Terms of Reference
Evaluation Team
Corporate Evaluation of Women's Leadership and Political Participation

I.   Introduction

From the local to the global level, opportunities for women's leadership and political participation are restricted. Women are underrepresented as voters, as well as in in elected or appointed positions, as parliamentarians, as ministers or as heads of state and/or Government. This occurs despite their proven abilities as leaders and agents of change, and their right to participate equally in governance and decision-making bodies. Women face several obstacles to participating in political life. Structural barriers, discriminatory laws and gendered institutions still limit women's options to run for, and be elected to, political office. Capacity gaps mean women are less likely than men to have the education, contacts and resources needed to become effective leaders.[1]

As part of its implementation of the UN Women Corporate Evaluation Plan (2014 – 2017)[2], the UN Women Independent Evaluation Office is seeking to recruit four evaluation consultants to support the conduct of a forthcoming Corporate Evaluation of Women's Leadership and Political Participation.

The evaluation will assess UN Women's contribution over the last six years under Impact Area 1 of the UN Women Strategic Plans (2011 – 2013)[3] and (2014 - 2017)[4]. The evaluation will be conducted from August 2016 to July 2017 and will be presented to UN Women's Executive Board in September 2017.

II.   Background

In July 2010[5], the United Nations General Assembly established UN Women[6] as part of the overall UN reform agenda. UN Women's establishment consolidated the organization's resources and mandates on gender equality and women's empowerment (GEWE) by bringing four pre-existing entities[7] together for greater impact. The founding GA resolution called on UN Women to have a unique composite mandate that includes:[8]

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[1] Women's leadership and political participation in brief
[2] UN Women IEO Corporate Evaluation Plan (2014-2017)
[3] UN Women Strategic Plan 2011-2013
[4] UN Women Strategic Plan 2014-2017
[5] UN Women was not operational until January 2011.
[6] United Nations, General Assembly Resolution 64/289: system wide coherence (A/RES/64/289), July 2010.
[7] 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)
[8] Based on "About us" accessed on www.UNWomen.org , 18 Nov. 2013

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***: to 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.

This mandate aims to support UN Women to provide universal coverage and have strategic presence at the country level, while also generating closer linkages between the norm setting inter-governmental work and operations work at the field level and the strengthening of coordination for accountability on GEWE issues at all levels.

UN Women's mandate has been guided by the Beijing Declaration and Platform for Action (BPfA), 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 United Nations Millennium Declaration and relevant resolutions of the General Assembly, Economic and Social Council, the agreed conclusions of the Commission on the Status of Women, and other applicable United Nations instruments, standards and resolutions. Recent developments that have led to the adoption of the Agenda 2030 and the Sustainable Development Goals (SDGs) further guide UN Women's mandate and its implementation.

III. UN Women Strategic Plans

Since its creation[9], UN Women has operated under two successive Strategic Plans (2011 – 2013) and (2014 – 2017) that outline its work towards six thematic impact areas as part of its Development Results Framework (DRF) [10]:

1. **Women lead and participate in decision-making at all levels[11];**
2. Women, especially the poorest and most excluded, are economically empowered and benefit from development;
3. Women and girls live a life free from violence;
4. Peace and security and humanitarian action are shaped by women's leadership and participation;
5. Governance and national planning fully reflect accountability for gender equality commitments and priorities;
6. A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by Governments and other stakeholders at all levels.

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[9] See UN Women governing documents, including its founding resolution GA 64/289
[10] See Annex 1, Development Results Frameworks 2011 – 2013 and 2014-2017
[11] In UN-Women's Strategic Plan (2011-2013) the wording of this impact area was slightly different: "to increase women's leadership and participation in the decisions that affect their lives''.

The Strategic Plan is implemented at HQ through three main pillars composed of the Policy and Programme Bureau; the Strategic Partnerships, Coordination, and Inter-Governmental Support Bureau, and a Management and Administrative Division.[12] The Executive Director's Office provides overall strategic planning and oversight to all functions, and is supported directly by the Human Resources Unit, the Internal Audit Department and the Independent Evaluation Office.

The HQ functions also support the operationalization of UN Women's Strategic Plan in the field through its regional architecture, which is composed of 6 Regional Offices - Arab States, Asia Pacific, Eastern Europe and Central Asia, Eastern and Southern Africa, Latin America and the Caribbean, and West and Central Africa. Under regional offices, UN Women has established 6 Multi-Country Offices (MCO), 48 Country Offices and maintains a programme presence in an additional 28 countries.

IV.   Corporate Evaluations of UN Women's Strategic Plan Thematic Impact Areas

UN Women undertakes evaluation as a means to support learning, decision-making and accountability. The *UN Women Evaluation Policy* provides the framework for evaluation within the organization and defines corporate evaluations.[13]

Corporate evaluations have a higher level of independence given that the Independent Evaluation Office (IEO) reports directly to the Executive Director and to the Executive Board through its Annual Report on the evaluation function. These reporting lines safeguard the IEO's independence from management and enables it to conduct its work with impartiality.

A corporate thematic evaluation aims to assess UN Women's overall contribution to results under one thematic impact area of the Strategic Plan. To date, corporate thematic evaluations have been conducted of impact areas two, three, four and six.[14]

The present evaluation is mandated by UN Women Corporate Evaluation Plan (2014-2017) which indicates that a corporate thematic evaluation of impact area one (Women's Leadership and Political Participation) of the Strategic Plan is to be conducted during the 2016/2017 period.

V.   Impact Area 1: Women's Leadership and Political Participation

Women's leadership and political participation (WPP) is one of six core thematic impact areas that UN Women aims to contribute to at the global, regional and national level. It is considered critical not only for achieving gender equality, but also as an intrinsic precondition for democratic governance and sustainable development.

UN Women's work on Impact Area 1 is guided by a history of international commitments to women's representation. The **Convention on the Elimination of All Forms of Discrimination against Women** upholds women's right to participate in public life (Art. 7), while the **Beijing Platform for Action** calls for removing barriers to equal participation and sets a target of 'gender balance' at all levels. The **Millennium Development Goals** measured progress towards gender

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12 Please see UN Women Organigram

13 *"Independent assessments undertaken by the independent Evaluation Office with the support of external evaluators. They are utilized to assess issues of corporate strategic significance concerning development effectiveness, organizational performance and normative and operational coherence",* UN Women Evaluation Policy

14 Thematic Evaluation on the Contribution of UN Women to women's economic empowerment; Thematic Evaluation on the Contribution of UN Women to Prevent Violence Against Women and Girls and Expand Access to Services; Thematic Evaluation on the contribution of UN Women to increasing women's leadership and participation in peace and security and humanitarian response; Evaluation of UN Women's Normative Support Work and its Operational Linkages

equality in part by the proportion of women in parliamentary seats, while the **Sustainable Development Goal # 5** measures progress by the percentage of seats held by women in national parliaments and at the local level.

UN-Women has developed a Flagship Programme to further advance women's political empowerment. Grounded in a strong Theory of Change and global best practices, the Flagship Programme is designed to achieve SDG Target 5.5: to "ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life," and it is already guiding UN-Women country offices programming on Impact 1.

A major step for UN Women was the adoption by the UN General Assembly - by consensus - of the 2011 resolution on Women's Political Participation (A/RES/66/130). The Report of the Secretary-General on *"Measures Taken and Progress Achieved in the Promotion of Women and Political Participation"* (2013) provided statistics, and identified data gaps, on women in politics at all levels, and offered concrete recommendations for Member States to accelerate progress and show greater political commitment. .

In addition to international normative frameworks, regional frameworks have emerged that confirm the political rights of women and regional intergovernmental agreements that specifically affirm the role of Temporary Special Measures (TSMs) to achieve women's participation in decision making and politics.[15] The results envisaged are to increase formal representation, participation and influence of women in political decision-making and in political institutions—from the national to the local level.

UN Women's work in support of women's leadership and political participation is primarily organized around the three outcome areas of the Strategic Plan (2014-2017):

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.
   Supporting gender equality advocates influence constitutions, legal frameworks and policies to increase women's leadership and political participation.[16]

UN Women aims to contribute to these three outcomes areas at the global, regional and national levels, building linkages to support a holistic work programme. Primary areas of focus at the programmatic level include: inclusive electoral and political processes at national and local levels, legislative and constitutional reforms that promote gender equality, the promotion of gender equality in political parties, gender-sensitive reforms in parliaments, civil society monitoring of women's political participation, and the development of women's leadership skills.

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[15] These include, but are not limited to, the African Union Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa; the African Union Charter on Democracy, Elections, and Governance; goals set by European Union; and the Quito Consensus at the Regional Conference on Women in Latin America and the Caribbean.

At the normative level, UN Women works to ensure that normative frameworks maximize women's political participation at both the global, regional and national levels.

At the operational level, work focuses on supporting Member States to operationalize gender equality standards as related to women's leadership and political participation. UN Women also administers the Fund for Gender Equality (FGE)[17] which is a global grant-making mechanism that supports political empowerment of women worldwide.

At the coordination level, UN Women works to mainstream gender across all of the UN's political participation initiatives. UN Women is active in the inter-agency group on electoral assistance (ICMEA) which oversees the collaboration among UNDP, DPA, DPKO and others, and in the UN inter-agency constitutional working group, which brings together DPA, DPKO, OHCHR, UNDP and UNICEF.[18] 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.

UN Women also recognizes that *cross-thematic linkages* exist among the six impact areas. The work on women's leadership and political participation is inextricably linked to the other thematic areas of UN Women's Strategic Plan.[19]

Work in this area at HQ is led by Women's Political Participation Unit, in the Leadership and Governance section, under the overall Policy Division. At the regional level, some offices have dedicated thematic advisors on women's political participation, others have Regional Advisors for Peace and Security with some responsibilities to address the political participation portfolio. The capacity on this thematic area varies among country offices.

In order to promote the leadership and participation of women in all levels of decision-making processes, UN Women works with a range of stakeholders including youth, CSOs, women candidates and elected leaders, national parliaments and parliamentarians, political parties, relevant ministries, the media, and electoral management bodies. **Key stakeholders** identified by UN Women at the global level include Member States (including bilateral donors), United Nations entities (UNDP, DPA, DPKO-DFS (DPKO-Department of Field Support), intergovernmental mechanisms (CEDAW, ECOSOC, etc.), other international organizations like IPU (Inter-Parliamentary Union), , IDEA (International Institute for Democracy and Electoral Assistance), civil society, foundations and non-governmental organizations, academia, and the private sector. Stakeholders at the regional level include regional intergovernmental mechanisms (i.e. OAS, EU, CoE, AU, OSCE, etc.), regional and sub-regional Parliaments; Regional financial institutions; other regional and sub-regional networks of women local authorities. At the national level partners include Parliaments, electoral management bodies, National Women Mechanisms, local

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[17] The FGE is dedicated exclusively to supporting programmes by women-led civil society organizations focused on the economic and political empowerment of women, especially those most marginalized. In the area of political empowerment, the Fund specifically aims to support: 1) women in taking on leadership roles and participating more fully in political processes and in all spheres of public life; and 2) young women leaders. See: http://www.unwomen.org/en/trust-funds/fund-for-gender-equality
[18] Based on UN Women intranet on 1 May 2015
[19] There is a strong connection between women's participation in decision making and strategies for women's economic empowerment efforts (Impact 2) and to strengthen the responsiveness of national plans and budgets to gender equality (Impact 5). Similarly, ensuring women's leadership and participation in peace and security and humanitarian action (Impact 4) and ending violence against women (Impact 3) are imperative for enhancing political participation opportunities – and vice versa.

authorities' networks, networks of women politicians, constitutional and legal drafting bodies and civil society groups.[20]

Under Impact Area 1, UN Women reported a programme expenditure of US$35 million in 2011 (with 71 countries supported), US$ 38 million in 2012 (with 71 countries supported), US$39 million in 2013 (with 71 countries supported), US$28 million in 2014 (with 82 countries supported), and US$30 million in 2015 (with 86[21] countries reporting). Investment in this area has gone from the highest investment among all thematic areas in 2011 to the 3rd largest in 2015. However, WPP has remained the thematic programme priority in 2015 (along with EVAW), with 86 countries reporting programming results. The Flagship Programme on Women's Political Participation was also voted as the second most relevant thematic flagship programme in UN Women 2015 Global Retreat.

VI.   Purpose and scope of the evaluation

The **main purpose** of this corporate thematic evaluation is to provide findings, conclusions and recommendations to support accountability, learning and knowledge generation, as well as decision-making through: 1) a better understanding of UN Women's contribution on this thematic area at the global, regional and country levels based on objective evidence; and 2) useful evidence that will highlight how and in what ways UN Women can maximize its contributions given the current and expected contexts.

The evaluation is also expected to feed into UN Women's efforts to implement its new Strategic Plan (2018 – 2022), including promotion of the Agenda 2030 (specifically SDG 5 and 10 and Beijing +20 implementations). It should be of use in informing the development and implementation of strategies for WPP at the global, regional and country levels.

The targeted users of the evaluation are the UN Women Executive Board, UN Women senior management, the Policy Division and the Leadership and Governance Section specifically, the Programme Division, the Intergovernmental Support Division, the Coordination Division, Regional and Country Offices and the Fund for Gender Equality, and staff and key stakeholders in the area of WPP.

This **formative and summative** evaluation will analyze planning, implementation of WPP programmes and initiatives as well as assess progress towards UN Women's strategic goal to increase women's leadership and participation in decision making at all levels during **the time period 2011 to 2016, with a special emphasis on the years of implementation of the Strategic Plan 2014-2016**. It will include all dimensions of UN Women's work, namely its mandates to support normative and intergovernmental, operational and coordination work at global, regional and country levels. The geographical scope is global and the evaluation will be informed and build on regional evaluations of political participation that have already been undertaken to deepen analysis or address remaining evidence gaps.[22]

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[20] UN Women is also a partner in the International Knowledge Network of Women in Politics (iKNOW Politics) an online workspace to help advance women in politics.

[21] The number of countries is based on preliminary data for 2015, subject to final verification.

[22] A Thematic Evaluation of UN Women's Work on Political Participation in Latin America and the Caribbean was undertaken in 2015 and two regional thematic evaluations, currently underway in Arab States and West Africa, are to be completed in June 2016.

VII. Evaluation Process, Approach and Methodology

The methodology for the evaluation will be designed and implemented in line with UN Women's Evaluation Policy, the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation and requirements of the UN-SWAP Evaluation Performance Indicator.

This evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the corporate, regional, and country levels. It will employ a mixed methods and theory-based approach that is gender equality and human rights responsive. It will seek to draw on existing knowledge of how to evaluate political participation programmes and policies, and more specifically those targeting women. Methods to assess cost-effectiveness and other innovative methodologies will be integrated where possible and appropriate, including specifically. Field visits to selected sites will be a core element of the methodology.

A preliminary evaluation methodology will be developed by September 2016 by the evaluation managers within the IEO, based on a portfolio analysis, initial document review and scoping interviews with key stakeholders. The evaluation team members will provide feedback to this document and will work together with the evaluation managers to strengthen and refine it. Additional document review and interviews may be required to arrive at a final methodology for the evaluation, including further analysis of information available in the corporate Results Management System (RMS).

The overall evaluation process will be organized around five key phases:

1. ***The IEO will be responsible for the Preparation Phase of the evaluation.*** This involves gathering and analyzing programme data, initial portfolio analysis, conducting internal scoping interviews, conceptualizing the evaluation approach and methodology, preparing the TOR, preliminary selection of field sites/cases studies, establishment of the reference group, and recruitment of external advisors and evaluation team members; and development of a communications and dissemination plan.

2. ***The Inception Phase is the responsibility of the IEO staff and the evaluation team jointly.*** Consultations between the evaluation team members, evaluation managers, and external advisors; more robust programme portfolio review, stakeholder mapping, inception meetings with the reference groups, review of the results logic for this thematic area and reconstruction of theory of change if needed; finalization of selection criteria for field sites/case studies; finalization of evaluation methodology and inception report;

3. ***The Data Collection Phase is primarily the responsibility of the evaluation team, with involvement and support from the IEO staff.*** This will involve in-depth desk research, in-depth review of selected areas of WPP portfolio; face to face and online interviews, staff and partner survey/s, field visits to collect data; field visit briefing notes.

4. ***The Analysis and Synthesis stage is the responsibility of the evaluation team, with involvement and support of the IEO staff***: analysis of data and interpretation of findings, preliminary findings report; and drafting of an evaluation report and other communication products; and

5. ***The IEO staff and UN Women management have primary responsibility for the Dissemination and Follow-up of the evaluation, with involvement and support of the***

evaluation team members. This includes the development of a robust Management Response, publishing of the evaluation report and associated products, preparing the executive summary report for the Executive Board, uploading the published report on the GATE website[23], and production of other knowledge products and learning events, such as webinars, evaluation briefs, magazine and newsletter, based on a clear dissemination and communication strategy identified in the inception report which should include the use of video or podcasts for communicating findings.

The evaluation will be conducted in due accordance with United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN System, along with other ethical and research codes that may be relevant.[24]

VIII. Evaluation Management

The IEO is responsible for the management of this evaluation, including the quality of the evaluation report and its presentation to the UN Women Executive Board. The Director of the IEO will assign a Senior Task Manager to lead the process. A Task Manager will be assigned to co-manage the process under his/her overall direction and to take leadership within certain areas of the overall evaluation process.

The Task Managers will be responsible for managing the overall evaluation process which includes supervising the evaluation team; managing communication with the external advisors and reference groups; managing communication with internal UN Women staff; establishing a quality assurance system for the process; coordination and communication, and dissemination of the findings; and day-to-day management of the evaluation. Task Managers will participate in data collection and analysis efforts and will join the evaluation team in selected field missions. The Task Managers will be supported throughout the process by UN Women Regional Evaluation Specialists, especially in relation to collection of documentation from field offices and field visit planning and execution that will include joining the evaluation team in selected field missions.

The Task Managers will recruit external and independent evaluators to constitute a team to support the conduct of the evaluation. The **Evaluation Team** will be composed of individuals with the combined requisite knowledge and experience in evaluation, gender equality and women's empowerment and technical expertise in women's leadership and political participation. Section IX outlines the combined expertise required for the core team.

An external Advisory Group will also be recruited to provide additional quality assurance to the evaluation process. The technical experts will include at least 1 evaluation expert and 1 technical experts in the area of women's leadership and political participation. The Advisory Group will play an important role in providing technical and strategic inputs into the evaluation process and key evaluation products: inception and evaluation reports.

Finally, **Reference Groups** will help to strengthen the relevance of the evaluation process and its products, provide strategic input to key products and ensure their accuracy, validate preliminary and final reports. The group will be composed of key stakeholders from within UN Women, relevant UN agencies or departments, and representatives of duty-bearers and rights-holders. Reference groups may be internal, external or at country level.

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[23] UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website
[24] United Nations Evaluation Group Ethical Guidelines, and UNEG Code of Conduct for Evaluation in the UN system

The composition of the evaluation team, advisory group and reference groups will strive to allow for geographic diversity and gender balance.

The IEO reserves the right to ensure the quality of products submitted by the external evaluation consultants and may request revisions until the product meets the quality standards as expressed by the IEO and as set forth in UN Women's GERAAS System.

All Information and data collected throughout the evaluation process will be stored within a platform provided by the IEO for this purpose and is subject to review.

All products and activities are subject to UN Women IEO quality assurance and validation. All documents produced by the Evaluation Team should be submitted in word formatted version.

IX. External Evaluation Team Members

The core evaluation team will be composed of four external evaluation consultants to be recruited individually. The team roles are defined as: Lead Evaluator; Senior Evaluator; Senior/Intermediate Evaluator; and a Junior Evaluator. Additional expertise may be added to the team if required during the process. The combined expertise of the core team should include knowledge and skills as outlined below.

Evaluation
- Advanced evaluation expertise and experience in a wide range of relevant evaluation approaches such as: theory-based, utilization-focused, outcome harvesting, systems thinking, gender and human rights responsive, cost-effectiveness analysis, mixed methods, and culturally-responsive.
- Demonstrated ability to develop and implement a range of evaluation methods, and to respond to changing circumstances, in particular in the field.
- Previous experience in conducting thematic evaluations, preferably at the global/ corporate level for the UN system.

Women's Leadership and Political Participation
- Knowledge of the relevant international and regional frameworks pertaining to gender equality and women's empowerment, gender mainstreaming and in gender analysis.
- Specific knowledge of and experience in women's leadership and political participation thematic area, including the outcome and priority areas for UN Women outlined in Section V, other emerging areas of work/trends/strategies on this topic, and the key stakeholders/women's groups/global and regional groups working on this area.
- Strong experience and knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.

Communication and Facilitation
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders and demonstrate cultural sensitivity.
- Ability to convey complex and sensitive issues in a balanced and constructive manner
- Strong writing skills and experience in drafting concise evaluation reports with actionable recommendations.
- Ability to substantively support the dissemination and communication strategy for the evaluation, through use of innovative communication tools, e.g. social media.

- Fluency in English required, and working knowledge other official UN languages desired, particularly, Spanish, French and Arabic.
- Balance in terms of gender and regional representation is desirable.

Other
- Knowledge and experience with RBM processes, programme design, and the development of monitoring and measurement tools (including indicators).
- Understanding or experience in developing of knowledge management systems.
- Facility with using data analysis software.

Detailed qualifications and responsibilities for each core team member are outlined in Annex 2.
Each team members will also be required to sign the "Evaluation consultants' agreement form,"[25] to demonstrate their understanding and commitment to follow the UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system (see Annex 1).

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[25] The form can be downloaded at: http://gate.unwomen.org/resources/docs/codeofconduct/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf

X.   Expected Evaluation Time Frame and Indicative Products

The proposed timeframe and indicative products outlined below is based on current estimates and may be subject to modification. The overall timeframe will be discussed with the evaluation team members and refined during the recruitment process. All products will not be considered final until they have been approved as satisfactory by the IEO.

Phase/Deliverables	Evaluation Team Responsibility	IEO Responsibility	Estimated Timeframe
Preparation Phase	N/A	• Preliminary Desk Review • Scoping interviews/consultations • Portfolio and stakeholder Analysis • Preliminary methodological and case study selection • Dissemination and communication plan • Preliminary Inception Report • Constitute Advisory and Reference Groups	May - Aug 2016
Inception Phase	• Participate in Inception Meeting in NY with core team members and evaluation managers • Validate and deepen the portfolio and stakeholder analysis conducted during the preparation phase • Train in the specific data collection and analysis software to be used for entering all data collected • Draft Inception Report, PPT and summary cover note	• Organize and facilitate Inception Meeting • Plan for the Inception Phase, refining roles and responsibilities in consultation with core team • Facilitate/participate in data collection and analysis. • Outline for the Inception Report. • Primary liaison for the Advisory Group/ Reference Groups • Organize stakeholder meeting where the Inception Report is presented • Update the dissemination and communication plan as needed.	Aug – Oct 2016

	• Present the draft Inception Report to at a stakeholder meeting • Maintain an audit trail of the comments and responses • Support organization of meetings, communications and dissemination • Organize individual travel		
Data Collection Phase	• Implement the agreed approach and methodology in the Inception Report, including participation in 5 field visits to collect data • Support the organization of field missions • Revise methodology as needed in consultation with IEO, especially based on the initial pilot field visit • Transcribe and enter all data collected within agreed platform • Develop Briefing Notes summarizing findings from field visits/case studies for consultation with relevant stakeholders. • Maintain an audit trail of the comments received to the briefing notes and responses • Support organization of meetings and development of dissemination and communications materials • Organize individual travel	• Plan for the Data Collection Phase, refining roles and responsibilities for core team members in consultation with the core team • Facilitate and participate in data collection activities, including the pilot field mission and other selected field missions. • Outline for the Briefing Note • Liaise with UN Women staff and team to facilitate field missions, including development of mission agendas. • Primary liaison for the Advisory Group/ Reference Groups • Quality assure all revisions to the methodology • Update dissemination and communication plan as needed	Nov 2016 – March 2017
Data Analysis Phase	• Implement the data analysis methods agreed to in the Inception Report (or as revised following the data collection phase), ensuring triangulation and	• Plan for the Data Analysis Phase, refining roles and responsibilities in consultation with the core team	Jan – May 2017

	inclusion of gender analysis, human rights analysis, etc. • Propose and conduct any additional data collection and analysis that is needed to robustly answer evaluation questions, as agreed by the IEO • Preliminary findings paper/PPT and cover note for consultation • Present the preliminary findings in a stakeholder meeting/s in NY • Maintain an audit trail of the comments received to the preliminary findings and responses. • Support organization of meetings and development of dissemination and communications materials • Organize individual travel	• Review data analysis methods and approve any revisions necessary and quality assure the data analysis process. • Review and comment on the preliminary findings paper/PPT and cover note, prior to circulation. • Organize the preliminary findings stakeholder meeting/s in NY. • Primary liaison for the Advisory Group and Reference Groups • Update dissemination and communication plan as needed	
Reporting Phase	• Propose and conduct any additional data collection and analysis that is needed to robustly answer evaluation questions and to respond to feedback provided to the preliminary findings, as agreed by the IEO • Develop a preliminary synthesis report incorporating the feedback received on the preliminary findings and any additional data collection and analysis undertaken. • Work with IEO staff to develop a final draft report for consultation and validation that includes an Executive Summary and annexes detailing the	• Plan for the Reporting Phase, refining roles and responsibilities in consultation with the core team • Review and quality assure the synthesis analysis process, including any additions or revisions based on the preliminary findings feedback • Outline for the Final Synthesis Report. • Review preliminary synthesis report and provide detailed comments and feedback. • Share revised preliminary synthesis report with the Advisory Group members and collect feedback. • Ensure relevance and quality of the final draft report through direct engagement in report drafting	May – July 2017

	methodological approach and analytical products • Present the draft report in a stakeholder meeting/s in NY • Maintain an audit trail of the comments received to the revised drafts and responses • Support organization of meetings and development of dissemination and communications materials • Organize individual travel	• Circulate revised quality assured draft report with Reference Groups/Advisory Group for consultation, validation and feedback. • Organize a stakeholder meeting and present the draft report for further discussion • Ensure final revision of the draft report	
Dissemination, Follow up and Communication	• Develop and support communications products including an evaluation brief, board presentation and report, magazine, newsletter, infographics, data visualizations, etc. • Participate in venues to present the evaluation findings such as webinars, videos, podcasts, social media, etc. as agreed by the IEO • Support overall implementation of the dissemination and communication plan.	• Plan for the Dissemination Phase, refining roles and responsibilities in consultation with the core team • Present the evaluation report to the Executive Board, and coordinate the dissemination of the evaluation. • Finalize the TRANSFORM Magazine issue Present the findings at selected relevant international forums, as appropriate	July 2017 onwards

XI.   Selection Process

Individuals with the requisite experience are encouraged to submit:

-   A cover note indicating which position they are interested to be considered for – Candidates are free to express their interest for more than one position within the team;
-   An updated P11, which contains links to relevant sample evaluation reports and explicit indication of roles played in evaluation processes;
-   Fee expectations.

Applications should be complete and submitted through the online system by June 27, 2016. Short-listed candidates will be notified by end-June with details about the next stage in the recruitment process.

ANNEX 1: Key Evaluation Guidance Documents
(Click for hyperlink)

Key Evaluation Guidance Documents
- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women](#) (UNW/2012/8)
- [UN Women Evaluation Handbook: How to manage gender responsive evaluation](#)
- UN Women Evaluation Handbook [Tool 14 GERAAS Evaluation Report Quality Assessment checklist](#)
- [UN Women Evaluation Handbook Box 14: Outline of Inception Report](#)
- [Evaluation Consultants Agreement Form](#)
- [Standards for Evaluation in the UN System](#)
- [Norms for Evaluation in the UN System](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [Integrating Human Rights and Gender Equality in Evaluation](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)
- [UN SWAP Evaluation Performance Indicator Technical Note & Performance Indicator Scorecard](#)

(Additional documentation available upon request to IEO)

Key Political Participation Guidance Documents
- [UN Women Strategic Plan 2014-2017](#)
- [UN Women Development Results Framework 2014-2017](#)
- [UN Women Strategic Plan 2011-2013](#)
- UN Women Development Results Framework 2011-2013
- [General Assembly Resolution 66/130 on women and political participation adopted on 19 December 2011](#)
- [Convention on the Elimination of All Forms of Discrimination against Women New York, 18 December 1979](#)
- [Fourth World Conference on Women, Action for Equality, Development and Peace, Beijing September 1995](#)
- [Beijing +20](#)
- [Transforming our World: the 2030 Agenda for Sustainable Development (A](#)/RES/70/1)

ANNEX 2: Vacancy Profiles of Key Team Members

As stated in the ToR, the core evaluation team will be composed of four external evaluation consultants to be recruited individually. The team roles are defined as: Lead Evaluator; Senior Evaluator; Senior/Intermediate Evaluator; and a Junior Evaluator. Additional expertise may be added to the team during the process, such as national evaluators/researchers for the field visits of the evaluation or additional thematic or methodological expertise. The team should be gender balanced and include regional and/or evaluators from countries within which UN Women is operating.

The combined expertise of the core team should include the knowledge and skills as outlined in the Section IX of the ToR. The below provides indicative detailed expected duties, responsibilities and qualifications for each team member. Once the team selection is finalized, some roles and responsibilities outlined below may be subject to change based on complementarity of skills amongst the team. The roles and responsibilities will be reviewed by the IEO at the beginning of each stage of the evaluation process, and modified in consultation with all team members. The team members are expected to allow for flexibility within the evaluation process to ensure quality and timeliness of final products.

The core team members will be directly managed and supervised by IEO task managers. However, they will be responsible for collaborating and supporting each other according to their assigned roles and responsibilities.

Lead Evaluator

Location: New York, Field and Home-based
Expect Start Date: 1 August 2016
Duration: 110 days over the period August 2016 – July 2017

Expected Duties and Responsibilities:

The Lead Evaluator will lead the evaluation starting with the Inception Phase. S/he will be responsible for finalization of the evaluation design and the implementation of the evaluation according to the agreed plan. S/he will lead the coordination and collaboration amongst team members to produce key deliverables as outlined in Section X of the ToR. This will include ensuring coherence and quality of outputs, application of methodology, as well as timely delivery of all products. S/he will also act as the primary liaison between the IEO and core team members. S/he will have additional responsibilities in regards to presentation of findings, communication and facilitation of dialogue around the evaluation. More specifically, the responsibilities of the Lead Evaluator will include, but not be limited to:
- Finalizing the Inception Report to IEO quality, which includes refining and finalizing the approach and methodology of the evaluation and coordinating the team to develop frameworks and tools to implement the evaluation methodology.
- Leading, coordinating and participating in the conduct of field visits and ensuring the quality and cohesion of Briefing Notes.
- Leading the analysis of the evaluation evidence gathered, identifying data gaps and proposing additional data collection activities to address these. Finalize the Preliminary Findings Paper/PPT and cover note and co-present these at stakeholder workshop.

- Lead the development of the preliminary synthesis report, specifically coordinating and quality assuring the inputs from other team members.
- Work in conjunction with IEO Task Managers and team members to develop the final draft report and co-present this at a stakeholders meeting.
- Quality assure the finalization of evaluation briefs, PPT presentation and other communication products.
- Contributing to the report dissemination and communication by participating in webinars and providing inputs to evaluation magazines or newsletters.

Requirements/Qualifications

In addition to the qualifications outlined in Section IX of the ToR, the Lead Evaluator must have the following qualifications.

- At least 15 years advanced evaluation expertise and experience in a wide range of relevant evaluation approaches such as: theory-based, utilization-focused, outcome harvesting, systems thinking, gender and human rights responsive, cost-effectiveness analysis, mixed methods, and culturally-responsive.
- Demonstrated ability to lead the development and implementation of a range of evaluation methods, and to respond to changing circumstances, in particular in the field
- Previous experience as a Lead Evaluator conducting thematic evaluations, preferably at the global/ corporate level for the UN system.
- Excellent analytical, facilitation and presentation skills, the ability to negotiate amongst a wide range of stakeholders at different levels; and demonstrated cultural sensitivity
- Strong writing skills and experience in drafting concise evaluation reports with actionable recommendations

Senior Evaluator: Expert on Women's Leadership and Political Participation

Location: New York, Field and Home-based
Expected Start Date: 1 August 2016
Duration: 100 days over the period August 2016 – July 2017

The Senior Evaluator must possess extensive knowledge and experience in the area of women's leadership and political participation. S/he will be responsible for supporting the Lead Evaluator in finalization of evaluation products to quality in all phases of the evaluation and specifically in providing substantive advice on the integration of WPP issues and analysis throughout the evaluation, including aspects of emerging importance in the field. S/he will support the Lead Evaluator in the coordination of the team members to complete deliverables.

Requirements/Qualifications

- At least 10 years advanced evaluation expertise and experience in a wide range of relevant evaluation approaches such as: theory-based, utilization-focused, outcome harvesting, systems thinking, gender and human rights responsive, cost-effectiveness analysis, mixed methods, and culturally-responsive.

- Demonstrated ability to develop and implement a range of evaluation methods, and to respond to changing circumstances, in particular in the field
- Specific knowledge of and experience in women's leadership and political participation thematic area including the outcome and priority areas for UN Women outlined in Section V, other emerging areas of work/trends/strategies on this topic, and the key stakeholders/women's groups/global and regional groups working on this area; some experience with practical implementation of related programmes desirable .
- Knowledge of current discourse of feminist political leadership and participation, including legal and institutional frameworks at national and local levels;
- Knowledge and experience with RBM processes, programme design, and the development of monitoring and measurement tools (including indicators), specifically for women's political participation.
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Facility with using data analysis software

Senior/Intermediate Evaluator

Location: New York, Field and Home-based
Expected Start Date: 1 August 2016
Duration: 90 days over the period August 2016 – July 2017

The senior/intermediate evaluation expert will provide input into the design and implementation of the evaluation methodology and draft the methodology annex for the synthesis report. In addition, he/she will contribute to the preparation of the final report, evaluation briefs, PPT presentation, evaluation magazine and newsletter as necessary, and will support the Lead Evaluator in the supervision of the research assistant/s work.

Required Qualifications:

- At least 7-10 years advanced evaluation expertise and experience in a wide range of relevant evaluation approaches such as: theory-based, utilization-focused, outcome harvesting, systems thinking, gender and human rights responsive, cost-effectiveness analysis, mixed methods, and culturally-responsive.
- Ability to implement a range of evaluation methods, and to respond to changing circumstances, in particular in the field
- Previous experience in conducting thematic evaluations within the UN system
- Knowledge of the relevant international and regional frameworks pertaining to gender equality and women's empowerment, gender mainstreaming and in gender analysis.
- Preferably knowledge of and experience in women's leadership and political participation thematic area, including the outcome and priority areas for UN Women outlined in Section V, other emerging areas of work/trends/strategies on this topic, and the key stakeholders/women's groups/global and regional groups working on this area.
- Strong experience and knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Excellent analytical and communications skills including developing communications products and support the dissemination and communication strategy for the evaluation, through use of innovative communication tools, e.g. social media

- Knowledge and experience with RBM processes, programme design, and the development of monitoring and measurement tools (including indicators)
- Understanding or experience in developing of knowledge management systems
- Facility with using data analysis software

Junior Evaluator

Location: New York, Field and Home-based
Expected Start Date: 1 August 2016
Duration: 90 days over the period August 2016 – July 2017

The Junior Evaluator will provide support to the overall evaluation process as requested by the other team members. In particular, s/he will assist in the implementation of the methodology, including maintaining data collection systems, organization of meetings and site visits, supporting implementation of the overall methodology and reporting. S/he will also support the team members in communications and the implementation of the communication and dissemination strategy to ensure a participatory and utilization-focused process.

Required Qualifications:

- At least 5 years' experience related to evaluation and/or gender equality and women's empowerment issues.
- Experience in a range of relevant evaluation approaches such as: theory-based, utilization-focused, outcome harvesting, systems thinking, gender and human rights responsive, cost-effectiveness analysis, mixed methods, and culturally-responsive.
- Knowledge of the relevant international and regional frameworks pertaining to gender equality and women's empowerment, gender mainstreaming and in gender analysis. Specific experience related to women's political participation an asset.
- Knowledge and/or experience in the UN an asset;
- Understanding or experience in developing of knowledge management systems
- Strong analytical and drafting skills, with the ability to quickly grasp and synthesize information;
- Ability to work interactively with a team, often responding to varying requests under pressure;
- Facility with using data analysis software
- 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;
- Ability to translate evaluation tools and documents into official UN languages is desired.