

Terms of Reference for UN Women Country Portfolio Evaluation (CPE) in Ethiopia

Final version March 2016

Location:	Ethiopia
Application Deadline:	Fr 25 March
Type of Contract:	Special Service Agreement (SSA)
Post Level:	1 National Consultant (to work in conjunction with an International Consultant selected by UN Women)
Languages Required:	English + knowledge of local working language
Starting Date:	April 2016, field work planned in May-June 2016
Typology of the consultancy:	1 national consultant
Duration of Contract:	20 working days

I. Background

For UN Women, the Country Office (CO) Strategic Note (SN) is the main planning tool for the agency's support to normative, coordination and operational work. The SN cycle in Ethiopia is 2015-16. The Strategic Note is aligned to the UN Women Global Strategic Plan 2014-2017, national development plans and country-level UNDAFs. Below is a brief summary of the Ethiopia Strategic Note:

Ethiopia:

Ethiopia has the vision to become a middle-income country by 2025, and in the past eight years has maintained a consistent double digit growth rate. According to the National Beijing +20 Progress Report , Ethiopia has achieved significant successes in bridging gender gaps and reducing inequalities e.g. in the areas of girls' enrolment to primary education, and in promoting access for women to health services. Other significant successes to reduce gender gaps and promote the empowerment of women include the reduction in the incidences of harmful traditional practices particularly Female Genital Mutilation (FGM) and child marriages. In strengthening women's economic empowerment, Ethiopia has focused on access to and control over productive resources especially on land through land certification and property ownership policy leading to significant increase of women with land holding certificates. Political participation of women has increased from 2.74% of the Parliament seats held by women in 1995 to 38% in the 2015 elections.

However challenges in Ethiopia remain e.g. in the areas of reducing hunger or acute malnutrition, decreasing vulnerability to internal and external shocks and a high dependence on Official Development Assistance (ODA). The economy is dependent mainly on small-scale rain-fed agriculture which is characterized by low productivity and is highly vulnerable to climate change. Private sector participation remains weak and gender-related disparities remain prominent indicators of societal inequality in Ethiopia. According to the 2013 Global Gender Gap Report, Ethiopia ranks 118th out of 133 assessed countries. The 2011 Gender and Development Index (GDI) placed Ethiopia in the 174th position out of 187 countries. Violence against women (VAWG) continues to be a major challenge and although national

policies show strong commitment to promote gender equality there is still unavailability of data on gender indicators, especially to inform macroeconomic planning, resource allocation and policies. Most of Ethiopia's national policies and instruments have been aligned to international women's rights instruments such as CEDAW, the Beijing Platform for Action etc. However there are challenges with operationalizing national policies through prohibiting CSOs from engaging in rights-based advocacy including women's human rights issues. UN Women and other partners have had to restrict their support only to government partners, leaving out critical civil society engagement and voices in the promotion of gender equality in Ethiopia.

The total planned budget of the Strategic Note in Ethiopia (2015 – 2016) was USD 8,999,302. As of March 2016 the total resources mobilised were USD 3.9 million and the funding gap was 5 million.

II. Description of the programmes

The work of UN Women is focused on its three core mandates as follows:

1. **Normative work:** to support inter-governmental bodies and countries in their formulation of policies, standards and norms on GEWE
2. **Coordination work:** entails both work to promote the accountability of the UN system on gender equality and empowerment of women (GEEW), and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN
3. **Programme work:** to support countries in implementing international standards on GEWE through programme and technical assistance in partnership with government and civil society

The main interventions undertaken under the current Strategic Note in Ethiopia are:

Normative work	Coordination work	Programme work
<ul style="list-style-type: none"> • Support to GoE in preparation and submission of CEDAW report • Support the GoE in finalization of Beijing +20 report • Assess the implementation of UNSCR 1325 in humanitarian contexts • Contribute to ongoing localization of SDGs 	<ul style="list-style-type: none"> • Lead in Thematic groups (Gender Theme Group, JP GEWE Task force) • Support UNDAF development with standalone Pillar 5 on GEWE • Coordinate Joint Programmes RWEE, JP GEWE • Chair Operations Management Team (OMT) and Program Management Team (PMT) • Strengthening UN Women ECO Liaison with AU Commission and UN Economic Commission for Africa (ECA) 	<ul style="list-style-type: none"> • Women's Political Empowerment and Leadership (Impact 1) • Women's Economic Empowerment (Impact 2) • Women and girls living a life free of violence (Impact 3) • Governance and national planning reflect GEWE commitments (Impact 5).

The Strategic Note includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF) with respective performance indicators. The assessment of organizational performance is expected to be informed by the OEEF. During the evaluation the evaluation

team should reconstruct a full **Theory of Change** through a participatory process.

The Country Office structure is as follows:

SN total budget	# of Staff (Internat./ Nat.)	# and location of programmes
\$ 8,999,302	8 Internationals / 21 Nationals	Addis Ababa [CO to confirm # and programme locations outside Addis]

III. Purpose and use of the evaluation

Evaluation in UN Women is guided by normative agreements to be gender-responsive and utilizes the entity's Strategic Plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System and Ethical Guidelines.¹

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. The UN Women portfolio responds to its three core mandates, which include normative, programme and coordination work. It uses the Strategic Note as the main point of reference.

This CPE is being primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience. It is a priority for UN Women that the CPEs will be gender-responsive, and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of this evaluation are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs
- Target beneficiary communities/groups
- Relevant staff in participating UN-agencies.
- UN Agencies
- Technical units and head of Units in the participating UN-agencies.
- UN-agency Headquarters

¹ UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

- Development partners

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of new programmes;
- b. Accountability for the development effectiveness of the CO Strategic Note;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

IV. Objectives (evaluation criteria and key questions)

This evaluation has specific objectives:

1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment.
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note.
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment.
4. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note.
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
6. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and programme).
7. Provide actionable recommendations with respect to the development of new programmes/ the next UN Women CO Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion. The evaluation will seek to answer the following key evaluation questions and sub-questions:

Criterion	Questions
Relevance	Is the portfolio aligned with international gender equality human rights norms?
	To what extent have lessons learned been shared with or informed global normative work and other country offices?
	Is the choice of partners most relevant to the situation of women and marginalised groups?
	What contribution is UN Women making to UN coordination on GEEW in the different countries? Which roles is UN Women playing in this field in the different countries?
	Is the portfolio aligned with national policies?
	Is the choice of interventions most relevant to the situation in the target thematic areas?
	Is the thematic focus across the portfolio appropriate?
	Do interventions target the underlying causes of gender inequality?
	Was the technical design of the Strategic Note relevant?

Effectiveness	To what extent have planned outputs been achieved on time?
	Are interventions contributing to the expected outcomes? For who?
	What unexpected outcomes (positive and negative) have been achieved? For who?
	What has UN Women's contribution been to the progress of the achievement of outcomes?
	Does the organisation have access to the necessary skills, knowledge and capacities needed to deliver the portfolio?
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?
	What are the main enabling and hindering factors to achieving planned outcomes?
Efficiency	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?
	What is UN Women's comparative advantage compared with other UN entities and key partners?
	How can the workload across mandates be prioritised most effectively?
	To what extent does the UN Women management structure support efficiency for implementation?
	Has a Results Based Management system been established and implemented?
Sustainability	Is there national ownership and are there national champions for different parts of the portfolio?
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?
	What local accountability and oversight systems have been established to support the continuation of activities?
Human Rights and Gender Equality	What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?
	To what extent is the portfolio changing the dynamics of power in relationships between different groups?
	Has the portfolio been implemented according to human rights and development effectiveness principles: Participation/empowerment; Inclusion/non-discrimination; National accountability/transparency

The final evaluation methodology and questions will be contextualized and adapted for each country and agreed upon with UN Women as part of the inception phase. As part of the inception meeting the evaluation team is required to review agreed indicators for answering each evaluation question. A model template will be provided to the evaluation team for this purpose. Indicators are encouraged to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
 - a. Gender-disaggregated,
 - b. Gender-specific (relating to one gender group),
 - c. Gender-redistributive (balance between different gender groups);
3. Mainstreaming a human rights based approach (where appropriate):

- a. Reference to specific human rights norms and standards (including CSW concluding observations),
- b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
2. Determining the claims of rights holders and obligations of duty bearers and identifying trends, common responses and differences between groups of stakeholders
3. Assessing the extent to which participation and inclusiveness was maximized in the interventions
4. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
5. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue) by analysing also relationships and power dynamics, and the structures that contribute to inequalities.
6. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

The preliminary findings obtained through this process should be validated through a stakeholder workshop with evaluation management and reference groups towards the end of the primary data collection stage.

V. Scope of the evaluation

The period covered by the evaluation will be framed by the duration of the Strategic Note. The CPE will focus on all activities undertaken by the CO under the Strategic Note, including general support to normative policy and UN coordination. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2014.

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team is expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the Inception Workshop.

UN Women organisational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation, and should be referenced only where there is a clear implication for the design and implement of the CO Strategic Note. Joint programmes and programming is within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluation is expected to consider the main cultural, religious, social and economic differences when analysing the contributions of UN Women.

The evaluation is recommended to apply the Women's Empowerment Framework (developed by Sara Hlupekile Longwe)² as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production³.

The evaluation team (1 national consultant + 1 international consultant selected by UN Women) is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:

1. An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
2. An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
3. A review of the conduciveness of the context for the evaluation;
4. Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation team will need to undertake an initial assessment of the availability of secondary data necessary for the evaluation in the Country Office. Additionally, in circumstances where constraints are faced – such as limited travel or accessibility to project sites, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

VI. Evaluation design (process and methods)

Detailed guidance on the Country Portfolio Evaluation (CPE) approach has been developed by UN Women and will be made available to the selected evaluation consultants in the evaluation inception phase. While the final evaluation methodology and questions will be contextualized and adapted for each country during the inception phase, it is recommended that the evaluations use a theory-based⁴ cluster design⁵. The performance of the county portfolio will be assessed according to the theory of change stated in the Strategic Notes. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan.

² [http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s+Empowerment+Framework#_ftn1)

³ The five “levels of equality” in the Women's Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientisation of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

⁴ A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

⁵ A cluster evaluation assess a large number of interventions by ‘grouping’ similar interventions together into ‘clusters’, and evaluating only a representative sample of these in depth.

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organisational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stakeholding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a **gender responsive** approach to assessing the contribution of UN Women to development effectiveness. They should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The methods should include a wide range of data sources (including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups). The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples).

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluations are encouraged to use a wide range of relevant participatory data collection tools (please refer to the guidance note):

- (Group) Interviews
- Secondary document analysis
- Observation
- Multimedia (photography, drawing)
- Others [See UN Women CPE Guidance]

The evaluator should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluation is expected to reconstruct the theories of change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis. The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's multi-country portfolio.

The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

1. One or two projects per thematic cluster of operational work;
2. The most strategically important thematic interventions for the CO:
 - a. Relevance of the subject. Is the project a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
 - b. Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
 - c. Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
3. The richest learning opportunities.
 - a. Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
 - b. Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

VII. Stakeholder participation

The evaluators are expected to discuss during the Inception Workshops how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception workshop);
2. Consultation of stakeholders;
3. Stakeholders as data collectors;
4. Interpretation;
5. Reporting and use.

The evaluators are encouraged to further analyse stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the respective evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

VIII. Time frame and deliverables

The exact timing for the country portfolio evaluation will be determined in close consultation with the country office. The expected activities and deliverables in country and the number of work days are listed below:

Activity for each CPE	Working days/ CPE
Conduct desk review	5
Drafting and presentation of evaluation inception report, data collection tools and instruments	3
Field work incl. presentation and validation of evaluation findings to stakeholders [number of field work days may be adjusted depending on country context]	7
Prepare draft evaluation report	3
Finalize evaluation report	2
TOTAL	20 days

A model Evaluation Report will be provided to the evaluator based on the below outline. The evaluation manager and the UNW Regional Evaluation Specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the Evaluation Reference Group, and the Evaluation Management Group for quality review. The final report will be approved by the evaluation management committee.

- 1) Title and opening pages
 - 2) Executive summary
 - 3) Background and purpose of the evaluation
 - 4) Programme/object of evaluation description and context
 - 5) Evaluation objectives and scope
 - 6) Evaluation methodology and limitations
 - 7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights
 - 8) Conclusions
 - 9) Recommendations
 - 10) Lessons and innovations
- ANNEXES:
- Terms of reference
 - Documents consulted
 - Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
 - Analytical results and methodology related documentation, such as evaluation matrix
 - List of findings and recommendations

IX. Management of the evaluation

At UN Women the evaluation phases are:

- ☐ Stage 1: Planning

- ☐ Stage 2: Preparation: This includes the stakeholder analysis and establishment of the Reference Group, Evaluation Management Group, development of the ToR, and recruitment of the evaluation team
- ☐ Stage 3: Conduct: Inception workshop, data collection and analysis
- ☐ Stage 4: Reporting: Presentation of preliminary findings, draft and final reports
- ☐ Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response

This terms of reference covers stages 3 and 4 only.

The evaluation will have the following management structures:

1. **Country Office Evaluation Manager and Regional Evaluation Specialist** for coordination and day-to-day management;
2. **Evaluation Management Group** for administrative support and accountability: Country Representative or Deputy Country Representative, Evaluation Manager, Regional Evaluation Specialist
3. **Evaluation Reference Group** for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society partners.

The main roles and responsibility during the process are:

- | | |
|---|---|
| Evaluation team | <ol style="list-style-type: none"> 1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future. 2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner. 3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and RES. |
| Evaluation manager | <ol style="list-style-type: none"> 1. Conducts a preliminary assessment of the quality of reports and comments for action by the evaluation team 2. Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design 3. Manages logistics for the field mission 4. Initiates timely payment of the evaluation team 5. Coordinates feedback on the draft and final report from the regional evaluation specialist, management and reference groups 6. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments |
| Evaluation Management and Reference Groups
(including the Regional Evaluation Specialist) | <ol style="list-style-type: none"> 1. Provide substantive comments and other operational assistance throughout the preparation of reports. 2. Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports. |

In order to maximize stakeholder participation and ensure a gender-responsive evaluation, the evaluation manager should support the evaluator(s) during data collection in the following ways:

1. Consult partners regarding the evaluation and the proposed schedule for data collection
2. Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation manager, evaluation management and reference groups
3. Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders and arranging for transportation.
4. Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

X. Evaluation team composition, skills and experiences

With this Terms of Reference, UN Women is seeking to recruit 1 national consultant to work together with an international consultant (selected by UN Women) in order to undertake the CPE in ETHIOPIA. The national consultant will be under a SSA contract for a period of 20 days. (S)he will work in a team with an international consultant recruited by UN Women for the process. Additionally, the evaluation team will include a member of the UN Women Independent Evaluation Office/Regional Office for Eastern & Southern Africa.

The national consultant is expected to demonstrate evidence of the following capabilities:

1. Documented previous experience in conducting gender-responsive evaluations
2. Knowledge of, and experience in applying qualitative and quantitative evaluation methods incl. data analysis skills
3. Knowledge of international normative standards on women's rights and gender mainstreaming processes
4. Strong ability to communicate with stakeholders
5. Technical competence in the thematic areas to be evaluated
6. Knowledge of the role of UN Women and its programming, coordination and normative roles at the regional and country level is preferred
7. Language proficiency in English and also in local languages preferred

XI. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluator is expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable

groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents
4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, UN Women procedures must be followed and confidentiality be maintained. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating it. More information can be provided by UN Women if required.

XII. Application process

Interested candidates should apply online by latest Fr 25 March 2016 at consultancies.eharo@unwomen.org , and include "National Consultant CPE Ethiopia" in the subject line. Candidates should submit (1) a letter of interest, (2) a personal CV, and (3) availability during the months April to Dec 2016. Shortlisted candidates will be requested to take a short oral interview as part of the final selection process.

Payments will be done for the Country Portfolio Evaluation (CPE) as follows:

- 30% of total payment upon signature of contract;
- 30% upon delivery of draft evaluation report;
- 40% upon delivery of final evaluation report.

Annex 1 UN Women GERAAS evaluation quality assessment checklist

Guidance on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) is available at: <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

Annex 2 UN Women Evaluation Consultants Agreement Form

UN Women Evaluation Consultants Agreement Form: <http://gate.unwomen.org/>

UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system
<http://www.uneval.org/document/detail/100>

Annex 3 UNEG Norms and Standards for evaluation

UNEG Norms: UNEG website <http://unevaluation.org/document/detail/21>

UNEG Standards: UNEG website <http://unevaluation.org/document/detail/22>

Annex 4 UN Women Evaluation Handbook

UN Women Independent Evaluation Office website
<http://genderevaluation.unwomen.org/en/evaluation-handbook>

Annex 5 Resources for data on gender equality and human rights

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>
- UN Statistics – Gender Statistics: <http://genderstats.org/>
- UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>
- World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>
- A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm