



CONSULTANT TERMS OF REFERENCE

I. Contract Overview

Consultancy Title:	International Lead Evaluator for Mid-Term Evaluation of the "Dare to Care" Regional Programme
Location:	Home Based with travel to MENA region (Egypt, Jordan and Morocco)
Practice Area:	Gender Equality
Type of Contract:	Individual Contract
Category (Eligible applicants):	External
Post Type and Level:	International Consultant, Home-based
Languages Required:	English
Starting Date:	21 November 2025
Duration of Contract:	Part-time 50 working days over a period of 6 months.

II. Consultancy Assignment

Background/Context

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

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Gender inequality continues to prevail across the Middle East and North Africa (MENA) region, with the area demonstrating the second largest gender gap globally according to the Global Gender Gap Report 2022. The region faces a striking paradox: while achieving relatively high levels of educational attainment for women, it maintains the world's lowest female labour force participation rates estimated at 18 percent in 2020 compared to 77.7 percent for men. Central to these persistent inequalities are deeply entrenched patriarchal social norms and structures that assign disproportionate unpaid care and domestic work responsibilities to women. Regional data indicates that women in the MENA region perform 4.7 times more unpaid care work than men—the highest ratio globally—severely limiting their opportunities for economic participation and career advancement.

Programme Design and Strategic Approach:

Against this backdrop, UN Women's Regional Office for Arab States (ROAS) initiated the "[Dare to Care](#)" (DTC) regional programme in October 2023. This groundbreaking three-year initiative represents a first-of-its-kind approach in terms of focus, scale, and methodology, building upon substantial foundations laid by its predecessor, the Men and Women for Gender Equality (MWGE) programme implemented between 2015 and 2023. The programme's unique approach centers on transforming patriarchal masculinities and social norms by promoting increased involvement of men and boys in caregiving and household responsibilities as an entry point to broader gender equality outcomes.

The DTC programme operates with regional coverage across six countries (Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia), with a regional component and direct in-country investments and partnerships established in four target countries: Egypt, Jordan, Morocco, and Tunisia. The programme's overarching impact is that more women and girls across the MENA region benefit from the transformation of patriarchal masculinities and social norms achieved using caregiving and household responsibilities of men and boys as entry point.

The programme operates with a total budget of approximately USD 9 million, supported by three key donors: the Swedish International Development Cooperation Agency (Sida) contributing USD 7,176,750, German International Development Cooperation (GIZ) contributing USD 1,465,662, and the Basque Agency for Development Cooperation (AVC) contributing USD 436,000. Implementation is coordinated by UN Women's Regional Office for Arab States in collaboration with Country Offices, leveraging strategic partnerships with governments, civil society organizations, academic institutions, religious leaders, and private sector entities.

After approximately 24 months of implementation, a comprehensive mid-term evaluation is required. The evaluation serves both accountability and learning purposes: assessing overall performance and achievement against planned results, while studying intervention processes to determine effective strategies and identify areas requiring course correction. The evaluation will contribute toward building evidence on transforming patriarchal masculinities and social norms for gender equality, informing future programming by UN Women and other actors in this field.

The Lead Evaluator will work collaboratively with a Support Evaluator (Arabic speaker) to ensure comprehensive coverage and cultural sensitivity across target countries. The Support Evaluator will work under a three-tier management structure further described below. For recruitment and management purposes, the UN Women's Regional Programme Manager of the Dare to Care will act as the hiring manager, reviewing and approving the deliverables of the Support Evaluator prior to each payment.

Theory of Change

The DTC programme is guided by a comprehensive Theory of Change grounded in the socio-ecological model for social norms change. The programme is based on a set of assumptions and preconditions to create a pathway for transformation: If societies across the MENA region demonstrate increased involvement of men and boys in caregiving and household responsibilities leading to women's empowerment; if key institutions effectively transform patriarchal masculinities and social norms with focus on advancing men's caregiving roles and women's economic empowerment; and if more enabling laws and policies are established that promote men's caregiving and household responsibilities including paternity leave; then more women and girls across the MENA region will benefit from the transformation of patriarchal masculinities and social norms achieved using caregiving and household responsibilities of men and boys as entry point, because gender equality will be promoted at all levels of society through positive behavioral change and through favorable legislative environments.

Programme Impact and Outcomes

The programme works toward achieving a clear impact statement: More women and girls across the MENA region benefit from the transformation of patriarchal masculinities and social norms that is achieved using the caregiving and household responsibilities of men and boys as entry point.

This impact is pursued through three equally important and interconnected outcomes:

Outcome 1: Societies across the MENA region demonstrate an increased involvement of men and boys in caregiving and household responsibilities and more empowerment of women and girls. This outcome focuses on creating measurable reductions in the gender gap in time spent on unpaid care and domestic work, with a target of 60 minutes reduction from baseline, and demonstrating how youth-led movements and social norms change models contribute to increased gender equality and women's economic empowerment.

Outcome 2: Key institutions effectively transform patriarchal masculinities and social norms with a focus on advancing caregiving and household responsibilities of men and boys and the economic empowerment of women and girls. This outcome targets both youth-serving institutions and religious institutions, aiming to increase young male beneficiaries' time spent on unpaid care and domestic work by 30 percent from baseline, while increasing young women's willingness to enter the paid labor market by 20 percent from baseline.

Outcome 3: More men and boys are able to take their share in caregiving and household responsibilities with more enabling laws and policies that promote their caregiving and household responsibilities, and paternity leave. This outcome aims to benefit over 40 million men across target countries through changed normative frameworks, with targets of reforming or enacting three laws for more equal paternity leave and three national policies promoting men's caregiving responsibilities.

Target Beneficiaries

The DTC programme targets diverse populations across the MENA region with a strategic focus on youth as primary agents of change. The programme directly engages young men and women aged 15-35 as both beneficiaries and change agents, recognizing that more than half of the Arab States population is under 25 and their attitudes will shape the region's present and future. Community-level interventions target families and households in selected communities across the four target countries to demonstrate measurable changes in unpaid care work distribution and gender attitudes.

The programme also targets institutional beneficiaries including staff and beneficiaries of youth-serving institutions, estimated at over 100,000 young people across the three youth-serving institutions engaged in target countries (Egypt, Jordan, and Morocco).

Additionally, the programme reaches private sector employees through partnerships with over 360 companies that have signed the Women's Empowerment Principles, affecting approximately 50,000 staff and their families.

Key Stakeholders and Partnership Strategy

The programme operates through a comprehensive multi-stakeholder approach that combines governmental authority, civil society expertise, and regional political influence. At the regional level, key partners include the Arab Women Organization (AWO) as an intergovernmental institution providing political leverage and regional reach.

At the national level, the programme works closely with government institutions including national women's machineries, ministries of youth, and other line ministries in each target country. Youth-serving institutions serve as primary implementation partners, while religious institutions and leaders are engaged to promote gender-equitable interpretations of religious teachings. Civil society organizations, particularly women's rights organizations and youth-led groups, serve as both implementing partners and accountability mechanisms to ensure alignment with feminist principles.

The private sector engagement focuses on companies that have signed the Women's Empowerment Principles, providing platforms for workplace policy changes and corporate advocacy. Academic institutions across the region contribute through the emerging regional network of universities focused on strengthening feminist knowledge production and research on masculinities and care work.

This multi-layered partnership strategy creates comprehensive pathways for social norm change from policy to practice, ensuring that transformation efforts reach individual, community, institutional, and policy levels simultaneously.

Programme Governance Structure

The DTC programme operates through a structured governance framework designed to ensure strategic oversight, coordination, and accountability across regional and national levels. The programme is overseen at the regional level by a Regional Coordination Committee (RCC) chaired by senior management of UN Women ROAS. The RCC includes senior management from UN Women country offices in all six target countries (Egypt, Morocco, Jordan, Tunisia, Lebanon, and Palestine), representatives from donor organizations (Sida, GIZ, and Basque Country), and the Director General of the Arab Women Organization. The RCC provides strategic direction, endorses annual work plans, reviews programme progress, addresses implementation challenges, and supports resource mobilization efforts. The committee meets at least annually to ensure coordinated regional approach and cross-country learning.

In three target countries (Egypt, Morocco, and Jordan), National Strategic Groups (NSGs) provide country-level strategic guidance and oversight. These groups are co-chaired by UN Women Country Office senior management and high-level representatives from national women's machineries. Membership includes representatives from key national institutions such as youth ministries, donor representatives at country level (as observers), and programme staff. The NSGs provide strategic guidance for achieving country-level results, monitor implementation progress, support national policy and legislative advancement for men's involvement in unpaid care work, foster strategic partnerships, and support knowledge dissemination and resource mobilization. This multi-tiered governance structure ensures alignment between regional strategic objectives and country-specific implementation approaches while maintaining accountability to donors and national stakeholders. The governance framework facilitates coordinated decision-making, cross-country learning, and adaptive management throughout the programme implementation period.

Implementation Timeline and Context

The DTC programme has been implemented for approximately 24 months as of the mid-term evaluation period. Implementation has occurred within a complex regional context characterized by ongoing conflicts, political transitions, economic challenges, and varying degrees of conservative social environments that impact gender equality initiatives. Despite these contextual challenges, the programme has demonstrated resilience and adaptability, achieving notable results across all outcome areas while establishing critical foundations for continued progress.

Description of Responsibilities/ Scope of Work

Evaluation Scope and Approach: The mid-term evaluation covers the implementation period from October 2023 to September 2025, representing approximately 20 months of the 36-month programme cycle. The evaluation focuses on implementation across

four countries with direct investments: Egypt, Jordan, Morocco, and Tunisia. Given varying implementation progress, the evaluation concentrates primarily on Outcome 1 (community-level social norms change) and Outcome 3 (policy and legal reforms).

Evaluation Objectives and Criteria:

The evaluation will address OECD-DAC criteria including relevance, effectiveness, efficiency, coherence, and sustainability, with special attention to gender and human rights dimensions and innovation/learning aspects. Key objectives include analyzing programme relevance and Theory of Change validity in current regional contexts; assessing effectiveness in achieving planned outputs and outcomes; reviewing management efficiency and partnerships; evaluating sustainability strategies; examining coherence with other interventions; and identifying lessons learned and good practices.

The Lead Evaluator will provide overall technical leadership and coordination for the evaluation process, ensuring adherence to UNEG [Norms](#) and [Standards](#) for Evaluation, the [UNEG Code of Conduct for Evaluations in the UN System](#), UN Women Evaluation Guidelines including Evaluation Policy, [GERAAS evaluation report quality checklist](#), and the UN Women's "[How To Manage Gender-Responsive Evaluation](#)" [handbook](#). The evaluation shall also be guided by the UN Women [Pocket tool for managing gender responsive evaluation during Covid 19](#).

Key Evaluation Questions

Relevance

- How relevant and evidence-informed is the programme intervention logic and Theory of Change to bring gender transformative changes in behaviors and challenge social norms at the national and regional level? To what extent are the ToC's underlying assumptions still valid in the current regional context?
- To what extent do the intervention strategies and activities respond to the regional and country contexts and specific needs of target individuals and groups, including those who are most vulnerable? To what extent has the programme adapted to emerging regional challenges and remained fit for purpose during the implementation period?
- What is the comparative advantage of UN Women in leading this programme? Is UN Women's value addition well understood and recognized among regional and national stakeholders?

Effectiveness

- To what extent has the programme been effective in establishing foundations for promoting positive behaviors and challenging social norms that underpin gender inequality?
- How effective has the programme been in creating youth-led social movements and mobilizing young people as agents of change across target countries?
- To what extent has the programme been effective in establishing community-based interventions and generating early evidence of social norms change?
- How effective have efforts been for national authorities, CSOs, and targeted institutions to advance legal and policy changes?
- What early results and emerging outcomes can be identified, and what factors have supported or hindered implementation progress?

Efficiency

- Is the programme management structure fit for purpose with regional and country level institutional arrangements to deliver results in a cost-effective manner?
- Is the regional arrangement successfully leveraging the combined effects of the multi-country programme approach?
- Have financial resources been optimally deployed during the initial implementation period?
- Have strategic partnerships been effectively developed and utilized to contribute toward programme results?
- Does the programme have effective monitoring and evaluation systems to track progress and support adaptive management?

Coherence

- To what extent is the programme coherent with other interventions at country and regional levels, ensuring complementarity and avoiding duplication?
- How well does the programme align with national development frameworks and UN Women's broader programming in the region?
- To what extent do programme interventions complement and coordinate with other gender equality initiatives in target countries?

Sustainability

- What early indications exist that outcomes will be sustained through requisite capacities, systems, and structures being established? To what extent has the programme invested in strategic partnerships that will support continuation of activities? What foundations have been laid for policy and regulatory frameworks that will support continuation of gender transformational work?

Gender and Human Rights

- How has the programme addressed underlying causes of gender inequality and to what extent has it established foundations for transforming negative behaviors and challenging negative social norms?
- To what extent does the programme incorporate the principle of Leave No One Behind with special focus on marginalized groups?
- To what extent was a human rights-based and gender transformative approach incorporated in programme design and early implementation?

Innovation and Learning

- What innovations and good practices have emerged during the initial implementation period?
- How effective are the learning and knowledge management strategies in supporting cross-country learning?
- To what extent do data, evidence and lessons systematically feed into learning and programmatic decision making?
- What are key lessons learned that can inform the remaining implementation period and future programming?

Key responsibilities include:

Evaluation Design and Management:

- Lead development of comprehensive evaluation inception report, detailed methodology, and evaluation matrix aligned with OECD-DAC criteria
- Provide technical oversight and quality assurance throughout the evaluation process, ensuring adherence to UNEG Norms and Standards and UN Women evaluation guidelines
- Coordinate evaluation timeline and deliverables with Support Evaluator, ensuring seamless integration of evaluation components
- Design and oversee mixed-methods approach combining qualitative and quantitative data collection techniques
- Ensure theory-based evaluation approach examining programme's Theory of Change and progress along results chain

Senior Stakeholder Engagement:

- Conduct key informant interviews with senior stakeholders including UN Women regional and country leadership, government officials from national women's machineries and youth ministries, donor representatives from Sida, GIZ, and AVC, and high-level regional partners. The number of interviews will be determined in alignment with the proposed data collection method in the approved inception report.
- Lead stakeholder meetings and validation workshops with Evaluation Reference Group and Evaluation Steering Committee
- Facilitate engagement with evaluation governance bodies and task managers
- Present preliminary findings and final results to senior management and external stakeholders
- Manage relationships with government partners, implementing organizations, and academic institutions

Data Collection and Methodological Leadership:

- Design and implement purposive sampling strategy ensuring representation across countries, stakeholder groups, and programme components
- Oversee mixed-methods data collection including document review, key informant interviews, focus group discussions, field observations, and online surveys
- Oversee thematic analysis of interview transcripts and focus group discussions using coding framework aligned with evaluation questions
- Lead systematic triangulation of findings across data sources, methods, and stakeholder groups, and comprehensive synthesis processes across all data sources and countries
- Conduct contribution analysis and theory-based evaluation approaches to assess programme's contribution to observed changes
- Ensure integration of quantitative and qualitative findings from baseline data in Jordan and preliminary monitoring data
- Apply Most Significant Change technique to capture unexpected outcomes and nature of changes
- Ensure cultural sensitivity protocols and ethical guidelines adherence across all country contexts
- Manage quality assurance processes and maintain evaluation independence throughout

- Lead validation processes with stakeholders to enhance reliability and validity of conclusions

Reporting and Communication:

- Draft comprehensive evaluation report with detailed findings, conclusions, and strategic recommendations for different stakeholders as per UN Women’s GERAAS criteria.
- Prepare executive summary and presentation materials for diverse audiences
- Lead validation processes with key stakeholders and incorporate feedback appropriately
- Ensure quality, coherence, and accessibility of all evaluation deliverables
- Develop communication products including PowerPoint presentations and summary documents with infographics
- Coordinate translation requirements for Arabic version of final report

Deliverables

Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) deliverables:

Deliverable	Expected completion time (due day)	Number of working days required	Payment Schedule (optional)
Draft Inception Report: Comprehensive document presenting refined scope, detailed evaluation design and methodology with evaluation matrix, stakeholder mapping and selection strategy, sampling strategy for in-depth analysis, data collection and aggregation strategy, and detailed work plan with finalized schedule for country visits and stakeholder interviews	30 November 2025	5 days	N/A
Final Inception Report: Revised version addressing comments and feedback from Evaluation Management Group and Evaluation Reference Group, with validated methodology and confirmed stakeholder engagement plan	14 December 2025	2 days	20%
Data Collection Completion and Preliminary Findings: Completion of all planned key informant interviews, stakeholder meetings, and oversight of Support Evaluator's data collection activities, including presentation of preliminary findings to Evaluation Management Group and internal ERG members	15 February 2026	20 days	30%
Draft Evaluation Report: Comprehensive first draft including background, methodology, limitations, detailed findings organized by evaluation criteria, conclusions, lessons learned, and strategic recommendations, with maximum 10-page synthesis from each country visited and detailed annexes	15 March 2026	15 days	25%
Final Evaluation Report and Communication Products: Complete final report with concise Executive Summary, detailed annexes covering methodological approach and analytical products, PowerPoint presentation of key findings and recommendations, and two-page summary with infographics highlighting key findings and lessons learned	19 April 2026	8 days	25%

Additional Deliverables:

- In-country briefings presenting preliminary data to key stakeholders after completing data collection in each target country for validation and feedback
- Presentation of preliminary findings to external Evaluation Reference Group members following internal validation

- Audit trail documentation of comments received and responses provided throughout the evaluation process
- Upon request: completed tools and datasets comprising different lines of evidence including field notes, interview transcripts, and quantitative analysis details

Data Collection Methods

Document Review and Desk Research: Comprehensive review of programme documents including project proposals, progress reports, monitoring data, baseline studies, policy documents, and relevant academic literature on masculinities and social norms change in the MENA region. This will include analysis of existing baseline data from Jordan and any available monitoring data from other target countries.

Key Informant Interviews (KIIs): Approximately 40-50 semi-structured interviews will be conducted with:

- UN Women regional and country office staff (8-10 interviews)
- Government partners including national women's machineries and youth ministries (8-10 interviews)
- Implementing partner organizations and CSOs (10-12 interviews)
- Donor representatives (3 interviews)
- Academic and research institution partners (4-6 interviews)
- Private sector partners (3-4 interviews)
- Regional network members and high-level advocates (4-6 interviews)

Focus Group Discussions (FGDs): Approximately 16 focus group discussions will be conducted across the four target countries, with a total attendance of approximately 117 (7 participants per FGD):

- Young men and women participants in programme activities (8 FGDs – 2 per country)
- Community members in intervention areas (8 FGDs – 2 per country)

Field Visits and Observations: Direct observation of programme activities in two target countries, focusing on community-based interventions in Jordan and one additional country with significant implementation progress. Field visits will prioritize areas with the most substantial programme activities to maximize evaluation insights.

Online Survey: A targeted online survey will be administered to programme participants and key stakeholders to gather quantitative data on awareness, knowledge, and satisfaction with programme interventions. The survey will target approximately 150-200 respondents across target countries.

Most Significant Change Technique: Collection and analysis of stories of change from programme participants and stakeholders to capture unexpected outcomes and understand the nature of changes occurring as a result of programme interventions.

Sampling Strategy

The evaluation will use purposive sampling to ensure representation across countries, stakeholder groups, and programme components. Sampling will prioritize:

- Geographic representation across all four target countries
- Stakeholder diversity including government, civil society, private sector, and beneficiaries
- Gender balance in all data collection activities
- Age diversity, particularly ensuring youth voices are captured
- Inclusion of marginalized groups where programme activities have targeted them

Data Analysis

Qualitative Analysis: Thematic analysis of interview transcripts, focus group discussions, and document reviews using a coding framework aligned with evaluation questions. Analysis will identify patterns, themes, and emerging findings while maintaining attention to contextual differences across countries.

Quantitative Analysis: Descriptive statistical analysis of survey data and existing monitoring data. Where baseline data exists – and potentially midline- (such as in Jordan), basic comparative analysis will be conducted to identify trends and changes.

Triangulation: Systematic triangulation of findings across data sources, methods, and stakeholder groups to enhance reliability and validity of conclusions. Particular attention will be paid to identifying convergent and divergent perspectives.

Contribution Analysis: Assessment of the programme's contribution to observed changes through analysis of the theory of change logic, examination of alternative explanations, and stakeholder attribution of changes to programme interventions.

Quality Assurance and Ethical Considerations

The evaluation will adhere to UNEG ethical guidelines and UN Women evaluation standards. All data collection will follow informed consent procedures, with particular attention to confidentiality and anonymity. Cultural sensitivity protocols will be established for each country context, and all interviews will be conducted in local languages where preferred.

A validation workshop will be conducted with key stakeholders to present preliminary findings and gather feedback before finalizing the evaluation report. The evaluation team will include gender expertise and regional knowledge to ensure culturally appropriate and gender-responsive evaluation practices.

Limitations and Mitigation Strategies

Given the mid-term timing, the evaluation will focus on process and early outcome indicators rather than long-term impact assessment. Potential access constraints in certain locations will be mitigated through remote data collection methods where necessary, while ensuring that in-person engagement occurs in three target countries to maintain evaluation quality and stakeholder participation.

Evaluation Governance Structure

The evaluation will follow a consultative, inclusive and participatory process with a three-tier management structure designed to ensure independence, quality, and stakeholder engagement throughout the evaluation process.

Evaluation Management Group (EMG)

The Evaluation Management Group will be led by the Regional Evaluation Specialist (RES) of UN Women Arab States Regional Office and will provide overall management and technical oversight of the evaluation process. The EMG will be responsible for recruitment and management of the evaluation team, coordination of field missions and logistical support, and quality assurance of all evaluation deliverables. The group will serve as the primary liaison with governance bodies to obtain endorsement and approval while ensuring adherence to UNEG standards and UN Women evaluation guidelines. The RES, as a member of UN Women's Independent Evaluation Service (IES), will maintain the highest degree of independence throughout the evaluation process. All outputs of the evaluation will be approved by the RES.

Evaluation Reference Group (ERG)

The Evaluation Reference Group facilitates stakeholder participation in evaluation design and maintains quality assurance throughout the process. The group comprises key government stakeholders from target countries, civil society organization representatives, donor partners including Sida, GIZ and AVC, DTC programme staff including the Regional Programme Manager, Programme Analysts and National Coordinators, UN Women thematic experts from ROAS and headquarters, and regional and national programme partners. The ERG will review evaluation deliverables, provide feedback on methodology and findings, and support dissemination of evaluation results to ensure broad stakeholder engagement and ownership.

Evaluation Steering Committee (ESC)

The Evaluation Steering Committee will be chaired by the Regional Director of UN Women ROAS and serves as the key accountable body responsible for final endorsement of the evaluation report and development of Management Response to evaluation recommendations. The committee provides strategic oversight of evaluation implementation and ensures alignment with organizational priorities. The ESC draws its membership from the programme's Regional Coordination Committee structure,

including the Regional Director as Chair, donor representatives (Sida, GIZ, and Basque Country), Deputy Regional Director ROAS, and Country Representatives/Deputy Country Representatives from the four target countries. This alignment ensures that evaluation governance connects directly with programme governance, facilitating informed decision-making based on established stakeholder relationships and accountability mechanisms.

The evaluation will be carried out by external independent consultants working under the guidance of the EMG. The evaluation team will ensure that the evaluation is conducted in accordance with United Nations Evaluation Group (UNEG) Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system. Country offices will provide coordination and logistical support for field visits, while the Regional Evaluation Specialist will ensure technical compliance with evaluation standards and independence requirements.

Evaluation Process and Phases

The evaluation will be implemented through five distinct phases, with the evaluation team responsible for phases 2-4 under UN Women guidance and support, while UN Women maintains responsibility for phases 1 and 5.

Phase 1: Preparation

The preparation phase involves gathering and analyzing programme documentation, conceptualizing the evaluation approach, and conducting internal consultations on methodology. This phase includes preparing the Terms of Reference, establishing the evaluation governance structure, and completing the selection and recruitment of the evaluation team. UN Women is entirely responsible for this preparatory phase.

Phase 2: Inception

The inception phase begins with consultations between the evaluation team and the Evaluation Management Group, followed by inception meetings with the Evaluation Reference Group and Evaluation Steering Committee. The evaluation team will conduct a comprehensive programme portfolio review and light evaluability assessment, finalize stakeholder mapping, and review the programme's results logic. This phase concludes with analysis of information relevant to the initiative, finalization of evaluation methodology, and preparation and validation of the inception report including the evaluation matrix.

Phase 3: Data Collection and Analysis

Data collection involves comprehensive desk research and in-depth review of programme documents and monitoring frameworks. The evaluation team will conduct key informant interviews and focus group discussions with stakeholders across target countries, implement the online survey, and undertake field visits to selected countries. De-briefing sessions with key in-country stakeholders will be organized to present emerging trends and build ownership of findings with programme counterparts. The Team Leader will debrief the Evaluation Management Group at the end of country visits to provide preliminary insights ahead of the draft reporting phase.

Phase 4: Analysis, Validation and Synthesis

This phase encompasses comprehensive analysis of collected data and interpretation of findings, followed by drafting and validation of the evaluation report and other communication products. The evaluation team will synthesize findings across all data sources and engage stakeholders in validation processes to ensure accuracy and relevance of conclusions and recommendations.

Phase 5: Dissemination and Follow-up

Once the evaluation is completed, UN Women will develop a Management Response to evaluation recommendations within six weeks of final report approval. This phase includes publishing and uploading the final evaluation report on the UN Women GATE website and disseminating evaluation findings among key stakeholders. UN Women is entirely responsible for this final phase.

Consultant's Workplace and Official Travel

This is a home-based consultancy with required travel to the MENA region for data collection and stakeholder engagement. As part of this assignment, there will be travel to 3 target countries (Egypt, Jordan and Morocco) for approximately 10-12 days total, including field visits to community-based interventions and meetings with key stakeholders. Virtual engagement will supplement

in-person data collection to maximize coverage across all four target countries. UN Women ROAS will cover the travel costs of evaluation team's field missions.

III. Competencies

Core Values:

- Respect for Diversity
- Integrity
- Professionalism

Core Competencies:

- Awareness and Sensitivity Regarding Gender Issues
- Accountability
- Creative Problem Solving
- Effective Communication
- Inclusive Collaboration
- Stakeholder Engagement
- Leading by Example

Please visit this link for more information on UN Women's Core Values and Competencies:

<https://www.unwomen.org/en/about-us/employment/application-process# Values>

FUNCTIONAL COMPETENCIES:

- Evaluation leadership and technical expertise
- Theory-based evaluation methodologies
- Mixed-methods research design and implementation
- Senior-level stakeholder engagement and facilitation
- Strategic analysis and synthesis
- Quality assurance and technical oversight
- Report writing and communication of complex findings

IV. Required Qualifications

Education and Certification:

IP/ Specialist Functions:

- Master's degree or equivalent in social sciences, development studies, gender studies, international relations, or related field is required.
- A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.
- Evaluation certification or specialized training in evaluation methodologies would be an added advantage.

Experience:

- At least 7 years of progressively responsible work experience in conducting evaluations of development programmes, preferably focused on gender equality, social development, or behavioral change initiatives, with demonstrated leadership role in at least 5 major evaluations is required.
- Proven experience leading evaluations of multi-country or regional programmes is required, particularly those addressing social norms change, masculinities, or gender transformative programming in complex political environments.
- Substantial experience with mixed-methods research approaches and theory-based evaluation techniques is required, including contribution analysis and socio-ecological evaluation frameworks.

- Demonstrated experience in stakeholder engagement at senior levels is required, including government officials, donor representatives, and organizational leadership across diverse cultural contexts.
- Knowledge of gender transformative programming approaches and human rights-based programming is required, with understanding of feminist evaluation principles and participatory methodologies.
- Understanding of social norms change theory and practice is required, particularly within conservative social contexts and patriarchal systems.
- Experience evaluating programmes addressing masculinities, unpaid care work, or gender equality in MENA region or similar contexts is desirable.
- Proven track record in managing complex, multi-stakeholder evaluations with tight timelines while maintaining quality standards is highly desirable.
- Experience with conflict-sensitive programming and ability to navigate politically sensitive environments is highly desirable, particularly given regional challenges including ongoing conflicts.
- Familiarity with UN Women programming approaches and United Nations system evaluation standards is highly desirable.
- Experience working with multi-donor programmes and understanding of donor accountability requirements is highly desirable.
- Excellent analytical skills with strong drive for results and demonstrated capacity to work independently while leading collaborative teams is highly desirable.
- Excellent English communication and writing skills with proven ability to synthesize complex findings into clear, actionable recommendations for diverse audiences. (Samples of previous evaluation reports will be required, particularly those addressing gender transformative programming or social norms change.)
- Cultural sensitivity and experience working in diverse, multi-cultural environments, particularly MENA region contexts is highly desirable.

Languages:

- Fluency in English is required.
- Knowledge of Arabic or/and French is desirable.