

TERMS OF REFERENCE (TOR)

Evaluation of UN WOMEN SIDA STRATEGIC PARTNERSHIP FRAMEWORK 2011-2016

Background

The Strategic Partnership Framework (SPF) establishes the principal agreements that govern mutual cooperation between UN Women and the Swedish International Development Cooperation Agency (SIDA). It outlines the financial and partnership commitments that SIDA will contribute to UN Women towards the implementation of the Strategic Plan (SP) 2011 -2013 and beyond to 2016 including partnerships, performance and reporting agreements that UN Women will implement.

The fundamental objective of the SPF is to strengthen the strategic role and UN Women capacities to exercise its mandate on normative, coordination and programme on women's leadership, political empowerment, peace and security including policy and strategic capacities at the field level for stronger action and implementation.

The SPF focuses on two thematic areas of the UN Women SP 2011-2013, i.e., *Goal 1*: to increase women's leadership and participation; and *Goal 4*: to increase *women's leadership in peace, security and humanitarian response*. **This will enable UN Women to strengthen delivery of results at country, regional and global levels and to build its internal capacity on women, peace & security and women's political participation, particularly in countries where UN Women presence is lacking or limited, and that of the UN System as a whole and member states.** Under Goal 1, the SPF supports countries to strengthen women's engagement in public decision-making, with expertise on gender-sensitive constitutional reform, gender-responsive electoral reforms, including temporary special measures. Under Goal 4, the SPF supports targeted technical assistance through the deployment of gender advisors on women, peace and security to conflict and disaster affected countries currently lacking or having limited UN Women presence; and tailored short-term technical capacity (surge capacity) in fragile states and protracted conflict affected settings.

In November 2013, the SPF log-frame was aligned with the UN Women SP 2014-2017 that was approved by the Executive Board in September 2013. While keeping the focus on Impacts (formerly Goals) 1 and 4, a key change was introduced with the inclusion of a distinct outcome on humanitarian action under **Impact 4: Gender equality commitments adopted and implemented in humanitarian action which includes disaster risk reduction and preparedness, response and early recovery**. This is fundamental recognition of the imperative of strengthening integration of gender equality and women's empowerment priorities in humanitarian action. Unless UN Women capacities are strengthened to fulfill its mandate in crisis affected countries and fragile settings, then the whole peace and security, and SDG agenda are compromised. These are the contexts where UN Women along with humanitarian and development partners must work together towards establishing a roadmap to recovery and in achieving meaningful and sustainable peace and security.

In 2014, with the infusion of additional funds to the SPF and the opportunity to build on results achieved so far, UN Women and SIDA agreed to the extension of the SPF until 31 December 2016.

The governance of the SPF is articulated around the participation of Sweden in the meetings of the Executive Board of UN Women and Annual Review Meetings, together with thematic sessions and the countries relevant for this SPF. SIDA and UN Women maintain annual, bilateral consultations in Stockholm or New York with the aim of exchanging views on the policies and activities of UN Women, especially those funded by the SIDA.

Purpose of Evaluation

Under the SPF and in order to enhance mutual accountability, SIDA and UN Women have jointly agreed on a monitoring and evaluation framework in line with the UN Women's Evaluation Strategy with the aim of enabling both organizations to assess progress on the provisions of the SPF, to identify gaps or mid-course corrections as needed, and to ensure that the lessons learned from this SPF can feed into future agreements of this type.

It is in this context that UN Women wants to conduct an evaluation of the SPF in order to capture and validate results achieved so far, recognise lessons learned and identify areas that require further support and/or strengthening.

Evaluation Scope and Objectives

The objectives of the evaluation are to:

1. Assess and validate the achievements of the SPF, identifying the strategic, policy, programme and institutional factors that have led to the realization of these achievements (or impediment of results).
2. Validate the relevance, efficiency, effectiveness, and sustainability of the programme in achieving the development outcomes of the UN Women SP.
3. Provide recommendations for the future of the SPF in relation to its role in supporting UN Women's strategic role and mandate and inform the expansion and extension of the existing and/or development of future agreements of this type with other donors.
4. Examine the extent to which funding under the SPF has facilitated establishment of new or stronger partnerships, leveraged greater outcomes that go beyond UN Women's strategic plan and assess the value and relevance of these.
5. Assess knowledge generated (including knowledge products), in order to reflect key areas of work from a policy perspective.

Timeframe: The timeframe of the evaluation will cover period January 2012 to March 2016

Evaluation Questions

Evaluation Criteria: The evaluation will address the five evaluation criteria of: relevance, effectiveness, efficiency, sustainability, and impact. The evaluation will also assess and make informed statements about the potential for sustainability and immediate impact of the programme.

A. Relevance

- Have activities and expected results of the programme been consistent with the overall goal and the attainment of objectives as well as intended impacts?
- Were selected programmatic approaches and strategies appropriate to address the identified needs of stakeholders and beneficiaries?
- How, and in what way, did the programme build synergies with other similar UN system

or donor interventions?

- Is the programme design the most appropriate way to reach intended outcomes, are there more efficient ways to achieve similar results

B. Effectiveness

- Were stated SPF programme results achieved?
- What progress toward the results has been made?
- Is the implementation arrangement for the programme effective to eachied planned objectives, if not, how can it be improved?
- What factors have contributed to achieving or not achieving intended results?
- Have the SPF partnerships been appropriate and effective?
- What factors contributed to the SPF effectiveness or ineffectiveness?
- How did the deployment of Gender Advisors to countries with no UN Women presence contribute to the achievement of expected results and specific objectives?

C. Efficiency

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve programme outcomes?
- Have programme resources been sufficient to deliver results and contribute to programme outcomes?
- Were the actions to achieve the results efficient?
- To what extent have programme management arrangements facilitated (or hindered) effective implementation and efficient achievement and delivery of results?

D. Sustainability

- Are the results sustainable?
- How has the programme set in place mechanisms to ensure sustainability of its results?
- What factors supported or hampered sustainability?
- How can the SPF be improved in its next phase?

E. Impact

- Does the program achieve the intended goals and objectives? What are the gaps?
- Should the program be continued?
- Are there any unintended effects of the program, either positive or negative?
- How effective is the program in comparison with alternative interventions?

F. Lessons learnt

- What are best practices emerging from the programme?
- How many potential practices or tools used during the programme that could be replicated elsewhere?
- What areas can be improved in regards to programem design, planning and implementation?
- What are the main challenges that affected the programmes ability to achieve desired results?

Evaluation questions must be agreed upon between UN Women and SIDA and accepted or refined in consultation with the evaluator. Evaluation questions are to be included in an inception brief prior to start of evaluation mission.

Methodology

The evaluator is expected to use all relevant methods to obtain data and information for their analysis and drawing up of findings, conclusions, lessons learned and recommendations. The evaluation will be based on gender equality, women's empowerment and human rights principles as defined in the UN Women's evaluation policy and adhere to the United Nations norms and standards for evaluation in the UN system.

Suggested methodology for the evaluation includes:

- 1. Documentation review and identification of stakeholders:** Begin with the description of the programme and its intended results. Review documents such as the programme documents, Annual Programme Report as well as other SPF related reports and agreements.
- 2. Field visits to relevant project sites and regional offices.** A list of the suggested field visits should be included in the inception brief. The visits will be coordinated by UN Women.
- 3. Interviews** with UN Women Advisors, Regional Directors, Representatives, managers, staff, and external partners.
- 4. Focus Groups/questionnaires** with UN Women staff and beneficiaries.
- 5. Probing the project outcome/output indicators,** going beyond these to explore other possible indicators, and determining whether the indicators have been continuously tracked.

The evaluator should develop suitable tools for data collection and analysis. The methodology and tools that will be used by the evaluator should be presented in the inception brief and the final report in detail. The methodology must be agreed upon between UN Women (Core Reference Group), SIDA and the evaluator prior to the start of the evaluation.

Evaluation Process;

Inception Phase:

- Conduct an initial desk review of available documents.
- Conduct brief interviews (via Skype or phone) with key stakeholders to refine the Evaluation scope and methodology.
- Draft an Inception Report to be reviewed by the Core Reference Group.
- Refine the Evaluation methodology/question matrix based on feedback and integrate proposed changes (as appropriate) into the final inception report.

Data Collection Phase

- A more in-depth review of specific documents.
- Review existing baseline data to determine the available data with which to measure progress.
- Conduct a quantitative survey, as feasible and in consultation with the Core Reference Group.
- Conduct select field visits – minimum 5 days mission - to interview key stakeholders and review national documents (as available). Proposed field visits: Uganda, The Democratic Republic of Congo, Somalia, Sierra Leone, Myanmar, Jordan;

- Conduct follow-up, in-depth interviews with global, and national UN Women staff, partner organizations, and others as necessary.

Analysis and Report Writing Phase

- Review and analysis of all available data.
- Prepare first draft of the synthesis Evaluation report.
- Receive feedback from Core Reference Group on draft report and revise (as appropriate).
- Submit final report and share main findings/recommendations through a final Evaluation meeting with the Core Reference Group and Broad Reference Group.

PROPOSED FORMAT OF FINAL EVALUATION REPORT

Final evaluation report:

- Executive Summary (maximum five pages)
- Programme description
- Evaluation purpose
- Evaluation methodology
- Findings
- Conclusions
- Lessons learned
- Recommendations
- Annexes, (including interview list, without identifying names in the interests of confidentiality/ anonymity; data collection instruments; key documents consulted; case studies with country examples, Terms of Reference.)

Governance and accountability arrangements

The evaluation will be managed by the UN Women HQ Programme Manager and the entire process will be conducted in accordance with UN Women Evaluation guidelines and UN Evaluation Group (UNEG) norms¹, standards and ethical guidance. Management of the evaluation will also be guided by two consultative bodies: the **Core Reference Group** and the **Broad Reference Group**. The HQ-based Programme Manager will serve as **Task Manager**, managing the overall and day-to-day aspects of the evaluation and ensuring participatory consultations with SIDA, UN Women's HQ sections involved in the programme management and implementation as well as regional and country offices as required. The Task Manager will coordinate the selection and recruitment of the evaluation team, manage contractual agreements, budget and personnel involved in the evaluation. The Task Manager will provide essential documents and data to the evaluation team, facilitate communication and timely feedback between the evaluation team and key evaluation stakeholders; and ensure the timely submission of expected deliverables. At the end of the evaluation, the Task Manager will also draft management response in consultation with the Reference Group and support dissemination of the evaluation report, findings and recommendations.

The **Core Reference Group** comprising of the Advisors managing programme components will provide direct oversight, safeguard independence, and give technical input over the course of the evaluation. It will provide guidance on evaluation team selection and key deliverables (Inception

¹ <http://www.unevaluation.org/ethicalguidelines>).

Report, Draft Evaluation Report) submitted by the evaluation team. It will also support the dissemination of the findings and recommendations.

The **Broad Reference Group** comprising of the Director, Policy and Director, Programmes will be informed throughout the evaluation process and will be asked to participate at strategic points during the evaluation, including briefings by the evaluation team of findings and recommendations.

Deliverables

The final evaluation will be carried out from June to August 2016. All deliverables will be in English and submitted to the Evaluation Task Manager.

- An **inception report** which includes detailed evaluation methodology, data collection tools and analysis methods, and work plan (with corresponding timeline). The Inception Report will also identify list of information sources, including key stakeholders. The Evaluation Team will ensure that the evaluation process is ethical and that participants in the evaluation will be protected in adherence to UNEG norms and standards and UNEG Ethical Guidelines²).
- **Power point presentation(s)**. Presentations will outline preliminary findings, lessons learned, good practices and recommendations to key stakeholders.
- **Draft Evaluation Report**; UN Women Task Manager and Core Reference Group should review the draft evaluation report to ensure that the evaluation meets the required UN Women quality criteria.
- **Power point Presentation** including main findings, lessons learned, good practices and recommendations to key stakeholders and proposed dissemination strategy.
- **Final Evaluation Report**.
- **Brief Executive Summary**.

Evaluation Team Composition, Qualifications and Skills

The final evaluation will be conducted by an independent evaluation team of at least three experts. The Team Leader and Team members should have the requisite and complementary skills set (individually and jointly) to undertake a complex, multi-country programme evaluation. Consideration should be given to partnering/collaborating with in-country consultants.

The Evaluation Team Leader will demonstrate experience and expertise in leading and managing large programme evaluations. S/he will be responsible for coordinating the evaluation as a whole; including internal evaluation team coordination and logistics, preparation of the work plan, dissemination of all methodological tools, delivery of the expected evaluation outputs and all presentations. Specifically, the **Evaluation Team Leader** is expected to bring the following expertise:

- At least a master's degree, PhD preferred, in social sciences, preferably in gender, evaluation or social research;
- A minimum of 10 years of experience in complex, outcome level evaluations, and at least five in evaluation of large, multi-country programmes.
- A strong record in designing and leading complex evaluations.
- Experience working with multi-stakeholders essential: governments, civil society organizations (CSOs), and the United Nations/ multilateral/bilateral institutions.

² <http://www.unevaluation.org/ethicalguidelines>

- Experience in participatory approach is an asset. Facilitation skills and ability to manage diversity of views in different cultural contexts.
- Strong knowledge of one or all thematic areas covered by the programme is desirable.
- Strong knowledge and regional experience is preferred, especially in any of the countries covered by the programme.
- Strong ability to translate complex data into effective-written reports demonstrating high level analytical ability and communication skills.
- Detailed knowledge of the role of the UN and its programming, particularly that of UN Women, is desirable.
- Proficiency in English required;

The Team Leader is required to submit two examples of evaluation reports recently completed where s/he contributed significantly as the lead writer.

The Evaluation Team Member(s) should demonstrate skills in the following areas:

- A master's degree related to any of the social sciences, preferably in gender, evaluation or social research;
- Extensive knowledge and experience in the application of quantitative and qualitative evaluation methods;
- A minimum of 5-7 years of experience in conducting evaluations.
- High level of data analysis skills
- Strong analytical and writing skills.
- In-country or regional experience preferred
- Knowledge of thematic areas covered by the programme is desirable
- Ability to work within a team.
- Proficiency in English required.
- Experience with the UN is an asset.

The evaluation team should have gender balance and geographic representation. The language skill composition should reflect the official languages of the countries to be evaluated: English; knowledge of French and Spanish will be considered as an advantage.

UNITED NATIONS EVALUATION GROUP CODE OF CONDUCT

The evaluation will be carried out following UNEG Ethical Guidelines for Evaluation in the UN System and UNEG Code of Conduct for Evaluators as well as the UN Women Evaluation Policy, which stipulates that evaluations in UN Women will be independent and abide to the following evaluation standards: Participation and inclusiveness, Utilization-Focused and intentionality, Transparency, Independence and Impartiality, Quality and Credibility as well as Ethical Standards. For UNEG Ethical Guidelines for Evaluation in the UN System, please refer to:

<http://www.uneval.org/search/index.jsp?q=ethical+guidelines>

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