

Terms of Reference

Evaluation of UN WOMEN's contribution to Prevent Violence against Women and Expand Access to Services

1. Evaluation Background

Violence against women and girls (VAWG) is one of the most widespread violations of human rights. It can include physical, sexual, psychological and economic abuse, and it cuts across boundaries of age, race, culture, wealth and geography. It takes place in the home, on the streets, in schools, the workplace, in farm fields, refugee camps, during conflicts and crises. It has many manifestations — from the most universally prevalent forms of domestic and sexual violence, to harmful practices, abuse during pregnancy, so-called honor killings and other types of femicide.

International and regional legal instruments have clarified obligations of States to prevent, eradicate and punish violence against women and girls. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) requires that countries party to the Convention take all appropriate steps to end violence. However, the continued prevalence of violence against women and girls demonstrates that this global pandemic of alarming proportions is yet to be tackled with all the necessary political commitment and resources.

In July 2010, the UN General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. The creation of UN Women came about as part of the UN reform agenda, bringing together resources and mandates for greater impact.

UN Women merges and builds on the important work of four previously distinct parts of the UN system, which focused exclusively on gender equality and women's empowerment: the Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and the United Nations Development Fund for Women (UNIFEM).

UN-Women mandate¹ brings together those of the four pre-existing entities, calling on the new entity to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. It entrusts UN Women with a leading role in normative, operational and coordination work on gender equality in UN Women, including violence against women.

¹ The mandate is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the **UN Security Council Resolution 1325 on Women, Peace and Security**, the Millennium Declaration, relevant General Assembly, Economic and Social Council (ECOSOC), Commission on the Status of Women (CSW) and other applicable United Nations instruments, standards and legislation.

UN Women prioritizes ending violence against women and girls as one of its key corporate goals, as reflected in its Strategic Plan (SP) 2011-2013. This includes working on many fronts and with many partners to tackle the main root of violence against women and girls: gender inequality. Efforts are multiplied through advocacy campaigns and partnerships with governments, civil society and the UN system. Initiatives range from working to establish legal frameworks and specific national actions to supporting prevention and response at the grassroots level. UN Women also supports intergovernmental processes and data collection on violence against women, to fill gaps of information on this widespread issue and facilitate new learning on how to combat it.

The UN Women Evaluation Office conducts corporate thematic evaluations to assess UN Women's contribution to gender equality and women's empowerment development results at global, regional and country levels. The purpose of thematic evaluations is to generate credible and systematized information on the coherence and progress of UN Women's thematic strategies and programmes and their implementation, both at intergovernmental and programmatic levels, with specific focus on contribution to development results at country level. Their findings are used for strategic policy and programmatic decisions, organizational learning, accountability at the country, sub-regional and regional levels, and corporate decisions as well as for the generation of knowledge on what works and what doesn't to advance gender equality.

2. Purpose and Objectives of the Evaluation

In line with the commitments made in the UN Women Strategic Plan 2011-2013 on evaluation, the Evaluation Office will conduct a corporate thematic evaluation of *UN Women's Contribution to Prevent Violence against Women and Expand Access to Services*. The purpose of the evaluation is to assess the contribution of UN Women's predecessor entities from 2008 to 2011 to supporting countries in preventing violence against women and girls and expanding access to services. The evaluation will have both summative and formative elements. On the one hand, it will look at the work of predecessor agencies in previous years prior to the creation of UN Women to assess the achievement of results at the global, regional and country levels, identifying the strengths and weaknesses of programmes that have been taken forward to be used as a baseline; on the other, it will analyze how well UN Women is strategically positioned to implement its new mandate of normative, operational and coordination work in the area of violence against women. It is important to note that the evaluation is taking place in a dynamic environment where different parts of organization are being consolidated; therefore, it is expected that the assessment will provide forward- looking recommendations on how UN Women should enhance its work on ending violence against women and girls (EVAWG).

This thematic evaluation will have the following objectives:

- To assess UN Women's contribution to results, including the effectiveness of programming strategies in implementing global commitments within national priorities for preventing and responding to violence against women, with a special focus on innovative, scalable and replicable interventions. The evaluation will also investigate the contextual factors that enabled or restricted the achievement of results.
- To provide an analysis on how UN Women has strategically positioned itself to add value in preventing and responding to violence against women in global, regional, and national contexts. The assessment will focus on UN Women's positioning with regards to the implementation of its full mandate of normative, operational and coordination work. It will look at UN Women's results in supporting intergovernmental processes and

the global normative and policy frameworks on EAW. It will assess UN Women's contribution to UN system-wide coordination, including inputs to the Secretary-General's (SG) Policy Committee, UN Trust Fund on Ending Violence against Women Programme Appraisal Committee, UN Interagency Network on Women and Gender Equality Task Force on Violence against Women, as well as analyze its work with specific agencies and UN country teams on the ground.

- To assess the overall coherence of mandates and programmatic approaches deployed in the organization for preventing and responding to violence against women and expanding access to services. The evaluation will assess internal policy and programming coherence as well as UN Women external alignment to global frameworks such as the Beijing Platform for Action and CEDAW.
- To evaluate UN Women's organizational performance such as management systems, design of strategies and programmes, including Monitoring and Evaluation (M&E), and their effectiveness in facilitating the implementation of UN Women's mandate to end violence against women and girls. It will set forward-looking recommendations on how to strengthen UN Women's programming, monitoring and evaluation system for this thematic area as well as provide inputs for the planning of a summative evaluation at the end of the UN Women Strategic Plan 2011-2017.

The findings of this evaluation will be used by UN Women to further refine its approaches to EAWG. Findings will inform the mid-term review of the Strategic Plan, and will be presented to the UN Women Executive Board at its 2013 annual session. The results of this evaluation will also be used in the 57th Session of the Commission on the Status of Women, which in 2013 will focus on the elimination and prevention of all forms of violence against women and girls as a priority theme.

3. UN Women's work on ending violence against women and girls

UN Women has a leading mandate and role within the UN System on gender equality and women's empowerment overall, and on violence against women and girls in particular, as embedded in its Strategic Plan 2011-2013. Goal 3 of the Strategic Plan – “to prevent violence against women and girls and expand services”- highlights the importance of strengthening prevention, as well as expanding services to survivors of violence and addressing issues of justice and impunity. Outcome level results for this goal include the adoption and implementation of legislation and policies to respond to and prevent VAWG; enabling women from excluded groups to influence policies, actions and budgets to address VAWG; and facilitating the adoption of decisions by inter-governmental bodies and other human rights mechanisms that advance commitments to ending VAWG.

To achieve the results outlined in the Strategic Plan, UN Women engages in a number of strategic areas. It plays a crucial role as **an information/knowledge broker on EAW** and tracks what measures member states have in place to address VAW as well as provides policy and programming guidance and tools for the implementation of laws and policies. It supports the **advancing of national legislation, policies and strategies, developing multi-sectoral national action plans to strengthen the response, and ensuring adoption of quality standards for service delivery**. It promotes monitoring and evaluation mechanisms for the implementation of laws and policies, and securing budgetary allocations are important parts of these efforts. UN Women works on **enabling access to justice** by supporting capacity development of the justice sector and of frontline workers such the police, lawyers, judges,

social workers and health professionals. Across its efforts, it supports **women's empowerment and participation**; and **social and community mobilization** through awareness raising. In addition, UN Women advocates for especially strategic but emerging issues in the global field of ending violence against women, in particular, for **effective primary prevention approaches**, and engages men and young people, as well as other strategic actors (e.g. faith-based, traditional/local leaders and the mass media) in this endeavour. Finally, UN Women's role in **coordination** is crucial to preventing violence against women and expanding access to services. This includes mobilizing multi-stakeholder partnerships; managing the SG's Campaign UNiTE to End Violence against Women and Girls; serving as a global knowledge hub for technical assistance; and contributing to interagency mechanisms on violence against women and pursuing strengthened interagency partnerships within the UN system at global, regional and country levels.

Besides the UN Women Strategic Plan 2011-2013, two other frameworks inform the direction of UN Women's work on EVAWG: 1) the former UNIFEM strategy, [“A Life Free of Violence: Unleashing the Power of Women's Empowerment and Gender Equality 2008-2011”](#), which served as an umbrella for coherence across former UNIFEM's policy, advisory, advocacy, programming and inter-agency roles, and is critical to understanding the history and current direction of UN Women; 2) UN Women Executive Director's [“16 Steps Policy Agenda”](#) to end violence against women and girls, which reflects several of the strategy's priorities as well as new initiatives under UN Women such as universal access to critical services for survivors of violence.

UN Women is set up to be uniquely positioned to work on violence against women and girls as its organizational structure includes: intergovernmental and normative support; knowledge management; programmes at global, regional and country levels; management of UN Secretary-General's campaign; and finally grant-making, UN Women being a manager of the UN Trust Fund in Support of Actions to Eliminate Violence Against Women.

Intergovernmental and normative support

UN Women conducts research and analysis and regularly prepares reports for the Secretary-General in response to intergovernmental mandates, seeking inputs from governments and other stakeholders on progress made and obstacles encountered, and good practices and lessons learned, including through Expert Group Meetings and guidance reports, servicing of the Commission on the Status of Women (CSW), and tracking of Member State progress (through the Secretary General Database) and UN system-wide work (inventory reports). Reports cover all forms of violence against women, as well as specific aspects such as trafficking in women, traditional practices harmful to women and girls, and violence against women migrant workers. The former DAW was responsible for the preparation of the Secretary General's in-depth study on all forms of violence against women. These reports, including policy recommendations, serve as a basis for discussions and actions by Governments, in particular the Commission of the Status of Women and the General Assembly.

Global, Regional and Country programmes

The global programmes of UN Women contribute to developing evidence-based, scalable and replicable policies, programmes and interventions on VAWG. During 2008-2010, through to date, UN Women manages two global flagship initiatives: the [Virtual Knowledge Centre to End](#)

[Violence against Women and Girls](#) and the Global Programme on Safe Cities Free of Violence against Women and Girls.

The [Virtual Knowledge Centre to End Violence against Women and Girls](#) is an on-line resource in multiple languages to offer a 'one-stop' source of state-of-the-art tools and high-quality guidance on how to design, implement, monitor and evaluate programmes targeting VAW. Developed with leading experts and organizations from around the world, it draws on good practices, lessons learned and evaluations to support country level implementation of policy commitments.

The Global Programme on **Safe Cities Free of Violence against Women and Girls** is a pioneer initiative with a cross-regional impact evaluation that aims to develop and test the first proven model approaches on how to reduce sexual harassment and violence in public spaces for worldwide replication by mayors' offices in partnership with UN Habitat and other UN agencies, civil society and women's grassroots organizations, national and local governments and the media. In addition to the five pilot cities under this programme, recently a new collaborative agreement with UNICEF is expanding a related effort to more cities; and UN Women also has Safe Cities initiatives underway in other countries and urban centers.

UN Secretary-General's multi-year UNiTE to End Violence Against Women campaign

UN Women plays a key role in coordinating and managing the UN SG's *UNiTE to End Violence against Women* campaign. Since the launch of the campaign in 2008, its global and regional secretariats, based in UN Women, have brought together a number of UN agencies and offices working to end violence against women and girls. UNiTE secretariats (global and regional) monitor, maintain and circulate information about the progress of the goals of the campaign at all levels, they proactively engage with key regional and UN Country Teams and other partners to develop global, regional and national strategies, provide support, mobilize efforts, intensify reach of the campaign and increase a number of national campaigns with government leadership and UN support. UNiTE secretariats have rolled out the campaign at the global level, in Latin America (November 2009), Africa (January 2010), the Caribbean (October 2010) and Asia and Pacific (November 2010).

In addition, former UNIFEM launched in November 2009, 'Say NO – UNiTE to End Violence against Women', a global communication and advocacy platform, and contributes towards the UN Secretary-General's UNiTE to End Violence against Women campaign. The initiative builds upon a signature campaign that gathered over 5 million signatures in 2008 in support of a global call to make ending violence against women a top priority worldwide. Say NO – UNiTE supports resource mobilization efforts and drives visibility for the UN Trust Fund to End Violence against Women.

The UN Trust Fund in Support of Actions to Eliminate Violence against Women

[The UN Trust Fund](#) was established by UN General Assembly resolution 50/166 in 1996 and is managed by UN Women on behalf of the UN system. It is the only global grant-making mechanism of its kind dedicated to addressing VAWG, pooling some 20 UN agencies in the process. The UN Trust Fund awards grants annually through an open and competitive process. The majority of its grantees are non-governmental organizations, with grants awarded also to governments and UN country teams. Since it began operations in 1997, the UN Trust Fund has delivered more than USD 78 million to 339 initiatives in 127 countries. UN Women provides

strategic leadership, technical quality assurances, advocacy, resource mobilization and communications for the Fund.

4. Evaluation Scope

The scope of the evaluation in terms of programmatic coverage will include all dimensions of UN Women's work on addressing violence against women and girls, that is, intergovernmental and normative support; global, regional and country programmes, including strategic advocacy initiatives UN Women contributions and roles in the Secretary General's Campaign "UNiTE to End Violence against Women 2008-2015", and UN Trust Fund in Support of Actions to Eliminate Violence Against Women. The area of violence against women and girls in conflict and post-conflict constitutes a separate programming area in UN Women and is excluded from the scope of this evaluation. However, it will be within the scope of the evaluation to assess to what extent EVAWG, as one area of UN Women's work, is strategically linked and building synergies with other areas of work, in terms of holistic approaches to programming as well as in the way thematic sections, geographic divisions, communications and the UN TF work together and with the field offices.

The evaluation will cover the UN Women's results achieved under strategic planning frameworks of the predecessor entities, as well as examine the new strategic direction after the creation of UN Women in 2011. This evaluation will analyze the linkages between the operational and normative sides of the organization and provide recommendations on how these two dimensions of UN Women should work together to produce better results at country level. It will seek to provide equitable regional representation of the programmes. The evaluation will put a specific emphasis on identifying and assessing innovative and scalable programming approaches at country level.

5. Evaluation Issues, Criteria and Questions

Evaluation Issues

Drawing on the analysis of the important concerns in prevention and response to violence against women and UN Women's strategic documents, a number of evaluation issues have been identified and, taking into account the multiple dimensions of evaluation, can be broadly grouped into two areas: 1) strategic areas of work in ending violence against women and girls, and 2) the overall UN Women organizational performance, including the coherence of strategic objectives and programming approaches. In terms of strategic areas, the evaluation will explore UN Women's role in furthering development of national laws and policies and their implementation, including for service delivery and access to justice; intergovernmental support, UN Women's role in UN coordination, and in forging multi-stakeholder partnerships. In addition, the evaluation will analyze strategic emerging issues around primary prevention, such as engaging men, issues related to younger age groups and adolescents. Meanwhile, the analysis of organizational performance will focus on UN Women's effectiveness and efficiency, and alignment of strategic and programmatic frameworks with available means (e.g. capacities and resources).

National Laws and Policies The strategic frameworks of UN Women recognize the significance of legislative and policy improvements, including the development of comprehensive national actions plans that encompass multisectoral approaches to ending VAWG. Policies and laws are too often adopted without adequate funding for their implementation; therefore, budgets should be assessed to make sure that they meet the needs of the population, adequately serve

impoverished geographic areas and ensure equity, and benefit the women and girls they are intended to serve. Financial considerations should be based on costing and should include seemingly peripheral but crucial considerations, such as free medical and legal aid and transportation support so that women and girls can access legal and other services, as well as supports for their socio-economic reintegration. The evaluation will examine how UN Women has contributed to the preparation of laws, policies and plans that address violence against women. It will assess whether these efforts are aligned with global frameworks and UN Resolutions on EVAW.

Expanding access to services, including justice Most countries put their efforts in providing already abused women and girls with emergency service and support. However, the response to survivors/victims is limited in coverage and quality, with most women and girls lacking access to basic support. The establishment of safe houses and crises centers, counseling networks and one-stop centers for violence survivors is part of the efforts to address the emergency needs. A functioning legal and justice system is another vital mechanism for women to achieve their rights. The efforts in this area, includes the judicial reforms related to ending violence against women and training of the police, lawyers, judges, social workers and health personnel to ensure that they follow quality standards and protocols, are critical in transforming institutions and practice. The evaluation will explore what role UN Women is currently playing and should play in expanding access to services for women and girls survivors of violence. It will investigate how UN Women supported access to justice and whether investing in capacity development of “frontline services” has generated lasting impact in the medium-to-longer term. It will also analyze the work on awareness-raising and legal literacy for women to know their rights and the services available to them.

Prevention or stopping gender-based violence from occurring is largely a new domain for many countries and for UN Women as there has been limited attention and investment in developing effective primary prevention strategies. This involves deploying a number of strategies ranging from engaging the mass media in challenging harmful gender norms and practices, working with young people as champions of change, to mobilizing men and boys of all ages and mobilizing communities from different walks of life to take a stand against violence against women and girls. The evaluation will analyze what innovations are emerging in UN Women work in the domain of primary prevention.

Intergovernmental Support UN Women provides substantive support to intergovernmental processes, in particular to the Commission on the Status of Women, through facilitation and discussion on key gender equality issues by stakeholders from Governments, civil society, the United Nations, academia and other experts. It acts a global center of knowledge and experience sharing on EVAW through SG’s data base on VAW and supports the development of SG reports, including EVAW issues, which serve as basis for the decisions and resolutions of Member States and the setting of global norms, policies, and standards on VAW. The evaluation will analyze how effective is UN Women in increasing intergovernmental actions on EVAW and assess the linkages between UN Women’s normative work and programming at global, regional and country levels.

UN Women’s Coordination Role at Global, Regional, and Country Level UN Women is mandated to play a leading role in contributing to interagency mechanisms to target violence against women and in pursuing strengthened interagency partnerships within the UN system at global, regional and country levels. It has been involved in a number of global interagency mechanisms such as SG Policy Committee; UN Trust Fund PAC, IANGWE’s Task Force on EVAW,

etc. At the country level UN Women partners with UN agencies in the areas of competency and response to national government demands, as well as coordinate work on gender equality, including EAWG, within UNCTs. The evaluation will examine UN Women's key contributions and added value to ending violence against women in the global interagency mechanisms, UN country teams and interagency partnerships, focusing on its responsiveness to the global frameworks and needs of countries.

UN Women's Organizational Performance and Coherence In line with the formative nature of this evaluation, the study will look at UN Women's results-based management systems in the area of EAWG, including programme design, baselines, monitoring and evaluation. It will also analyze the adequacy of human resources and financial management systems and their links to the achievement of results and propose concrete recommendations in this regard.

The focus on coherence seeks to enhance the understanding of UN Women's role at the country level and to identify synergies and the areas of influence and leverage that UN Women should explore in addressing violence against women and girls. The evaluation will examine the consistency of UN Women strategic objectives applied individually as an organization and collectively as a partner in wider efforts of ending violence against women and girls by the countries and other UN agencies in light of their combined effects at the country level and against global commitments. The evaluation will focus on internal coherence, i.e., the consistency between the overall theory of change and UN Women's strategic objectives and programming approaches, as carried out in support of preventing violence against women and expanding services. It will analyze issues of organizational coherence in terms of alignment across UN Women's pillars, in Head Quarters, Sub-regional Offices and country levels. The evaluation will also focus on external coherence with national policies of partner countries and with global policies. The findings of this evaluation, should allow UN Women to accelerate the adjustment of strategic frameworks and policies to improve prevention of violence against women and expanding access to services.

Evaluation Criteria

The evaluation will use the following criteria:

- **Effectiveness/results** will assess UN Women performance on preventing and responding to violence against women in terms of the achievement of results at global, regional and country levels. The evaluation will also seek to assess any intended or unintended effects at the country level and the influence of context on the achievement of results.
- **Relevance/coherence** will assess the planning, design and implementation of UN Women EAWG initiatives with regards to international, regional and national commitments, policies and priorities. The evaluation will seek to provide recommendations on how UN Women should position itself in terms of its responsiveness and country needs on EAWG, and also in comparison with other agencies.
- **Sustainability** will look at UN Women's contribution to the generation of national, local and community ownership of programmes, establishment of effective partnerships and the development of national capacities. The evaluation will examine sustainability of outcomes and will explore whether UN Women has been able to promote scaling up

and replication of successful programmes. An area of assessment will also include UN Women's role in empowering and developing capacity of women's and other civil society organizations, including in advocacy, as a sustainability strategy.

- **Efficiency** will assess whether UN Women has instituted systems and clear procedures to provide coordinated support to the work on violence against women. The suitability of UN Women operational and financial management procedures in preventing violence against women and expanding access to services programming, and the extent to which they helped or hindered the achievement of results will be examined.

Additional evaluation criteria may be introduced following the final review of the ending violence against women programming portfolio.

Key Evaluation Questions

The study will answer the following overarching questions. More detailed corresponding questions aligned with evaluation issues are included in the Matrix of Evaluation Questions (Annex 5).

Effectiveness/results

- 1) What are UN Women's key contributions to achieving national results on preventing violence against women and expanding access to services at country level? What are the innovative strategies and promising programming practices that could be up scaled and replicated?
- 2) To what extent has UN Women strengthened national ownership through participation of national governments and civil society groups in its programming processes?
- 3) How is UN Women deploying advocacy in its global, regional and country work, including partnership building and social mobilization? And with what results?
- 4) How effective is UN Women in incorporating the work of the predecessor agencies on EAWG as well as the new elements to address its full mandate – normative, operational and coordination?
- 5) What are UN Women's results in supporting intergovernmental processes and contributing to the development of global policy and normative frameworks on EAW?

Relevance/coherence

- 6) How well is UN Women positioned to undertake its mandate of normative, operational and coordination work in the area of violence against women in global, regional and country levels?
- 7) To what extent does UN Women's EAWG programming respond to global, regional and national commitments on EAWG? How consistent and aligned are internal strategic frameworks, programmes and initiatives of UN Women targeting EAWG? How coherent is UN Women's work on EAWG with external global frameworks such as CEDAW and Beijing Platform for Action?
- 8) What role is UN Women playing in supporting the ending violence against women agenda in UN coordination at global, regional and country levels and in interagency work? What are key contributions, challenges and lessons learned?

What role are UN sister agencies playing, aligned with their mandate areas and vis-à-vis UN international normative policy frameworks?

Sustainability

- 9) How sustainable are UN Women's EVAWG interventions? How does UN Women's contribution to empowerment and capacity building of women's organizations, including advocacy, serve as a sustainability strategy?

Efficiency/organizational performance

- 10) How adequate are UN Women's management systems, including human and financial resources to support the strategic priority area of EVAWG?
- 11) What are the key strengths and weaknesses of UN Women's strategic planning frameworks on preventing violence against women and expanding access to services? How can monitoring and evaluation systems for this strategic area be strengthened?

6. Approach, Methods and Process

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the corporate, regional, sub-regional and country levels. It will be carried out in accordance with United Nations Evaluation Group (UNEG) Norms and Standards and Ethical Code of Conduct, the World Health Organization (WHO) Ethical and Safety Recommendations for Research on Domestic Violence Against Women, and UN Women Policy guidelines. The explicit emphasis will be placed on the integration of gender equality and human rights principles in the evaluation content and process.

For its design, the evaluation will deploy a **theory of change approach**² to analyze how UN Women's support is provided in preventing violence against women and girls and expanding access to services. The theory of change will take into consideration the UN Women Strategic Plan 2011-2013 and other strategic and policy frameworks that inform UN Women's work in this area.

A **programme portfolio analysis** will be conducted to determine the universe, characteristics and trends of UN Women initiatives, programmes and projects, including support provided to Member States on normative and policy work. This review will guide the selection of case studies. The portfolio will provide information on specific categories such as sub-themes, geographic level of interventions, implementing partners, funding resources, time-frame, and

² The theory of change approach to evaluation is a widely deployed evaluation methodology that makes assumptions explicit about how program is supposed to work and create social change. It focuses on the causal relationships between resources, activities, short-term and long-term outcomes and the context of the intervention, including its unintended consequences. Like any planning and evaluation method, theory-driven evaluations require the stakeholders to be clear on long-term goals, identify measurable indicators of success and formulate actions to achieve goals. However, its focus on causal relations between resources, activities, outcomes and the context of intervention makes this method particularly suitable for the assessment of complex programmes. The theory-driven approach makes the programme transparent, allowing the stakeholders to see how it is thought to be working from multiple perspectives. It helps to identify critical areas and issues on which the evaluation should focus. Overall, a theory-driven approach by mapping a process of change from beginning to end establishes a blueprint for the work ahead and anticipates its effects, and it reveals what should be evaluated, when, and how.

budget. It will cover information of all EVAWG interventions in its entirety: global, regional, and country programmes, UN Women's role and contributions to the Secretary General's Campaign UNiTE to End Violence against Women 2008-2015, and the UN Trust Fund in Supporting of Actions to Eliminate Violence Against Women.

As part of the portfolio analysis, an **evaluability assessment** will be undertaken to identify potential challenges to the evaluation of UN Women's contribution to EVAWG results at global, regional, sub-regional and country level and to identify the most appropriate and robust evaluation design. It will analyze the logic of strategies and programmes, assess the evaluability of results and identify data gaps in monitoring and evaluation systems. The assessment will inform the design and the data collection strategies for the evaluation.

Overall review of clusters of initiatives and programmes will be undertaken through a desk review using secondary data to do the evaluation. In addition, country case studies will be selected for in-depth analysis of UN Women's contribution to ending violence against women. A set of **parameters for selecting case study countries** will be developed based on the theory of change, evaluability assessment and results of the portfolio analysis. Besides representation of different regions as relevant, the parameters may include the size of investment and sub-themes. However, a key criterion for the selection of case study countries is their potential to generate knowledge and learning on effective programming approaches.

Country case studies will use a **mixed method approach** to evaluate the UN Women's results in programmatic priority areas: the data collection will include quantitative and qualitative strategies. Participatory and gender-responsive methods will be used as appropriate for each study. The case study approach will encompass a comprehensive document and literature review, stakeholder analysis, field visits, interviews and surveys.

Evaluation Process

The evaluation process will be divided into five phases:

- 1) ***Preparation***, mainly devoted to structuring the evaluation approach, preparing the TOR, compiling programme documentation, and hiring the evaluation team;
- 2) ***Inception***, which will involve reconstruction of theory of change, programme portfolio analysis, evaluability assessment, development of country case study parameters, inception meetings, inception report and finalization of evaluation methodology;
- 3) ***Data collection and analysis***, including desk research and preparation of field missions, visits to case study countries and preparation of country reports;
- 4) ***Interpretation and synthesis stage***, focusing on data analyzed, interpretation of findings and drafting of an evaluation report; and
- 5) ***Dissemination and follow-up***, which will entail the development of a Management Response, publishing of a report, including uploading it on the Evaluation Resource Centre site, and production of other knowledge products.

7. Management of the Evaluation

The UN Women Evaluation Office is responsible for the management of the evaluation, the quality of the evaluation report and its presentation to the UN Women Executive Board. The Evaluation Office will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive backstopping support, including joining the evaluation team in field missions and contributing to the evaluation study. The Evaluation Office will also ensure coordination and liaison with concerned sections at headquarters, regional and sub-

regional offices as well as country offices. It will also ensure that evaluations are conducted in accordance with the United Nations Evaluation Group Code of Conduct for Evaluation in the UN System.

A **task team** will be designated by the Evaluation Office to provide administrative and substantive technical support to the evaluation team and will work closely with the evaluation team leader throughout the evaluation.

In each country where a case study takes place, substantive support from the UN Women country/ sub-regional office will be needed. The corresponding country/sub-regional office will designate a focal point who, in close coordination with the Evaluation Office, will provide the necessary support to the evaluation team. Similarly, relevant sections at UN Women headquarters will nominate focal points who will provide support in coordinating queries and facilitating the collection of information.

A core **Evaluation Reference Group** will be established. Its composition will include the Director of Policy, the Chief of the UN Women End Violence against Women Section, the UN Trust Fund Manager, the manager of the SG's UNiTE campaign, representatives of UN Women Geographical Sections and Sub-regional Offices, and of the Evaluation Office.

Country Reference Groups for the case studies will also be established. These Reference Groups will be composed of representatives of UN Women and UN sister agencies at the country level and key governmental and non-governmental organization stakeholders at the country level, including women's groups as primary constituents.

An external **Advisory Group** will consist of three experts in the field of violence against women, ideally with a balance of experience in different developing regions. The Advisory Group members will support the Evaluation Office in assuring the quality of the evaluation. The Advisory Group will play an important role in providing technical strategic and substantive inputs into the evaluation process and peer review of the main report.

An Evaluation Office review and Quality Assurance Team, comprising of the Chief of the Evaluation Office, the Deputy of the Evaluation Office and Regional Evaluation Specialists will provide inputs on specific key deliverables to ensure quality of the evaluation products.

8. Evaluation Team

The core evaluation team will be composed of 4-5 externally-recruited, independent consultants with extensive experience in evaluation and violence against women. The team will include an experienced Team Leader; a senior EAWG expert (preferably with evaluation experience); a senior evaluation expert and research assistants. Detailed profiles of individual team members are provided in Annex 1.

The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.
- Previous experience in conducting thematic and cluster evaluations as well as complex multi-stakeholder evaluations.
- Knowledge of the EAWG international frameworks and EAWG country level programming Expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women's movements.

- Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Experience in organizational development and change management processes.
- Fluency in English and other official UN languages, particularly, Spanish and French
- Balance in terms of gender and regional representation is desirable.

The **team leader** will be responsible for delivering the key outputs outlined in section 7. She/he will coordinate the work of all other team members during all the phases of the evaluation process, ensuring the quality of outputs and methodology as well as timely delivery of all products. In close collaboration with the EO Task Manager, she/he will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

- Conducting an inception mission and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR.
- Directing and supervising the research assistant/s in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct of country case studies and preparing a case study reports.
- Overseeing and assuring quality in the preparation of the case studies and taking a lead in the analysis of evaluation evidence.
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on country reports prepared by the team members, desk research, focus groups, surveys, etc.
- Preparing for meetings with the EO Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the EO Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the EO Task Manager.
- Preparing evaluation briefs, PPT presentation and working with the report editor, responding to final edits on the evaluation report.

The senior violence against women expert will provide substantive advice on the integration of EAW issues and analysis in evaluation. Under the overall supervision of the evaluation team leader, the senior EAWG expert and the senior evaluation expert will participate in the inception and the conduct phases of the evaluation. Both will provide inputs for the inception report, participate in the country case studies and draft the country case studies reports, based on a standardized approach and format. In addition, both will contribute to the preparation of the final report and evaluation briefs as necessary, and will support the team leader in the supervision of the research assistant/s work.

9. Expected Products and Time Frame

The evaluation process will run from February - December 2012. The Evaluation Team will undertake the study from April 2012 to November 2012.

1. *Development and approval of F-TOR (January-March 2012).*
2. *Engagement of external evaluation team (April 2012).*
3. *Work plan (May 2012). A detailed work plan will be developed by the team and agreed upon with the Evaluation Office team members outlining specific dates for key deliverables.*
4. *Inception Phase (May-June 2012). The Evaluation Team will undertake a preliminary desk review and an inception mission to New York to meet with the Evaluation Office and interview key stakeholders. An inception report will be developed that further refines the overall scope, approach and questions, provides a detailed outline of the evaluation methodology and criteria for the selection of in-depth desk review and case studies. The report will include an evaluation matrix and revised work plan, if needed.*
5. *Portfolio Analysis and Evaluability assessment (June-July 2012)*
6. *Data Collection (including field visits) and Analysis (July-September 2012). The Evaluation Team will implement the methodology agreed upon in the inception report and will conduct at least 4- 5 country site visits to collect data. The site visits will be supported by UN Women offices in the selected locations. Preliminary findings will be shared to gather feedback for the elaboration of the draft report.*
7. *Interpretation of data, synthesis and report writing and Validation Process (September - October 2012)*
8. *A draft and final evaluation report, including a concise Executive Summary, will be produced that incorporates the comments and feedback received from the Advisory Group and the Evaluation Reference Group. The draft report will be presented at a validation meeting of key stakeholders to discuss the findings and receive feedback before finalization (November 2012).*
9. *Management Response and Dissemination of Findings (December 2012).*

UN Women is responsible for issuing management responses and disseminating the evaluation findings, including informing their respective governing bodies. The Evaluation Team will be responsible for developing a dissemination product/pamphlet extracting the key information from the evaluation report.

ANNEX 1: Team Members Profile

[ANNEX 2: UNEG Norms and Standards \(please see hyperlink\)](#)

[ANNEX 3: UNEG Quality Check List for Evaluation Reports \(please see hyperlink\)](#)

[ANNEX4: UNEG Handbook on Integrating Gender Equality and Human Rights in Evaluation \(please see hyperlink\)](#)

ANNEX 5: Evaluation Questions Matrix

ANNEX 1: Team Members Profile

As indicated in Section 6 of the TOR, the evaluation team should be composed of 4 – 5 members that include an experienced Team Leader, a senior VAWG expert (preferable with evaluation experience), a senior evaluation expert and research assistants. Ideally, the team leader should have expertise in UN programming processes, while the senior evaluator has strong knowledge of human rights and gender issues. The team should be gender balanced and include at least 2 regional evaluators; and preferably national researchers. Below is a more detailed description of the qualification requirements expected for each team member:

Team Leader

- At least 10 -15 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in social research;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;
- Previous experience in conducting evaluations on EVAWG or related themes would be considered an asset;
- Excellent knowledge of the UN system, UN and UN Women programming at the country level, in development and conflict/post-conflict country contexts;
- Experience and knowledge on gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women’s movements
- Experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages;

Senior VAWG Expert

- At least 10 years professional experience in VAWG field;
- Experience/knowledge on gender equality and women’s empowerment issues, gender mainstreaming, gender analysis and thorough knowledge of the related mandates within the UN system and particularly that of UN Women’s;
- Experience/knowledge of women’s movements;
- Knowledge of the UN system, UN reform processes and UN programming at the country level;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;

- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages;

Senior Evaluator

- At least 7 – 10 years practical experience in conducting evaluation of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights-responsive, and mixed methods and background in social research;
- Strong knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Knowledge of the UN system, UN reform processes and UN programming at the country level, in development, conflict/post-conflict country contexts;
- Experience and knowledge in gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system;
- Experience/knowledge of women’s movements would be considered an asset;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages;

Research Assistant

- Strong analytical skills and ability to quickly grasp and synthesize information;
- Ability to work interactively with a team, often responding to varying requests under pressure;
- Good mastery of information technology required for organized presentation of information, including quantitative information and graphical presentations, and for organizing information and materials on the internal website;
- Excellent drafting skills in English;
- Deep knowledge and/or experience in the UN would be considered an asset;
- Working knowledge of other UN languages would be considered an asset.

<i>Evaluation issues</i>	<i>Key Evaluation Questions</i>
<p>1. National Laws and Policies</p>	<p>1.1 How does UN Women support the policy formulation and legal frameworks on VAWG? And what is the content of the advice/support provided?</p> <p>1.2 How are EAWG issues integrated into national development planning? What legal reforms have to be implemented to achieve the maximum benefits?</p> <p>1.3 What are specific results that UN Women contributed to in the areas of policy formulation and legal frameworks?</p> <p>1.4 What is UN Women’s role in supporting the implementation of particular national action plans and VAWG policies?</p> <p>1.5 How were national action plans effective in addressing violence against women and girls? What are the challenges and lessons from their implementation?</p>
<p>2. Access to Services, including justice</p>	<p>2.1 What is UN Women’s role in expanding access to services for women and girls survivors of violence?</p> <p>2.2 What are especially strategic approaches to enabling women’s access to services?</p> <p>2.3 What role could UN Women play in expanding access to services, capitalizing on its comparative advantage and current capacities?</p> <p>2.4 What is UN Women’s contribution to supporting the quality standards for women and girls survivors of violence?</p> <p>2.5 How effective are UN Women capacity building interventions of “frontline workers” (the police, lawyers, judges, social workers and health professionals)?</p> <p>2.6 How does UN Women support the institutionalization of training, development of protocols in different sectors and accountability systems to track the performance?</p> <p>2.7 Are multi-sectoral systems and partnership approaches effective? What is UN Women’s role in supporting coordination and functioning of these systems to provide survivors/victims with holistic responses and</p>

	<p>support?</p> <p>2.8 How does UN Women engage in supporting access to justice and legal services? What are effective strategies and lessons?</p>
3. Prevention	<p>3.1 How does UN Women engage in supporting VAWG prevention-related initiatives? What are innovative approaches and promising strategies?</p> <p>3.2 How does UN Women contribute to social mobilization and public awareness of EVAWG in terms of achieved results and processes?</p> <p>3.3 What is UN Women’s contribution to the SG’s Campaign? How effective were “Say No” campaigns? What are the medium and long term effects of these campaigns?</p> <p>3.4 How local women’s and advocacy group are involved in UN women efforts to mobilize communities on issues of gender equality and violence against women?</p> <p>3.5 How does UN Women engage men and boys in community mobilization activities?</p> <p>3.6 How does UN Women work with youth and non-traditional groups?</p>
4. Intergovernmental support	<p>4.1 How effective is UN Women in enhancing capacity of intergovernmental bodies to reaffirm and strengthen commitment on EVAWG in their resolutions and recommendations?</p> <p>4.2 How does UN Women support nongovernmental organizations in setting global normative frameworks on EVAWG?</p> <p>4.3 What is the effectiveness and value added of the SG’s data base on VAW?</p> <p>4.4 What are the linkages between UN Women’s intergovernmental and operational work?</p>
5. UN Women Coordination Role at Global, Regional and Country Level	<p>5.1 What are the different coordination mechanisms pertaining to ending violence against women and girls at global, regional and country levels?</p> <p>5.2 What is the role of UN Women in establishing and strengthening coordination mechanisms?</p> <p>5.3 Are the mechanisms sustainable?</p> <p>5.4 How UN Women is positioning itself in terms of its coordination role versus other UN agencies at country</p>

	<p>level on EVAWG?</p> <p>5.5 How are UN agencies responding to VAW needs/demands in the framework of one UN and the SG’s call to action?</p> <p>5.6 How has UN Women’s participation in UNCTs and joint programming contributed to preventing violence against women and expanding services at country level?</p> <p>5.7 Are there any missed opportunities in terms of UN Women’s role?</p>
<p>6. Organizational effectiveness and coherence</p>	<p>6.1 What is UN Women’s overall theory of change on EVAWG?</p> <p>6.2 Is UN Women efficient in its work in terms of costs, timeliness, and the use of human resources?</p> <p>6.3 What internal and external limitations is UN Women facing in moving forwards its EVAWG agenda, including intergovernmental support and coordination?</p> <p>6.4 What are the strengths and weaknesses of UN Women’s approach to ending violence against women and expanding access to services?</p> <p>6.5 What UN Women inputs have been sustainable?</p> <p>6.6 What adjustments have to be made to strengthen UN Women’s strategic framework and policies on preventing violence against women and expanding services?</p> <p>6.7 How can the monitoring, reporting and evaluation system be strengthened to track the results in this strategic priority area of the Strategic Plan?</p> <p>6.8 How coherent are UN Women’s initiatives at country, regional and global levels with internal strategic frameworks as well as global commitments? How aligned and compatible are internal EVAW frameworks?</p> <p>6.9 How coherent are UN Women strategic frameworks and policies with external national policies and international frameworks?</p>
<p>7. Cross-cutting questions</p>	<p>7.1 What innovative approaches and strategies are deployed by UN Women in addressing VAWG? Could they be upscaled and replicated?</p> <p>7.2 How does UN Women deploy advocacy to advance EVAW agenda and with what results?</p> <p>7.3 What role does UN Women play in empowering and developing capacity of women’s and other civil society</p>

	<p>organizations, including in advocacy, as a sustainability strategy?</p> <p>7.4 How does UN Women conduct situational analysis and identify its role at the country level? What type of approach is used (bottom-up or top-down) in planning UN Women VAWG interventions?</p> <p>7.5 What is the effectiveness and value added of UN Women's knowledge management functions, including of the Virtual Knowledge Center to end Violence against Women and Girls?</p>
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