



CONSULTANT TERMS OF REFERENCE

I. Contract Overview	
Consultancy Title:	International Support 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 and Arabic
Starting Date:	21 November 2025
Duration of Contract:	Part-time, 35 working days over 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. 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:
 The "[Dare to Care](#)" (DTC) regional programme represents a groundbreaking initiative focused on transforming patriarchal masculinities and social norms across the MENA region by promoting increased involvement of men and boys in caregiving and household responsibilities as an entry point to broader gender equality outcomes. This first-of-its-kind approach builds upon substantial foundations laid by the Men and Women for Gender Equality (MWGE) programme, demonstrating that behavioral change—the most difficult yet imperative transformation required to achieve gender equality in Arab States—is possible even within conservative social contexts.

The programme operates across six countries with direct investments in Egypt, Jordan, Morocco, and Tunisia, addressing social norms that not only restrict women's economic empowerment but also place unrealistic expectations on men as primary income earners while depriving them of meaningful participation in caregiving and family life. The programme works toward three interconnected outcomes through youth-led movements, institutional transformation, and policy reform, with a total budget of USD 8.5 million supported by Sida, GIZ, and the Basque Agency for Development Cooperation.

The programme has operated within a complex regional environment characterized by ongoing conflicts including the war in Gaza, political transitions, economic challenges, and increased backlash against gender equality initiatives. These contextual factors have created environments where gender-related interventions face greater scrutiny and resistance from conservative elements, making cultural sensitivity and local expertise essential for effective evaluation.

After approximately 24 months of implementation, a comprehensive mid-term evaluation is being conducted to assess progress and provide strategic guidance. Given the cultural sensitivity of the programme's focus areas—addressing masculinities, caregiving

roles, and family dynamics within Islamic and Arab cultural contexts—and the importance of engaging Arabic-speaking stakeholders effectively, this evaluation requires specialized regional expertise and linguistic capabilities to ensure authentic community voices are captured and cultural nuances are properly understood.

The Support Evaluator will work in close collaboration with a Lead Evaluator to ensure comprehensive and culturally sensitive evaluation coverage 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, the Ra'edat Network of Arab women parliamentarians offering legislative expertise, and the Arab Scouts providing access to extensive youth networks.

At the national level, the programme works closely with government institutions including national women's machinery, 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

Programme Evaluation Framework: The mid-term evaluation covers implementation from October 2023 to September 2025, focusing on four countries with direct programme investments: Egypt, Jordan, Morocco, and Tunisia. The evaluation employs OECD-DAC criteria (relevance, effectiveness, efficiency, coherence, sustainability) with special attention to gender and human rights dimensions, examining the programme's three outcomes: community-level social norms change, institutional transformation, and policy reforms promoting men's caregiving responsibilities.

Cultural Sensitivity and Regional Context: Given the programme's focus on transforming deeply rooted patriarchal norms around masculinities and caregiving within conservative social contexts, the evaluation requires nuanced understanding of Arab cultural dynamics, religious interpretations, and family structures. The Support Evaluator's role is essential for navigating cultural sensitivities when discussing topics related to gender roles, men's involvement in domestic responsibilities, and challenges to traditional masculine identities within Islamic and Arab societies.

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](#). The support evaluator will work with the lead evaluator.

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?

The Support Evaluator will provide essential regional expertise, Arabic language capabilities, and cultural interpretation to ensure the evaluation effectively captures diverse stakeholder perspectives across the MENA region, with particular attention to marginalized groups and communities where programme interventions are most challenging yet potentially transformative.

Key responsibilities of the Support Evaluator include:

Cultural and Linguistic Expertise:

- Conduct approximately key informant interviews in Arabic with national and local stakeholders including government partners from national women's machineries and youth ministries, implementing CSO representatives, community leaders, religious figures where relevant, and local programme coordinators. The number of interviews will be determined in alignment with the proposed data collection method in the approved inception report.
- Lead an estimated 4-6 focus group discussions with Arabic-speaking programme participants and community members, ensuring inclusive participation across age groups, socioeconomic backgrounds, and ensuring gender balance while respecting cultural norms. This will eventually align with the approved inception report.
- Provide cultural interpretation and contextual analysis for evaluation findings, ensuring that cultural nuances related to masculinities, caregiving, and family dynamics are accurately captured and represented
- Ensure accuracy of Arabic-English translations of key documents including programme materials, policy documents, academic sources, interview transcripts, and survey materials, maintaining cultural context and meaning
- Bridge communication between international evaluation standards and local cultural contexts, ensuring that evaluation approaches are culturally appropriate and respectful

Regional Analysis and Field Work:

- Contribute deep MENA regional expertise to evaluation design and methodology development, particularly regarding cultural protocols for engaging conservative communities on sensitive gender topics
- Participate in field visits focusing on community-level interventions, particularly in Jordan where baseline data collection has been completed and community-based interventions are well underway, and one additional target country with significant implementation progress
- Assess cultural appropriateness of intervention strategies and approaches within conservative social contexts, examining how programme activities navigate traditional gender roles and expectations
- Analyze programme relevance within regional gender equality contexts and evolving political environments, considering factors such as increased backlash against gender equality initiatives and impacts of regional conflicts

- Evaluate effectiveness of community engagement strategies in reaching marginalized populations and addressing intersectional challenges

Research and Documentation Support:

- Conduct comprehensive literature review including Arabic-language academic sources, policy documents, religious texts related to gender equality, and regional research on masculinities and social norms change
- Review and analyze programme documents and materials in Arabic, including training materials, community engagement tools, advocacy resources, and monitoring reports
- Support survey implementation, validation, and translation processes, ensuring cultural appropriateness of questions and response options while maintaining evaluation rigor
- Contribute regional perspectives and cultural insights to evaluation report development, ensuring recommendations are contextually relevant and implementable within target country environments
- Document cultural barriers and enablers to programme implementation, providing evidence-based insights for adaptive programming

Community Engagement and Validation:

- Facilitate community-level engagement ensuring inclusive participation in evaluation processes, with particular attention to voices of youth, women, and marginalized groups who may face additional barriers to participation
- Support validation workshops and stakeholder feedback sessions, ensuring Arabic-speaking participants can fully engage and contribute their perspectives
- Ensure evaluation findings accurately reflect diverse cultural and linguistic perspectives while maintaining confidentiality and respecting cultural sensitivities
- Bridge communication between international evaluation frameworks and local realities, ensuring that global standards are adapted appropriately for regional contexts
- Document lessons learned related to cultural adaptation of gender transformative programming in conservative contexts

Deliverables

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

Deliverable	Expected completion time (due day)	Number of working days required	Payment Schedule (optional)
Contribution to Draft Inception Report: Regional analysis section including detailed stakeholder mapping with cultural considerations, methodology adaptations for conservative contexts, sampling strategy ensuring cultural representation, literature review of Arabic sources, and cultural protocols for sensitive data collection on masculinities and caregiving topics	30 November 2025	5 days	20%
Completion of Arabic-language Data Collection: Conduct 15-20 key informant interviews with national/local stakeholders in Arabic, lead 4-6 focus group discussions with programme participants and community members, complete field observations in 2 target countries, and provide initial cultural analysis of findings with preliminary translations of key quotes and insights	5 February 2026	17 days	40%
Cultural Analysis and Translation Support: Comprehensive cultural interpretation of preliminary findings, accurate Arabic-English translations of all interview transcripts and key documents, cultural context analysis for evaluation findings, and contribution to preliminary findings presentation with regional perspectives	5 March 2026	6 days	15%

<p>Final Contribution to Evaluation Report: Complete regional analysis section including cultural barriers and enablers, contextual recommendations for programme adaptation, comprehensive translation of final Arabic materials, cultural validation of all findings and recommendations, and regional lessons learned for future programming in conservative contexts</p>	<p>19 April 2026</p>	<p>7 days</p>	<p>25%</p>
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Additional Deliverables:

- Cultural briefing sessions for Lead Evaluator on regional context and sensitive approaches for stakeholder engagement
- In-country debriefing sessions with local stakeholders in Arabic to validate preliminary findings and gather additional feedback
- Translation quality assurance for all Arabic materials used in final evaluation report
- Cultural appropriateness review of final recommendations to ensure feasibility within target country contexts
- Documentation of cultural lessons learned and adaptive strategies for future evaluation work in similar contexts

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 at 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 community engagement. As part of this assignment, there will be travel to 3 target countries (Egypt, Jordan, and Morocco) for approximately 8-10 days total, focusing on community-based interventions and Arabic-speaking stakeholder engagement. The Support Evaluator will coordinate travel with the Lead Evaluator to maximize evaluation coverage and efficiency. 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:

- Cross-cultural communication and interpretation
- Qualitative research methodologies in Arabic-speaking contexts
- Translation and linguistic accuracy
- Community engagement and facilitation
- Regional political and social analysis
- Cultural sensitivity in gender programming
- Participatory evaluation approaches

IV. Required Qualifications

Education and Certification:

IP/ Specialist Functions:

- Master's degree or equivalent in social sciences, development studies, gender studies, anthropology, 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.
- Specialized training in qualitative research methodologies or community engagement would be an added advantage.

Experience:

- At least 5 years of progressively responsible work experience in research, evaluation, or programme implementation focused on gender equality or social development in the MENA region, with demonstrated understanding of regional political, social, and cultural dynamics is required.
- Deep understanding of MENA region social, cultural, and political contexts is required, particularly regarding gender dynamics, masculinities, and social norms in Arab societies, including knowledge of how patriarchal structures operate within family and community systems.
- Extensive experience with qualitative research methodologies is required, including conducting interviews and focus group discussions in Arabic with diverse populations across different socioeconomic backgrounds, education levels, and cultural contexts.
- Knowledge of cultural sensitivities related to caregiving roles, family dynamics, and gender equality programming within Islamic and Arab cultural contexts is required, including understanding of religious interpretations related to gender roles and family responsibilities.
- Proven ability to facilitate discussions with diverse community groups across different social and economic backgrounds is required, with demonstrated skill in creating safe spaces for discussing sensitive topics related to masculinities and gender roles.
- Understanding of evaluation approaches and familiarity with development programming methodologies is required, including knowledge of participatory evaluation techniques and community-based research methods.
- Experience working with UN agencies or international organizations is desirable, particularly in contexts involving gender equality programming or social norms change initiatives.
- Cultural competency and sensitivity when addressing topics related to masculinities, gender roles, and social change within conservative contexts is required, with ability to navigate religious and traditional perspectives respectfully while maintaining focus on gender equality objectives is desirable.
- Demonstrated ability to work with marginalized communities and ensure inclusion of diverse voices in research and evaluation processes, particularly women, youth, and economically disadvantaged populations is desirable.
- Understanding of intersectional approaches to gender analysis, considering how factors such as age, socioeconomic status, geographic location, and disability status affect experiences of gender inequality in Arab contexts is desirable.
- Experience in translation and interpretation work with attention to cultural nuances, context, and meaning preservation, particularly for sensitive topics related to gender and family dynamics.
- Proven track record of producing culturally sensitive research outputs that respect local contexts while maintaining analytical rigor and international standards is desirable.
- Strong analytical skills with capacity to work independently and as part of a collaborative international team, with flexibility to adapt to changing circumstances and tight deadlines is desirable.
- Experience navigating bureaucratic processes and building trust with government institutions, civil society organizations, and community leaders in Arab contexts. roles, and social change within conservative contexts is required.
- Excellent analytical skills with capacity to work independently and as part of a collaborative team is desirable.
- Strong translation and interpretation capabilities with attention to cultural nuances and context is desirable.

Languages:

- Fluency in English and Arabic is required.
- Knowledge of French is desirable.
- Demonstrated ability to facilitate cross-cultural communication and navigate linguistic complexities in evaluation contexts is desirable.