

## TERMS OF REFERENCE

### Regional Evaluation on Access to justice as a prevention mechanism to End Violence against Women

#### 1. Background

In July 2010<sup>1</sup>, the United Nations General Assembly established UN Women<sup>2</sup>. The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates on gender equality for greater impact. The mandate of UN Women brings together four pre-existing entities<sup>3</sup>, calling on UN Women to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. It entrusts UN Women with a leading role in normative, operational and coordination work on gender equality in the UN system, including ending violence against women and girls.

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

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

#### ***UN Women approach to Ending Violence against women and girls***

Ending Violence against women and girls is one of UN Women's core thematic priorities, as reflected in its Strategic Plans for 2011-2013 and 2014-2017. According to UN Women's Strategic Plan 2014-2017, UN Women's **goal** for EVAW is *all women and girls live a life free from violence* (Impact 3). The expected **outcomes** contributing to the achievement of this goal include that: (a) laws, policies and strategies are adopted and implemented in line with international standards and informed by voices of women survivors in order to prevent and respond to all forms of violence against women and girls in private and public spaces; and (b) women and girls, are able to access multi-sectoral, survivor-focused services of high

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<sup>1</sup> UN Women was not operational until January 2011.

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

<sup>3</sup> 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).

<sup>4</sup> Based on "About us" accessed on [www.unwomen.org](http://www.unwomen.org), 18 Nov. 2013.

quality. As such, UN Women's work at all levels and in all areas will contribute substantially to the achievement of these results.

In 2013, UN Women revised its Strategic Plan for the organization (2014-2017), whereby it refined its results, targets and indicators in the area of ending violence against women (EVAW) and conducted its first independent, corporate evaluation on UN Women's contribution to this field of work both in its current guise and by the four previous entities which combined to form UN Women (covering the period 2008- 2013)<sup>5</sup>. This evaluation resulted in 14 findings and six key recommendations for the organization to improve its efforts in relation to EVAW, one of which being the development of a strategy for the organization. This strategy is almost completed and has identified the following key priorities: i) Strategically positioning of VAW as priority at the global, regional and country level; ii) Implementing EVAW Laws, policies and strategies; iii) Promoting and assisting in the development of a comprehensive approach to Prevention; iv) Ensuring access to multi-sectoral services for all women and girls subject to violence; iv) Supporting VAW research and internationally comparative and consistent data collection to contribute to strong evidence-base and generating knowledge.

In alignment with UN Women's Global Strategy and with the Secretary General's Campaign "UNiTE to End Violence against Women" first pillar (*putting an end to impunity*), access to justice is a key area of work in all countries in Latin America and the Caribbean region.

### **Violence against Women in Latin America and the Caribbean Region**

The LAC region has a strong human rights framework, with all countries in the region having ratified the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women ("Convention of Belem do Para"). Nearly all countries in the LAC region have now passed laws against domestic violence, some of them with second generation laws that recognize other types of violence, promote public policies for comprehensive health care for those who have experienced violence, and a few that take into consideration public forms of violence.

Despite a strong legal and policy framework, violence against women and girls appear to be on the rise in the region. A 2013 PAHO study of violence against women in 12 LAC countries found large percentages of women ever married or in union reported ever experiencing physical or sexual violence by an intimate partner, ranged from 17.0% in the Dominican Republic to slightly more than half (53.3%) in Bolivia. Most surveys found that between one-fourth and one-half of women reported ever experiencing intimate partner violence. Rates of sexual violence are high in Latin America, and in the Caribbean, rate rapes are among the highest in the world, with three of the top ten recorded rape rates occurring there. Estimates

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<sup>5</sup> *Thematic Evaluation on the contribution of UN-Women to Prevent Violence against Women and Expand Access to Services* - See more at: <http://www.unwomen.org/en/executive-board/documents/second-regular-session-2013#sthash.uUV9kP7S.dpuf>

show that anywhere from 30 to 40% of girls' first sexual experience is forced. Further, this pandemic takes its tragic toll not only on individual victims, but results in enormous human and financial costs to societies.<sup>6</sup>

The frequency of femicides has seen an alarming increase in many countries in Latin American and the Caribbean in recent years. Two contributing factors to the increase in femicides are the high level of tolerance of violence against women and the absence and/or negligence and impunity of state actors to guarantee and protect the human rights of women and girls. Of the 25 countries worldwide with the highest femicide rates, more than half are in the LAC region. It has also been found that the regions with the highest femicide levels largely correspond to the regions with the highest overall rates of lethal violence, calling for stronger linkages in terms of prevention and response<sup>7</sup>.

Implementation of legal frameworks remains a challenge, and impunity is pervasive. For example, in Guatemala the impunity rate for violence against women and girls is estimated at 98%. Lack of access to justice is linked not only to lack of specialized services, but also to attitudes on the part of judicial actors. The right of VAW victims to a prompt and expeditious justice is hampered by the lack of standardization of protocols for investigating and punishing crimes against women, and the deficiencies of administrative records to accurately register VAW cases. According to the NGO CSW Outcome Document for Latin America and the Caribbean, "The administration of justice is influenced by gender stereotypes and discrimination, resulting in measures that protect the aggressor and victimize women, allowing violent acts to go unpunished."<sup>8</sup> The same report found that implementation of service delivery in all areas to be lacking and called for the "full implementation of laws and policies addressing violence against women that are aligned with the principles of the Convention of Belem do Para [as well as to] guarantee scaled-up funding and resources needed to fully implement the laws addressing violence against women at all levels on which they must operate."

UN Women supports efforts to improve legal frameworks, and ensuring their implementation with adequate resources to support needed multi-sectoral responses; improved data collection and monitoring efforts to track prevalence and the implementation of commitments; the provision of services for treatment; and increasingly prevention, often through the engagement of men and boys as partners. All UN Women offices in the region include a focus on EVAW as a part of their country or multi-country strategic notes.

The Regional Office has coordinated the Secretary-General's Campaign, UNiTE to End Violence against Women in the region, as well as having been the lead actor in the implementation of a number of initiatives under its umbrella in 32 countries and in partnership with the UN System. Under UN Women's leadership, regional, national and local institutions have made formal commitments to take specific

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<sup>6</sup> Summary Report: Violence Against Women in Latin America and the Caribbean: a comparative analysis of population-based data from 12 countries. Washington, DC: Pan American Health Organization (PAHO), 2013.

<sup>7</sup> See Global burden of armed violence report 2011.

[http://www.genevadeclaration.org/fileadmin/docs/GBAV2/GBAV2011\\_CH4\\_rev.pdf](http://www.genevadeclaration.org/fileadmin/docs/GBAV2/GBAV2011_CH4_rev.pdf)

<sup>8</sup> NGO CSW Outcome Document for Latin America and the Caribbean: An open discussion paper. Version 11, December 2012.

actions that have led to improved laws and policies, as well as services, public messages and prevention efforts.

One of the three pillars of the Campaign has been putting an end to impunity. There are concrete products from the Campaign that set the basis for the future work in the region as follows:

1. A “Latin American Protocol Model of investigation of gender-related killings of women (femicide/feminicide)” has been drawn up by the Office of the High Commissioner for Human Rights (OHCHR) and UN Women. This document is a tool to properly guide the investigation and prosecution of gender-related killings of women in a comprehensive and interdisciplinary way. It provides practical guidelines for the judiciary, prosecutors, police and forensic institutions so that investigation and prosecution of violent deaths of women are carried out based on international standards. It is expected that the results of this evaluation provide valuable inputs for the implementation of the Model Protocol.
2. Three publications<sup>9</sup> on “Women’s access to justice, femicide and new forms of criminality against women” have been launched. These documents identify and address key issues to ending violence against women in LAC such as its relation to drug trafficking, human trafficking and other organized forms of crime. The “Access to Justice Strategy” also identifies the femicide/feminicide issue as central to be addressed in our region.

Key stakeholders identified by UN Women in Latin America and the Caribbean in the area of Access to Justice include: i) Member States (including bilateral donors); ii) The UN System, at country, multi-country and regional levels; iii) Key national stakeholders (Ministries of Justice, National Women Mechanisms, local authorities networks or networks of prosecutors, judges, police, forensics institutions); iv) Regional and sub-regional intergovernmental bodies, the Organization of Americas States (OAS), including the Inter-American Commission of Women and the Regional mechanism for the implementation of the Belem do Para Convention (MESECVI), the Inter-American Commission of Human Rights, the Central American Court of Justice, the Caribbean Community and Common Market (CARICOM), the Organization of Eastern Caribbean States ( OECS), the Caribbean Court of Justice ( CCJ) and the Eastern Caribbean Supreme Court. the Ibero-American Secretary General (SEGIB); v) Regional financial institutions (Inter-American Development Bank and World Bank); vi) national networks of women local authorities; vii) academia including law schools and specialized institutions, foundations and women’s rights non-governmental organizations; viii) defense attorneys; and ix) **survivors of violence.**

## **2. PURPOSE, SCOPE AND OBJECTIVES OF THE EVALUATION**

The **main purpose** of this regional thematic evaluation is to contribute to enhancing UN Women’s approach to increase women’s access to justice and to end impunity in the Latin America and the Caribbean Region. The findings will be used for strategic policy and programmatic decisions,

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<sup>9</sup> “Latin America and Caribbean Regional Strategy on Women’s Access to Justice 2011-2015”; “La regulación de delito de femicidio/feminicidio en América Latina y el Caribe”; “Nuevas modalidades de criminalidad contra las mujeres y la respuesta del sistema de administración de justicia en América Latina y el Caribe”.

organizational learning and accountability as well as for the identification of good practices on access to justice as a prevention mechanism to violence against women. The evaluation is also expected to feed into UN Women's efforts to promote EAW components in the Post-2015 agenda and Beijing +20 process. The targeted users of the evaluation are the UN Women Executive Board, UN Women Senior Management, UN Women in the Americas and the Caribbean region, and key stakeholders.

The evaluation will be **formative**. Formative evaluations are usually conducted during the development of a programme or its ongoing operation. They provide feedback on areas for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. Finally, formative evaluations often form the basis for the **summative** evaluations when the programme is matured.

This formative evaluation will analyze the design and implementation of programmes and activities related with access to justice to end violence against women in the LAC Region during the **time period 2011 through the second quarter of 2015**. It will also assess progress towards UN Women's strategic goal to ending violence against women.

It will take into consideration the approach to advance EAW identified in the UN Women Strategic Plan for 2014 – 2017, the new Regional Strategy for Ending Violence against women 2015-2020; as well as, ongoing efforts by UN Women to re-formulate its strategic vision/approach for this area, with the aim of providing strategic input to this process. The scope of the evaluation is regional and will include all dimensions of UN Women's mandate: to support normative and intergovernmental, operational and coordination work at regional and country levels.

The specific **objectives** of this formative evaluation are to:

- Assess the relevance of UN Women's access to justice to end violence against women approach at regional, national and local levels during the selected period, as well as UN Women's added value in this thematic area as compared with key partners (particularly within the UN System);
- Assess effectiveness and efficiency in progressing towards the achievement of results as defined in the 2011-2013 and 2014-2017 UN Women SP in the area of access to justice to end violence against women.
- Identify and validate lessons learned, key strategies, methodologies, measuring mechanisms and resources to inform initiatives that can be replicated to other countries.
- Document and analyze obstacles and limitations in legal systems and frameworks that in terms of access to justice and that are structural causes of impunity and are in violation to international human rights standards (these range from family matters such as alimony, to crimes against women's lives both in times of peace as well as during conflict).
- Identify the main advances in access to justice at a regional level in order to identify good practices for replication.
- Provide actionable recommendations with respect to UN Women's strategies and approaches in the LAC region on access to justice to end violence against women.

- Assess the social, cultural and political factors that impact access to justice which may inform legal systems and frameworks indirectly.

### **Key evaluation questions<sup>10</sup>:**

#### **Relevance:**

- To what extent is the organization contributing to the development and implementation of global and regional protocols and guidelines that relate women's access to justice?
- To what extent is UN Women strategically positioned to increase access to justice to end violence against women at local, national and regional levels?
- To what extent does UN Women's approach complement and add value to that of its key partners?
- Moving forward into the Midterm Review of the Strategic Plan in 2016 and in the context of the adoption of the SDGs in 2015, what strategic changes must UN Women consider in refining its access to justice programme, including in the areas of partnerships with a view to ensuring that its programmes are complementary, impactful, synergistic and ultimately beneficial to women?

#### **Effectiveness:**

- What are UN Women's key contributions and comparative advantages to achieving results in the area of access to justice in the Latin American and the Caribbean region?
- What has worked and what has failed, or is missing in UN Women's efforts to address femicide/feminicide and other forms of violence against women and what key lessons have been learned?
- What are the key innovations, drivers and barriers for change in this area of UN Women's work?
- How effective are UN Women's capacity building interventions for "frontline workers" (police, judges, public defenders, prosecutors, forensic doctors, social services, health services) to produce sustainable outcomes for women?

#### **Efficiency:**

- How can UN Women position its contribution in this particular field s (including resources and partnerships) to have a lasting impact in the development or implementation of sustainable structural reforms in the area of access to justice to end violence against women?
- How do UN Women offices support the institutionalization of training, development of protocols and accountability of efforts to track performance and what has been the results?

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<sup>10</sup> The proposed criteria and evaluation questions will be discussed with the evaluation team and refined in the inception report if needed.

- What institutional mechanisms are needed to make UN Women’s approach on access to justice to end violence against women more efficient and effective?
- Where are the major gaps in human and financial resources in line with the political mandate of UN Women in the area of access to justice to end violence against women and girls?

**Sustainability:**

- What initiatives can be replicated and taken up to scale to effectively reduce impunity in the area of access to justice? Is there a role for restorative justice and what would this be?
- What partners does UN Women need to engage at regional, national or local level that will contribute in a synergistic manner to its efforts to decrease impunity?

**Equality and non-discrimination:**

- In what ways do alternative legal systems accessed by/available to indigenous women, afro-descendent or women in rural areas in LAC region promote or restrict access to Justice?
- What new approaches are needed to respond effectively to the needs of particular groups where UN Women can make difference?

### **3. METHODOLOGY**

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the headquarters, the corporate, regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy<sup>11</sup> and adhere to the United Nations norms and standards for evaluation in the UN System<sup>12</sup>. The evaluation methodology will employ mixed methods and will ensure that the views of women survivors of violence are represented in the evaluation.

An important component of this evaluation will be the assessment of UN Women’s results logic and approach for enhancing access to justice to end violence against women. For its design, the evaluation will deploy a theory of change approach to analyze how UN Women’s support is provided in preventing violence against women and girls and expanding access to services. The theory of change will take into consideration the UN Women Strategic Plans 2011-2013 and 2014-2017, and other strategic, and policy frameworks and guidelines that inform UN Women’s work in this area. The logic model will be used to assess whether this area is on the right track and whether the proposed interventions have the potential to achieve proposed outcomes in suggested time-frame.

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<sup>11</sup> UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

<sup>12</sup> United Nations Evaluation Group, Norms and Standards for evaluation in the UN System, access at: [http://www.uneval.org/normsandstandards/index.jsp?doc\\_cat\\_source\\_id=4](http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4)

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

- *Level 1* will start with a desk review of information sources on access to justice to end violence against women available through corporate UN Women reporting and information systems such as UN Women Annual Reports, donor reports, PRODOCS, existing portfolio of access to justice to end violence against women programming in all UN Women Multi-country, Country Offices and programme presences in the region, and relevant UN Women and other stakeholders evaluations<sup>13</sup>.
- *Level 2* will involve more in-depth portfolio analysis of a representative sample of 4 UN Women Offices or “country cases”. Level 2 analysis will be primarily based on a document review and supplemented with additional online/skype interviews with the key stakeholders in this area.
- *Level 3* will involve field visits in a representative sample of 4 countries and will deploy a number of evaluation methods ranging from document review, semi-structured interviews, rapid assessment surveys, observation, etc. A comparative case study analysis could be applied to systematically compare and analyze data from case studies to identify, if possible, necessary characteristics and factors for the progress towards results to occur.

Finally, a comparative analysis of key UN partner’s mandates/activities in the area of access to justice to end violence against women will be completed as part of the assessment of UN Women’s comparative advantage in this thematic area in the region.

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

- Review of key documents: Strategic Plans; ACRO Strategic Notes; intergovernmental mandates; UN policies; UN Women Annual Reports; available EAW portfolio analyses; monitoring/reporting information, including donor reports for specific regional and national programmes and initiatives; evaluations; guidance notes, etc.
- Interviews/focus groups with a purposive sample of UN Women staff, UN system partners, national level partners, civil society partners, donors, and regional entities such as Ibero-American Justice network, the Central America Court of Justice, The Inter-American Commission of Human Rights, the Monitoring and Evaluation of the Belem do Para Convention (MESECVI).
- Survey of key partners and staff to assess UN Women’s comparative advantage in access to justice to end violence against women.
- In-depth document review of all UN Women Multi-country, Country Offices and programme presences in the region, including strategic notes, annual reports, donor reports, relevant evaluations, and monitoring and reporting information on specific access to justice to end violence against women programmes and initiatives.
- 4 Country case studies: A set of criteria for selecting case study countries will be developed by the Evaluation Team in consultation with the Evaluation Reference Group. The parameters may include the size of investment, sub-regional representation, potential for scaling-up, variance of violence against women’s indicators, and feasibility of evaluation mission. However, a key

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<sup>13</sup> Main references: <http://gate.unwomen.org/> and <http://genderevaluation.unwomen.org/en>

criterion for the selection of case study countries is their potential to generate knowledge and learning on effective programming approaches.

The evaluation process has five phases:

- 1) **Preparation:** gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference group, and recruitment of the evaluation team;
- 2) **Inception:** consultations between the evaluation team and the Regional Office, programme portfolio review, stakeholder mapping, inception meetings with the reference group, review of the result logic for this thematic area, finalization of selection criteria for country case studies, finalization of evaluation methodology and inception report;
- 3) **Data collection and analysis:** desk review, in-depth review of global, country and regional level planning frameworks and programme documents, in-depth review of access to justice to end violence against women portfolio of LAC Multi-Country, Country Offices and programme presences, online interviews, staff and partner survey/s, visits to 4 case study countries and preparation of case study reports;
- 4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products (evaluation brief); and
- 5) **Dissemination and follow-up:** development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website<sup>14</sup>, and production of other knowledge products and learning events, such as a webinar.

#### 4. UN WOMEN RESPONSIBILITIES, MONITORING AND SUPERVISION

The UN Women **ACRO** is responsible for the management and quality assurance of this regional evaluation. The Regional Office will hire an **external and independent evaluation firm** to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in the thematic area. ACRO will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support, including joining the evaluation team in selected field missions. The Evaluation Office, through the Regional Evaluation Specialist (RES) for the Americas and the Caribbean, will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents<sup>15</sup>.

The establishment of **two reference groups** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The *evaluation management group*, composed of the Regional Evaluation Specialist, the Regional Advisor on Ending Violence against Women, and M&E/EVAW

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<sup>14</sup> UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

<sup>15</sup> United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=102](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102) and UNEG Code of Conduct for Evaluation in the UN system, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=100](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)

focal points from two COs, will provide quality assurance and approve all evaluation products (ToR, inception report, draft and final reports). The purpose of the *evaluation reference group* is to facilitate participation and systematic involvement of key stakeholders in the evaluation, ensuring quality by providing inputs on evaluation products, including this ToR.

## 5. EXPECTED PRODUCTS AND TIME FRAME

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

Activities	Product to be delivered <sup>16</sup>	Timeframe
<b>Inception phase of evaluation</b>		August 2015
<b>Inception report (including two rounds of revision)</b>	Based on inception phase activities the <b>Inception report</b> will present a refined scope, the theory of change, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection of case studies. The report will include an evaluation matrix, detailed work plan and the structure of the final report. A first draft report will be shared with the Management Group and based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with the Reference Group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	
<b>Data collection phase of evaluation</b>		September 2015
<b>Case study reports (including two rounds of revisions)</b>	The findings from the case studies will be summarized in a report format. The format of the case study report will be defined in the inception report. The case study reports will be shared with the management and reference groups. The evaluation team will maintain an audit trail of the	

<sup>16</sup> All evaluation products will be written in Spanish, except Caribbean case study. Executive summary of the final report and evaluation brief/pamphlet will be translated to English.

	comments received and provide a response on how the comments were addressed in the final case study reports.	
<b>Analysis and reporting phase</b>		October - November 2015
<b>Draft Report (including two rounds of revision prior to the final report)</b>	A first draft report will be shared with the management group for initial feedback. The second draft report will be shared with the reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will be shared with both groups for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	October 2015
<b>Final Report</b>	The final report will include a concise Executive Summary (10 pages, English and Spanish) and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report.	November 2015
<b>Evaluation Brief</b>	A dissemination product (pamphlet) extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format (English and Spanish).	November 2015
<b>Dissemination Follow up</b>	<b>&amp;</b> <i>ACRO is responsible for presenting the evaluation report, coordinating the management response and dissemination of the evaluation.</i>	December 2015
<b>Dissemination Strategy</b>	A dissemination strategy will be prepared by ACRO in order to socialize evaluation results, including publication of the report, dissemination platforms (i.e. webinar), specific events, etc.	December 2015

## 6. KEY EVALUATION GUIDANCE DOCUMENTS (click for hyperlink)

- Model Protocol for the investigation of gender-related killings of women, femicide/feminicide in Latin America  
<http://www.unwomen.org/~media/headquarters/attachments/sections/library/publications/2014/modelo%20de%20protocolo.ashx>

- The 2011 Report Progress of the World's Women: Access to Justice  
<http://www.unrol.org/files/Progress%20of%20the%20Worlds%20Women%202011-2012.pdf>
- The Secretary General's Campaign for Latin America and the Caribbean UniTE Access to justice Strategy  
[http://www.compromisoeatitude.org.br/wpcontent/uploads/2014/05/UNETE\\_PLANESTRATEGICOESPANOL2012.pdf](http://www.compromisoeatitude.org.br/wpcontent/uploads/2014/05/UNETE_PLANESTRATEGICOESPANOL2012.pdf)
- <http://www.unwomen.org/en/news/in-focus/strengthening-womens-access-to-justice>
- [Evaluation Consultants Agreement Form](#)
- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women \(UNW/2012/8\)](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [Norms for Evaluation in the UN System](#)
- [Standards for Evaluation in the UN System](#)
- [UN Women Guidance Note 8: Quality criteria for evaluation reports](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Quality Checklist for Evaluation Reports](#)

## 7. PAYMENT TERMS

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

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

## 8. EVALUATION TEAM

### Organizational Profile

- Proven organizational legal constitution.
- Organizational CV with minimum of 3 previous job/projects/contracts reference and/or accreditations.
- Financial statement for the last 2 current years.
- Firm with extensive experience in evaluation and/or thematic area violence against women.

- Team includes an experienced team leader, a senior violence against women expert and a senior evaluation expert.
- Balance in terms of gender and evaluators with experience in both sub-regions (Latin America and Caribbean).
- Specialized knowledge in access to justice to end violence against women.
- Previous experience in conducting thematic evaluations as well as regional and complex multi-stakeholders evaluations.
- Experience on evaluation of similar programmes/projects in the region.
- Previous work for other UN Agencies/ major multilateral or bilateral programmes.
- All team members must sign the “Evaluation consultant’s agreement form,” based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system. (Ref.: [UNEG Code of Conduct for Evaluation in the UN System](#)).

### **Evaluation Team**

The core evaluation team will be composed of 3 members from a firm with extensive experience in evaluation and/or in the thematic area of violence against women. The team will include an experienced Team Leader; a senior violence against women expert (preferable with specialized knowledge in access to justice to end violence against women); and a senior evaluation expert. The team should be gender balanced and include evaluators with experience in both sub-regions (Latin America and the Caribbean). All team members must sign the “Evaluation consultant’s agreement form”<sup>17</sup>, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system.

The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.
- Previous experience in conducting thematic evaluations as well as regional and complex multi-stakeholder evaluations, preferably for the UN system.
- Knowledge of the relevant international/regional frameworks pertaining to violence against women and gender equality, country level programming expertise, gender mainstreaming, and the related UN mandates.
- Specialized knowledge in access to justice to end violence against women.
- Experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Knowledge of women’s rights non-governmental organizations in the region.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Fluency in Spanish and English is mandatory.
- Balance in terms of gender is desirable.

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<sup>17</sup> The form can be downloaded at: <http://gate.unwomen.org/resources/docs/codeofconduct/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

- Knowledge and/or experience in both sub-regions (Latin America and the Caribbean) is mandatory.

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

### **Team Leader**

The team leader, with at least 15 years of evaluation experience, will be responsible for delivering the key evaluation products. He/she will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Evaluation Task Manager (RES), he/she will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

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

### **Qualifications:**

- At least 15 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in political science;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;

- Previous experience in conducting evaluations on EAW, specifically on access to justice, public policies and plans to end violence against women; policies and programmes to address impunity would be considered an asset;
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the regional and country level;
- Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women's rights non-governmental organizations;
- Experience or knowledge on the human rights international framework, parliamentary work, democracy, governance, rule of law, and related mandates within the UN system;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in Spanish and English.

### **Senior EAW Expert**

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

#### Qualifications:

- At least 10 years professional experience in EAW field, such as access to justice, public policies and legislation to end violence against women including National Action Plans, data collection, primary and secondary prevention, integrated services to address the needs of women and girls survivors of violence, institutional protocols; truth commissions, reparations.
- Experience/knowledge on gender equality and women's empowerment issues, gender mainstreaming, normative frameworks to end violence against women at regional and global level; gender analysis and thorough knowledge of the related mandates within the UN system and particularly that of UN Women's including in the field of Women, Peace and Security;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in Spanish and/or English.

### **Senior Evaluation Expert**

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

Qualifications:

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