, which is aligned with the **United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026** and Ecuador's National Development Plan.

The SN was developed through extensive consultations and addresses the country's most pressing gender equality challenges through four interconnected outcome areas:

1. Women's Leadership and Political Participation (Outcome 1): This outcome focuses on ensuring that women, in all their diversity, lead, participate in, and benefit equally from governance systems. The CO works to **strengthen the capacities of women leaders**, promote parity democracy at all levels of government, and support legal and policy reforms to **prevent and respond to violence against women in politics**. Key partners include national electoral bodies, the National Assembly, political organizations, and civil society organizations (CSOs).

2. Women's Economic Empowerment (Outcome 2): To ensure women have income security, decent work, and economic autonomy, this outcome promotes policies and programs that support **women's entrepreneurship**, particularly in the digital and care economies. A central focus is on recognizing, reducing, and redistributing the unequal burden of unpaid care work. The CO works with public and private sector partners to create an enabling environment for women's economic advancement and financial inclusion.

3. Ending Violence Against Women and Girls (Outcome 3): This outcome aims to ensure that all women and girls live a life free from all forms of violence. Building on the principle of "leaving no one behind," the CO works to **strengthen institutional capacities for prevention and response**, improve survivors' access to essential services and justice, and transform the discriminatory social norms that perpetuate violence. This includes strategic engagement with the justice, security, health, and education sectors.

4. Gender in Humanitarian Action and Women, Peace, and Security (Outcome 4): This area focuses on ensuring that women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from disaster risk reduction and humanitarian action. The CO works to **integrate gender equality into humanitarian response plans**, address the specific needs of migrant and refugee women, and promote women's leadership in peacebuilding and community security initiatives, in line with the Women, Peace, and Security (WPS) agenda.

The total planned budget for the UN Women Ecuador Country Office's Strategic Note for the period **2023-2025¹** is **\$16.34 million¹**. This funding is primarily directed towards programmatic activities under the Development Results Framework (DRF), which accounts for 80.78% (\$13.20M) of the budget, while

¹ 2026 RMS data not available.

Organizational Effectiveness and Efficiency (OEE) constitutes the remaining 19.22% (\$3.14M).

Programmatically, the budget prioritizes three main impact areas:

- **Ending Violence Against Women (EVAW):** \$6 million (46%) ³
- **Women's Economic Empowerment (WEE):** \$5 million (39%) ⁴
- **Leadership and Governance (L&G):** \$2 million (15%) ⁵

Key funding is allocated to outcomes related to **Access to services and goods** (\$5.44M) and strengthening **Norms, laws, and policies** (\$4.74M). Major non-core donors include the **Municipio de Quito** (\$1.05M), the **Peacebuilding Fund** (\$0.73M), and the **European Commission's Spotlight Initiative** (\$0.71M). Despite these contributions, the office faces a non-core funding gap of **\$5.57 million**. Operationally, the largest cost category is **non-personnel expenses** at \$10.87 million, followed by staff costs at \$3.01 million².

Table 1: Table 1 Ecuador CO Total Financial Resources 2023-2025

Fund	2023	2024	2025
Core	US\$ 0.65 M	US\$ 0.72 M	US\$ 0.74 M
IB	US\$ 0.75 M	US\$ 0.76 M	US\$ 0.82 M
Non-Core (available)	US \$ 1.53 M	US \$ 2.53 M	US \$ 2.20 M
Non-Core (TBM)	US \$ 1.49 M	US \$ 3.77 M	US \$ 0.32 M
XB	US \$ 0.05 M	US\$ 0.03 M	US\$ 0.0 M
Total Resource Per Year	US\$ 4.46 M	US\$ 7.8 M	US\$ 4.08 M

Elaborated by Evaluation Team, based on RMS Financial Data

V. Evaluation Methodology

The UN Women Evaluation Policy³ and UN Women Evaluation Handbook⁴ 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 Standards⁵ for Evaluation and Ethical Guidelines⁶.

UN Women evaluations are gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach: they are inclusive, participatory, transparent and ensure fair power relations; and they analyse the underlying structural barriers and sociocultural norms that impede the

² RMS Dashboard Report, consulted in August 2025.

³ UN Women Revised Evaluation Policy, UNW/2020/5/Rev.2; accessible at: <https://www.unwomen.org/-/media/headquarters/attachments/sections/executive%20board/2020/second%20regular%20session/unw-2020-5-rev2%20revised%20eval%20policy%20for%20endorsement%20at%20srs%202020%203%20sept%20rev.pdf?la=en&vs=3925>.

⁴ UN Women Evaluation Handbook, 2015; accessible at: <https://genderevaluation.unwomen.org/en/evaluation-handbook>.

⁵ UNEG, "Norms and Standards for evaluation", 2016, available online at: <http://www.unevaluation.org/document/detail/1914>.

⁶ UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

realization of women's rights, including marginalized groups: such as persons with disabilities, LGBTQ+ status, and other groups that are affected by intersecting forms of discrimination (based on ethnicity and/or race).

UN Women evaluations are also utilization-focused, which means that it will be tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations, which will facilitate the production of a useful evaluation. The evaluation also takes a systemic perspective that recognizes that UN Women's contributions towards GEWE outcomes and its ability to implement its programme of work are affected by several key influencing factors, such as socio-cultural norms, harmful practices, international donor and financing environment, political environment, environmental risks or humanitarian crises, security concerns, and local partners capacity and commitment. Information on each of these factors will be collected to provide a coherent picture on the wider systems at play that affect the ability of the organization to contribute towards GEWE and reach the most vulnerable groups of women in the region.

Approach

The evaluation is employing a non-experimental, theory-based approach using mixed qualitative and quantitative methods. A re-constructed Theory of Change will be used as the basis for contribution analysis. The evaluation will employ the following methods of analysis and data collection:

1. Interviews (online and in person in selected provinces) with key informants identified through the stakeholder analysis (across all stakeholder groups).
2. Survey of UN Women personnel and external partners (UN partners and national partners).
3. Focus Group Discussions. key stakeholders and partners, and potentially women and male rights holders that have participated in UN Women programmes in selected provinces.
4. Observation of meetings, facilities or specific project interventions.
5. Case studies will be identified for a more in-depth look into priority areas, prioritizing recently conducted evaluations of flagship projects in the country.

Key document analyses undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations. The team will utilize gender @ work framework.

The following analyses will also inform the overall evaluation:

- Evaluability assessment: to help determine the evaluation approach and gaps in data, the quality of the programme logic (linkages between the outcomes, outputs and indicators) as articulated in the strategic note development results framework and organisational effectiveness and efficiency framework, the availability of baseline data, and the availability of documents necessary for the evaluation will be assessed. Contextual analysis: this will include an analysis of the key external influencing factors identified above and how they may affect realization of women's rights in the region.

- Portfolio Analysis of UN Women CO SN & Project Documents: The evaluation will undertake a desk-based portfolio analysis.
- An UNSDCF Evaluation is being conducted, and if it is completed prior to the end of this evaluation, its results will also be incorporated.

UN Women financial analysis will explore the budget, expenditure and trends in type of expenditures. The analysis will draw on multiple data sources, including institutional financial records (such as data available through the UN Women Quantum system), documents, and reports. Additional sources may include field observations, information systems, and consultations with beneficiaries, staff, funders, experts, government officials, and community groups.

[Atlas.Ti](#) qualitative analysis software will be used to analyse interviews and focus group discussions. Multiple lines of evidence will inform the contribution analysis. Sources and methods of information will be triangulated to ensure robust findings that can be used with confidence.

The inception report will provide more details on the selected approach and methods based on desk review and evaluability assessment, scoping interviews, and consultations with the CO personnel and Evaluation Reference Group (ERG).

Principles

Data collection methods and processes should be gender-responsive and data should be systematically disaggregated by sex and, to the extent possible, disaggregated by age, geographical region, ethnicity, disability, migratory status and other contextually relevant markers of equity. Specific guidelines should be observed, namely the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations (2014)⁷ and UN Disability Inclusion Strategy Evaluation Accountability (2019)⁸.

The evaluation should adhere to and be guided by the UNEG Norms and Standards (2016)⁹ and the UNEG Ethical Guidelines (2020)¹⁰ at every stage of the evaluation process, observing the principles of integrity, accountability, respect and beneficence.

VI. Management and quality assurance

All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy¹¹ and Evaluation Handbook¹². The Evaluation Report will adapt to the RO the approach outlined in the UN Women Country Portfolio Evaluation Guidance and should also follow the United Nations Editorial Manual. The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality (See Annex 1). All products are subject to quality assurance review by the peer reviewer, **the ERG, and the evaluation management group**.

⁷ Available at <https://www.unevaluation.org/unevaluation/publications/integrating-human-rights-and-gender-equality-evaluations#>

⁸ Available at https://www.un.org/en/content/disabilitystrategy/assets/documentation/UN_Disability_Inclusion_Strategy_english.pdf

⁹ Available at <https://www.unevaluation.org/unevaluation/publications/unevaluation-norms-and-standards-evaluation-un-system#>

¹⁰ <https://www.unevaluation.org/unevaluation/publications/unevaluation-ethical-guidelines-evaluation#>

¹¹ Available at: <https://undocs.org/en/UNW/2020/5/Rev.1>

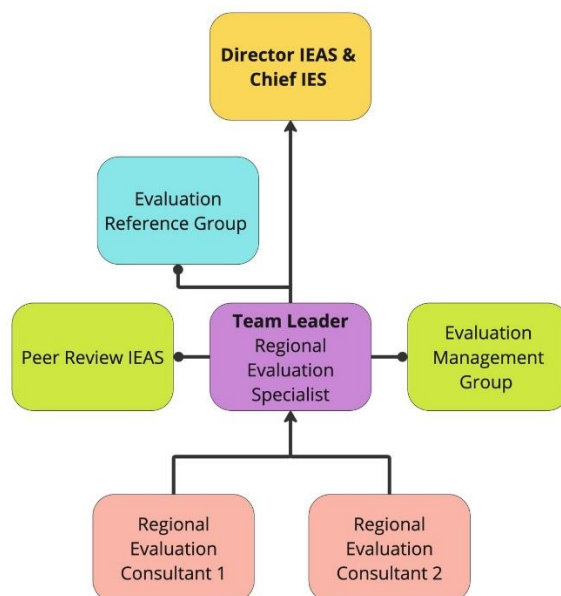
¹² Available at: <https://www.unwomen.org/sites/default/files/2022-05/UN-Women-Evaluation-Handbook-2022-en.pdf>

This evaluation will have the following structures (as seen in the figure below):

1. **Oversight:** The Director of the Independent Evaluation and Audit Service oversees all activities, while the Chief of Independent Evaluation Service is responsible for the evaluation related activities; both will review the key products of the evaluation.
2. **Team Leader:** The Regional Evaluation Specialist of the Independent Evaluation Service will manage the coordination and day-to-day management, and serve as the team leader, leading methodological approach, collection of data, analysis and writing; as Team Leader, she will also be responsible for overseeing the work of the team members, managing the contracts and assuring quality of the work.
3. **Evaluation team:** The evaluation team members will include the evaluation retainers and analyst responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation preparation and the international evaluation consultant who will support the entire evaluation process.
4. **Evaluation Management Group (EMG)** for administrative support and accountability: CO Representative and/or CO Deputy Representative, Evaluation manager, functional and/or thematic area specialists and the Regional Evaluation Specialist and the Evaluation Team Leader.
5. **Evaluation Reference Group (ERG)** for substantive technical support: CO National (NRA) government partners, Civil Society representatives, Development partners/donors and UN partners at the country level; as well as members of EMG.
6. **Peer Review** for methodological guidance and feedback: 1 IES staff will be engaged as peer reviewer of the evaluation.

VII. Evaluation Governance Structure

Figure 1: Evaluation Governance Structure



VIII. Timeframe and key milestones

The evaluation will take place between August 2025 and March 2026. Adherence to this timeline is important, as the evaluation shall inform the formulation of the next Strategic Note.

The evaluation report will be drafted by the evaluation team during February 2026, the draft evaluation report will be submitted to the ERG in late March 2026 for review. **Final formatted products will be ready in March 2026** according to UN Women branding guidelines for technical publications. Evaluation dissemination and management response should be initiated by June 2026.

The evaluation is organized in three phases, as follows:

Table 2: Evaluation Timeline

Phase	Indicative month	Responsible party
Preparation		
Drafting Terms of Reference	August 2025	Team Lead
Desk Review	November 2025	Evaluation Team
Drafting of Inception Report	November 2025	Team Lead
Data Collection and Analysis		
Survey	January 2025	Team Lead
KII	January 2025	Team Lead
Data Analysis	February 2026	Evaluation Team
Report Phase		
Preliminary findings workshop	February 2026	Team Lead, CO Management, ERG
Drafting of Evaluation Report	February 2026	Team Lead
Final report approval	March 2026	IEAS Leadership and peer reviewer
Executive brief and dissemination	March 2026	Team Lead and CO Management
Satisfaction survey and EMR	June 2026	Team Lead and CO Management

IX. 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. These documents will be annexed to contracts. All data collected by the team members must be submitted to the evaluation manager in Word, PowerPoint or Excel formats and is the property of UNWomen. Proper storage of data is essential for ensuring confidentiality. To ensure this, the evaluation team will develop during the inception phase a **data management plan**, outlining protocols for data collection, secure storage, analysis, and eventual disposal in line with UN Women's policies and the UNEG Ethical Guidelines.

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 investment in the evaluation will result in improved outcomes.

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

X. Annexes

- [UN Women GERAAS evaluation quality assessment checklist](#)
- [UN Women Evaluation Consultants Agreement Form](#)
- [UNEG Ethical Guidelines for Evaluation](#)
- [UNEG Code of Conduct for Evaluations](#)
- [UNEG Norms and Standards for evaluation](#)