



TERMS OF REFERENCE

Regional Thematic Evaluation on Political Participation

I. Background

In July 2010¹, the United Nations General Assembly established UN Women². The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates on gender equality for greater impact. The mandate of UN Women brings together four pre-existing entities³, calling on UN Women 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 the UN system, including women's political empowerment.

The mandate of UN Women is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the United Nations Millennium Declaration, relevant General Assembly, Economic and Social Council, Commission on the Status of Women and other applicable United Nations instruments, standards and resolutions. The work of UN Women is focused on responding to its three core mandates:⁴

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women and the General Assembly, in their formulation of policies, global standards and norms;
2. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work:** entails both work to hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress, and also the broader role of the entity in mobilizing and convening key stakeholders and partnerships.

UN Women approach to supporting Women's leadership and political participation at all levels

Women's political participation is one of UN Women's core thematic priorities, as reflected in its Strategic Plans for 2011-2013 and 2014-2017 Impact 1: Women lead and participate in decision making at all levels.

Promoting women's leadership and political participation, at all levels of governance, has been identified as a critical impact for UN Women, not only for achieving gender equality but also as an intrinsic

¹ UN Women was not operational until January 2011.

² United Nations, General Assembly Resolution 64/289: system wide coherence (A/RES/64/289), July 2010.

³ 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).

⁴ Based on "About us" accessed on www.unwomen.org, 18 Nov. 2013.

precondition for democratic governance and sustainable development. Since women constitute around half the world's population, it is a matter of justice and democracy that women are represented in decision making positions (at government, legislative or judiciary branches).

The objective of promoting women's political empowerment is aligned with both the Millennium Development Goals and resolutions that have emerged from relevant intergovernmental processes that promote greater representation of women. The results envisaged increasing representation and participation of women in political parties and political decision-making — from the national to the local level — as well as women's representation, leadership and influence in other areas of civic engagement.

Efforts towards promoting women's political participation imply that women must be able to: vote in all the elections; be elected in any popular electoral position; participate in the formulation of public policies; be involved in any function in governmental administrations; be involved in non-governmental organizations; or represent their governments in international fora.

To achieve this impact, UN Women pursues outcome-level results such as: 1. Supporting the reform, adoption and implementation of constitutions, legal frameworks, and policies to advance women's right to participate in decision making at national and local levels. 2. Supporting gender responsive measures (mechanisms, processes and services) to promote women's leadership and participation in politics. 3. Supporting gender equality advocates influence constitutions, legal frameworks and policies to increase women's leadership and political participation.

Intergovernmental and coordination results focus on achieving continued reinforcement and monitoring to promote increase women's participation and leadership. Inter-agency results relate to the achievement of greater coherence in policy advice provided by the United Nations to Governments to create incentives and measures to expand women's leadership in political and other spheres. The support of UN Women for expanding and improving women's political participation through inter-agency partnerships, technical support to Governments and civil society, and grants provided through the Fund for Gender Equality (FGE)⁵ will all feed into tracking progress in this goal area. Key United Nations partners for UN Women on women's political participation include UNDP, the Department of Political Affairs and DPKO.

All thematic areas of UN Women's Strategic Plan are inextricably linked to each other; therefore it is important to identify the synergies that exist across thematic areas. There is a strong connection between women's participation in decision making and strategies for women's economic empowerment efforts (Strategic Plan Impact 2) and to strengthen the responsiveness of national plans and budgets to gender equality (Strategic Plan Impact 5). Similarly, ensuring women's leadership and participation in peace and security and humanitarian action, (Strategic Plan Impact 4) and ending violence against women (Strategic Plan Impact 3) are imperative for enhancing political participation opportunities – and vice versa, enhancing women's economic and political opportunities can be an enabling factor for women to live free from violence and/or contribute to sustainable peace-building efforts.

As with other thematic areas, WPP is supported by most offices/divisions/sections: Country/Multi-country/Regional Offices, Programme Division, Policy Division, Fund for Gender Equality,

⁵ FGE is the only global fund that is exclusively dedicated to women's economic and political empowerment. See: <http://www.unwomen.org/en/trust-funds/fund-for-gender-equality>

Intergovernmental Support Division, Resource Mobilization Division, Communications Division, and the Coordination Division.

UN Women's Strategy for women to lead and participate in political decision making process at all levels in Latin America and the Caribbean has identified ten priority areas for strategic intervention from 2014-2017. The evaluation should take those into account with a view to support the implementation of the regional strategy. The ten areas are:

1. Promote legal and/or constitutional reforms directed to increase the participation of women in political decisions, including through TSM and/or the commitment to gender parity.
2. Promote gender sensitive parliaments.
3. Support increasing women in leadership positions.
4. Strengthen the role of civil society movements to advocate and influence on WPP.
5. Increase the participation and leadership of women in sub-national or local government.
6. Provide options for reforms in political parties to strengthen their commitment towards substantive equality and parity.
7. Combating violence and harassment against women in politics and in elections.
8. Generate further regular data to evaluate the progress, opportunities and risks regarding the political participation of women in the region.
9. Promote the inclusion and participation of young women in politics.
10. Advocate within the Media sector a culture that promotes and supports gender equality.

Specific actions addressed to indigenous and afro-descendant women will be contemplated throughout the ten priorities above mentioned, focused on two strategies: 1) their participation in the internal structures of government of indigenous populations; 2) their inclusion and participation in the State political system.

Key stakeholders identified by UN Women in Latin America and the Caribbean include: i) Member States (including bilateral donors; ii) The UN System, at country, multi-country and regional levels; iii) Key national stakeholders (Parliaments, Electoral commissions and tribunals, National Women Mechanisms, local authorities networks or networks of women politicians); iv) Regional and sub-regional intergovernmental bodies, the Organization of Americas States-OAS, including the Department of Electoral Cooperation and Observation and the Interamerican Commission of Women, the Andean Community (CAN/CAAAMI), the Centro American System of Integration, (SICA/COMMCA), the Caribbean Community and Common Market (CARICOM), the Iberoamerican Secretary General (SEGIB); v) Regional and sub-regional Parliaments (Parlamento Latinoamericano- PARLATINO, and Parlamento Centroamericano-PARLACEN); vi) Regional financial institutions (Inter-American Development Bank- IDB); vii) The Iberoamerican Union of Municipalities, and other regional, sub-regional and national networks of women local authorities; viii) International organizations like IDEA International; ix) academia, foundations and women's rights non-governmental organizations; and x) the private sector.

II. Purpose, scope and objectives of the evaluation

The main purpose of this regional thematic evaluation is to contribute to enhancing UN Women's approach to leadership and political participation programming to reach the objective of the Latin America and Caribbean Strategy on women leadership and political participation for 2014-2017. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability as well as for the identification of good practices to advance women's political participation in the decision making process at all levels. The evaluation is also expected to feed into UN Women's efforts to promote WPP components in the Post-2015 agenda and Beijing +20 process. The targeted users of the evaluation are the UN Women Executive Board, UN Women Senior Management, Un Women in the Americas and the Caribbean, and key stakeholders in the area of Women's Political Participation (WPP).

The evaluation will be *formative*. Formative evaluations are usually conducted during the development of a programme or its ongoing operation. They provide feedback on areas for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. "Formative evaluations assess and assist with the formulation of goals and priorities, provide direction for planning and assessing alternative courses for action and draft plans, and guide programme management by assessing implementation of plans and interim results"⁶. Finally formative evaluations often form the basis for the summative evaluations when the programme is matured.

This formative evaluation will analyze the design and implementation of programmes and activities related with women's leadership and political participation in the LAC Region during the **time period 2011 through the first quarter of 2014**. It will also assess progress towards UN Women's strategic goal to increase women's leadership and political participation.

It will take into consideration the approach to advance WPP identified in the new Strategic Plan for 2014 – 2017, the new Regional Strategy for women to lead and participate in the decision making process at all levels; as well as ongoing efforts by UN Women to re-formulate its strategic vision/approach for this area, with the aim of providing strategic input to this process. The scope of the evaluation is regional and will include all dimensions of UN Women's mandate: to support normative and intergovernmental, operational and coordination work at regional and country levels. In an effort to identify and assess WPP linkages with other thematic areas of work and synergies or possible overlap/duplication within the Entity, the evaluation will include a review of programmes/initiatives with explicit cross-cutting linkages to headquarters and other programmes, in the areas of peace and security, economic empowerment, governance and national planning, and eliminating violence against women.

The specific objectives of this formative evaluation are to:

1. Assess the **relevance** of UN Women's WPP approach at regional, national and local levels during the selected period, as well as UN Women's comparative advantage/added value in the WPP thematic area as compared with key partners (particularly within the UN System);
2. Assess **effectiveness and efficiency** in progressing towards the achievement of results, as defined in the 2011-2013 and 2014-2017 Strategic Plans, including the organizational mechanisms to ensure efficient linkages/feedback loop between Regional and Multi-country and Country Offices, and linkages to headquarters policy division on relevant areas;

⁶ Stufflebeam, D.L and Shinkfield, A.J (2007) Evaluation Theory, Models, and Applications. John Wiley & Sons. P 25.

3. **Identify and validate lessons learned and good practices** that allow UN Women to support the sustainability of results achieved in the WPP thematic area in the region, as well as the replication and scaling-up of programmes and projects in other regions;
4. Provide **actionable recommendations** with respect to UN Women's WPP strategies and approaches in the region.

Key evaluation questions⁷:

Relevance:

- To what extent is UN Women strategically positioned to enhance WPP at local, national and regional levels?
- To what extent does UN Women's approach complement and add value to that of its key partners?
- To what extent is UNW's work aligned with other UN Agencies globally recognized concepts and objectives such as promoting parity and transformational leadership?
- To what extent is the generation of statistics and indicators and maintaining an up-to date legal and political analysis at country level a priority to monitor progress, opportunities and risks of WPP evolution and programming?
- Does the UN Women's Fund for Gender Equality, as a competitive grant-making mechanism, contribute to enhance WPP at national and regional level?
- Which strategies of intervention are more relevant to promote a sustainable progress on women's political participation: e.g. dialogue with women parliamentary caucus, reinforcing women's rights civil society movements, increasing women in leadership positions, training candidates or elected politicians, supporting gender sensitive parliaments, capacity development of political parties, generating wide public debates on democratic parity and TSMs, supporting legal reforms with the legislative bodies and/or the Electoral commissions?
- Has UN Women been able to generate a process to strengthen women leadership supporting women's strategic interests? Which strategies should be implemented to reinforce this?

Effectiveness:

- What is the progress towards results at regional and national levels that UN Women, including the Fund for Gender Equality, has contributed to so far?
- Are there opportunities for replication and scaling-up good practices and innovative approaches?
- Which level of intervention is more effective to influence in gender structural transformations, the local, sub-regional, national or international?
- What innovative factors, dynamics and mechanisms would contribute to the achievement of more sustainable results, e.g. with parliamentary women caucus, with political parties, with electoral commissions, with municipalities?
- To what extent has UN Women's approach to engaging with key partners (regional parliaments, IDEA International, academia, local authorities' networks) been effective?
- Given the limited mandates of regional and sub-regional organizations and hence, their impact, should UN Women give priority to national political decision counterparts and decision makers?

⁷ The proposed criteria and evaluation questions will be discussed with the evaluation team and refined in the inception report if needed.

Efficiency:

- What operational mechanisms are needed to make UN Women's approach on WPP more efficient and effective?
- To what extent is learning from initiatives implemented in the field (including FGE, UNDEF) feeding into the regional approach and vice-versa?
- Do current reporting guidance and practices reflect the medium term impact on UNW's WPP work?
- Are human and financial resources in line with the political mandate of UN Women in WPP and the solid substantive input required to respond to demands identified in the field?
- Which strategies would be more efficient to promote south-south cooperation, enhancing mutual knowledge of initiatives and programs promoting WPP?
- Have there existed obstacles at country level (political, bureaucratic) that have limited the progress on the commitment towards women's political empowerment?

Coherence:

- To what extent does the role and function of a regional policy advisor provide efficiency and contribute to generate synergies to the country offices?
- What operational mechanisms are needed to make the regional task force on WPP more efficient in delivering results at all levels?
- To what extent does UN Women and other partners in the region act as guarantors of the legal framework on women's political rights? Do they act as stoppers of potential counter legislation?

Impact

- To what extent as a result of UN Women's intervention can we observe positive changes in the decisions adopted by women politicians?
- To what extent as a result of UN Women's intervention can we conclude that political parties are better off in terms of gender sensitive policies?

III. Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the headquarters, the corporate, regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy⁸ and adhere to the United Nations norms and standards for evaluation in the UN System⁹. The evaluation methodology will employ mixed methods and an innovative approach for capturing results, such as through the use of participatory video to ensure that the views of traditionally excluded groups of women are represented in the evaluation. An important component of this evaluation will be the assessment of UN Women's results logic and approach for enhancing leadership and political participation. The logic model based on UN Women Strategic Plans 2011-2013 and 2014-2017 will be used to assess whether this area is on the right track and whether the proposed interventions have the potential to achieve proposed outcomes in suggested time-frame.

The evaluation will have three levels of analysis and validation of information:

⁸ UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

⁹ United Nations Evaluation Group, Norms and Standards for evaluation in the UN System, access at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

- *Level 1* will start with a desk review of information sources on WPP available through corporate UN Women reporting and information systems such as UN Women Annual Reports, donor reports, PRODOCS, existing portfolio analyses of PP programming, and relevant evaluations.
- *Level 2* will involve more in-depth WPP portfolio analysis of a representative sample of 3-4 UN Women Offices or “country cases”. *Level 2* analysis will be primarily based on a document review and supplemented with additional online/skype interviews with the key stakeholders of WPP programmes.
- *Level 3* will involve field visits in a representative sample of 3-4 countries and will deploy a number of evaluation methods ranging from document review, semi-structured interviews, rapid assessment surveys, observation and participatory video methods in a selected country. A comparative case study analysis¹⁰ will be applied to systematically compare and analyze data from case studies to identify, if possible, necessary characteristics and factors for the progress towards results to occur.

Finally, a comparative analysis of key UN partner’s mandates/activities in the area of WPP will be completed as part of the assessment of UN Women’s comparative advantage in this thematic area in the region.

The following data sources will be utilized and data will be triangulated to ensure validity and reliability:

- Review of key documents: Strategic Plans; ACRO Strategic Notes; intergovernmental mandates; UN policies; UN Women Annual Reports; available PP portfolio analyses; monitoring/reporting information, including donor reports for specific regional and national programmes and initiatives; evaluations; guidance notes, etc.;
- Interviews/focus groups with a purposive sample of UN Women staff, UN system partners, national level partners, civil society partners, donors, and regional entities.
- Survey of key partners and staff to assess UN Women’s comparative advantage in PP;
- In-depth document review of all UN Women Multi-country and Country Offices and programme offices in the region, including strategic notes, annual reports, donor reports, relevant evaluations and monitoring and reporting information on specific PP programmes and initiatives.
- 3-4 Country case studies: A set of criteria for selecting case study countries will be developed by the Evaluation Team in consultation with the evaluation reference group. The parameters may include the size of investment, sub thematic-representation, potential for scaling-up, variance of women’s political indicators, and feasibility of evaluation mission. However, a key criterion for the selection of case study countries is their potential to generate knowledge and learning on effective programming approaches.

The evaluation process has five phases:

- 1) **Preparation:** gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference group, and recruitment of the evaluation team;
- 2) **Inception:** consultations between the evaluation team and the Regional Office, programme portfolio review, stakeholder mapping, inception meetings with the reference group, review of the result logic for

¹⁰ For a discussion of configurational case study analysis see Byrne and Ragin (2009) *The Sage Handbook of Case-Based Methods*. Sage Publications.

this thematic area, finalization of selection criteria for country case studies, finalization of evaluation methodology and inception report;

3) **Data collection and analysis:** desk review, in-depth review of global, country and regional level planning frameworks and programme documents, in-depth review of PP portfolio of AC Multi-country and Country Offices and online interviews, staff and partner survey/s, visits to 3-4 case study countries and preparation of case study reports;

4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products (video); and

5) **Dissemination and follow-up:** development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website¹¹, and production of other knowledge products and learning events, such as a webinar and an evaluation brief.

IV. UN Women Responsibilities, Monitoring and Supervision

The UN Women **ACRO** is responsible for the management and quality assurance of this regional evaluation. The Regional Office will hire an **external and independent evaluation firm** to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in the thematic area. ACRO will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support, including joining the evaluation team in selected field missions. The Evaluation Office, through the Regional Evaluation Specialist (RES) for the Americas and the Caribbean, will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents¹².

The establishment of **reference groups** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference group will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. It will be composed of UN Women senior managers/staff, other UN System partners, key regional level partners and civil society. Additionally, Country Reference Groups for the case studies will be established. The Country Reference Groups will be composed of representatives of UN Women, UN system partners and key governmental and non-governmental organization stakeholders at the country level, including women's groups as primary constituents.

V. Expected Products and Time Frame

The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. The Regional Office reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the UN Women Evaluation Office and as set forth in UN Women's Guidance Note 8: Quality criteria for evaluation reports.

¹¹ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

¹² United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the UN system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

Activities	Product to be delivered ¹³	Timeframe
Inception phase of evaluation		June 2014
Inception report (including two rounds of revision)	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection of case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Regional Office and based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with the reference group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	June 2014
Data collection phase of evaluation		July - August 2014
Case study reports (including two rounds of revisions)	The findings from the case studies will be summarized in a report format. The format of the case study report will be defined in the inception report. The case study reports will be shared with the case study reference groups established at country level. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final case study reports.	July - August 2014
Case study video/photo pilot	A video/photo approach will be utilized in at least one case study to illustrate results in a more innovative and engaging way. The approach will be outlined in the inception report. The video/photos will be consolidated into an innovative means for communicating results, which will be shared with the community/entity engaged in communicating their results and key stakeholders involved. The product will also become part of the overall evaluation products for dissemination.	July - August 2014
Analysis and reporting phase		September - October 2014
Presentation of preliminary findings	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Regional Office for feedback. The revised	September 2014

¹³ All evaluation products will be written in Spanish, apart from Caribbean case study and Final Report and Evaluation Brief (that will be translated to English).

(including one round of revision)	presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.	
Draft Report (including two rounds of revision prior to the final report)	A first draft report will be shared with the Regional Office for initial feedback. The second draft report will incorporate ACRO feedback and will be shared with the reference group and external advisors for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	September 2014
Final Report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report.	October 2014
Evaluation Brief	A dissemination product/pamphlet extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format.	October 2014
Dissemination & Follow up	<i>ACRO is responsible for presenting the evaluation report, coordinating the management response and dissemination of the evaluation.</i>	November – December 2014
Dissemination Strategy	A dissemination strategy will be prepared by ACRO in order to socialize evaluation results, including publication of the report, audiences, dissemination platforms (i.e. webinar), specific events, etc.	November – December 2014

Key Evaluation Guidance Documents (Click for hyperlink)

- [Evaluation Consultants Agreement Form](#)
- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women \(UNW/2012/8\)](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [Norms for Evaluation in the UN System](#)
- [Standards for Evaluation in the UN System](#)
- [UN Women Guidance Note 8: Quality criteria for evaluation reports](#)

- [UNEG Code of Conduct for Evaluation in the UN System](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Quality Checklist for Evaluation Reports](#)

VI. Payment Terms

The payments will be completed until 15 days upon receipt of invoice as well as receipt and acceptance of the product/s. The schedule of payments is as follow:

Deliverable	Payment condition
Inception report	20% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
Case study reports	30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
Final Report	50% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.

VII. Minimum requirements of evaluation team

Organizational Profile

- Proven organizational legal constitution.
- Organizational CV with minimum of 3 previous job/projects/contracts reference and/or accreditations.
- Financial statement for the last 2 current years.
- Firm with extensive experience in evaluation and/or thematic area of women’s political participation.
- Team includes an experienced team leader, a senior women’s political empowerment expert and a senior evaluation expert.
- Balance in terms of gender and evaluators with experience in both sub-regions (Latin America and Caribbean).
- Specialized knowledge.
- Previous experience in conducting thematic evaluations as well as regional and complex multi-stakeholders evaluations.
- Experience on evaluation of similar programmes/projects in the region.
- Previous work for other UN Agencies/ major multilateral or bilateral programmes.
- All team members must sign the “Evaluation consultants agreement form,” based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system. (Ref.: [UNEG Code of Conduct for Evaluation in the UN System](#)).

Evaluation Team

The core evaluation team will be composed of 3 members from a firm with extensive experience in evaluation and/or in the thematic area of women’s political participation. The team will include an experienced Team Leader; a senior women’s political empowerment expert (preferable with evaluation experience); and a senior evaluation expert. The team should be gender balanced and include evaluators

with experience in both sub-regions (Latin America and the Caribbean); and preferably national researchers for the case studies of evaluation. All team members must sign the “Evaluation consultants agreement form”¹⁴, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system.

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 evaluations as well as regional and complex multi-stakeholder evaluations, preferably for the UN system.
- Knowledge of the relevant international/regional frameworks pertaining to women political rights and gender equality, women’s political participation country level programming expertise, gender mainstreaming, and the related UN mandates; experience/knowledge of women’s movements in the region.
- Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Experience in regional integration and political analysis in the LAC region.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Experience in parliamentary work, governance, rule of law, civil society movements.
- Fluency in Spanish and English is mandatory.
- Balance in terms of gender is desirable.
- Knowledge and/or experience in both sub-regions (Latin America and the Caribbean) is mandatory.

Below is a more detailed description of the tasks and qualification requirements for each team member.

Team Leader

The team leader, with at least 15 years of evaluation experience, will be responsible for delivering the key evaluation products. He/she will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Evaluation Task Manager (RES), he/she 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:

- 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 and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct of case studies and preparing case study reports.

¹⁴ The form can be downloaded at: <http://gate.unwomen.org/resources/docs/codeofconduct/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

- 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 case study reports prepared by the team members, desk research, focus groups, surveys, etc.
- Preparing for meetings with the Evaluation Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the Evaluation Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Evaluation Task Manager.
- Preparing evaluation brief, PPT presentation and working with the report editor, responding to final edits on the evaluation report.
- Participating in a Webinar to present evaluation results.

Qualifications:

- At least 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 political science;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;
- Previous experience in conducting evaluations on WPP or related themes would be considered an asset;
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the regional and country level;
- 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 or knowledge on the human rights international framework, parliamentary work, democracy, governance, rule of law, 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 Spanish and English.

Senior WPP Expert

The senior women's political empowerment expert will provide substantive advice on the integration of WPP issues and analysis in evaluation. Under the overall supervision of the evaluation team leader, the senior WPP expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation brief as necessary.

Qualifications:

- At least 10 years professional experience in WPP field, such as parliamentary work, work with political parties, work with women movements/think tanks/academia working on WPP;
- 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;
- 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 Spanish and/or English.

Senior Evaluation Expert

The senior evaluation expert will provide substantive advice on the design and implementation of evaluation methodology. Under the overall supervision of the evaluation team leader, the senior evaluation expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation brief as necessary.

Qualifications:

- 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 regional and country level;
- 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 Spanish and/or English.