



United Nations Entity for Gender Equality
and the Empowerment of Women

Terms of Reference
Evaluation Team
Thematic Evaluation of UN Women’s Humanitarian Action
in the Arab States Region

UN Women ROAS is seeking the consultancy services of a three consultants to conduct a thematic evaluation on UN Women Humanitarian Action in the Arab States region to contribute to enhancing UN Women’s approach to the integration of gender equality and women’s empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action.

I. Evaluation Background

The Arab States region has been experiencing a significant number of humanitarian crisis. Three of the world’s worst humanitarian crises are in the Arab States region: in Syria, Yemen and Iraq. The civil war in Syria has resulted in the largest number of refugees worldwide, at more than 4.8 million refugees, and an additional 6.5 million internally displaced persons (IDPs) inside Syria.¹ This crisis not only affects refugees and displaced on all levels, but has put pressures on neighboring host countries which have experienced increased levels of unemployment and poverty and socio-political and economic unrest. Palestine is a continued protracted conflict. The ongoing conflict in Yemen has resulted in a deteriorating humanitarian situation with over 14 million Yemenis unable to meet their food needs, lacking access to clean water and sanitation and healthcare; at least 2 million people are internally displaced or refugees as a result of the escalating conflict.² The continued armed conflict and political volatility in Libya has also left an estimated 2.44 million people in need of protection and humanitarian assistance.³ Palestine is a continued protracted conflict, which has witnessed intermittent escalations of hostilities/wars that require an emergency response and a recovery and reconstruction process.

The needs and vulnerabilities of women, men, girls and boys affected by crisis are distinct and often different. Addressing these needs with effective, quality programming requires incorporation of gender equality considerations across all phases of humanitarian action – including preparedness, assessment, analysis, planning and implementation. Linking humanitarian action with development early on in emergency settings and integrating early recovery as a part of the response also increases the ownership, participation, relevance and sustainability of humanitarian efforts. This incorporation of GE considerations is essential to comply with international legal and normative frameworks that protect the equal rights of women, girls, boys and men, as well as those that define humanitarian rights and responsibilities, based

¹ http://data.unhcr.org/syrianrefugees/regional.php#_ga=1.134208142.1670028173.1480233123

² OCHA Crisis Overview - <http://www.unocha.org/yemen/crisis-overview>

³ World Health Organization Libya Response Plan - <http://www.who.int/hac/crises/lby/appeals/en/>

on the principles of humanity, neutrality, impartiality and independence. Humanitarian action presents opportunities for advancing gender equality and women's empowerment, including new and more progressive gender roles and relationships, as well as building back better in terms of the capacity of local institutions, livelihoods, service delivery and inclusive decision-making.⁴ To date, there has been limited institutional coordination of gender equality and women's empowerment in humanitarian action.

In July 2010⁵, the United Nations General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates for greater impact. The mandate of UN women entrusts the entity to take a leading role in normative, operational and coordination work on GE in the UN system, including on Women's Peace and Security and Humanitarian Action.

The work of UN Women is focused on responding to its three core mandates:

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 integrating GE in Humanitarian Action in the Arab States region

For UN Women the concept of humanitarian action "includes response, disaster risk reduction and preparedness for risk prevention and mitigation, and early recovery". The aim of UN Women's engagement in humanitarian action is to complement and enhance UN efforts to ensure consistency and sustainability in addressing gender equality concerns across the humanitarian-development continuum, meeting women's immediate survival and safety needs and supporting women's empowerment for the longer-term resilience of communities and sustainability of humanitarian action.⁶

A number of normative frameworks guide UN Women's work on Humanitarian Action:

- General Assembly A/RES/64/289 - July 2010 System Wide Coherence (establishment of UN Women).
- Convention on the Elimination of All Forms of Discrimination Against Women (1979)
- Beijing Platform for Action (1995)
- UN Security Council Resolution: 1325, 1820, 1888, 1889, 1960, 2106 and 2122
- Humanitarian Charter and Minimum Standards in Disaster Response (2004 and 2010)
- ECOSOC Resolutions E/RES/2012/3 and E/RES/2013/6 - Strengthening the Coordination of Emergency Humanitarian Assistance of the United Nations (2012 and 2013)
- Commission on the Status of Women Resolution 56/2 and its 2014 follow up – Gender Equality and Women's Empowerment (2012 and 2014).

⁴ UN Women Humanitarian Strategy -

<http://www.unwomen.org/~media/headquarters/attachments/sections/what%20we%20do/unwomen-humanitarianstrategy-en.pdf>

⁵ UN Women became operational in January 2011. The Regional Office for Arab States was established in 2012.

⁶ UN Women Humanitarian Strategy

- GA Resolution 67/209- International Strategy for Disaster Reduction (2013)

UN Women established a Humanitarian Unit in October 2012 within its Programme Division in New York to consolidate and support humanitarian work, including disaster risk reduction, preparedness, risk prevention and mitigation, at the global, regional and national levels, working closely with all Divisions within the organization. The work of the Unit builds on humanitarian activities previously undertaken by UN Women's (and prior to that, UNIFEM's) Peace and Security Unit. UN Women developed a Humanitarian Strategy in June 2014 through a consultative process to guide the organization's work in this area and define UN Women's comparative advantage/added value in this sector. The overall goal of the Humanitarian Strategy is: "Integration of gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action."⁷

At global level, UN Women's work in humanitarian action primarily falls under Strategic Plan Development Results Framework Impact 4 – "Peace and security and humanitarian action are shaped by women and men's equal leadership and participation.

At regional and country level, humanitarian action is inextricably linked to other areas of the Strategic Notes, specifically Ending Violence Against Women (EVAW) and Women's Economic Empowerment (WEE). An initial review of RO and CO results framework indicates work in humanitarian action under the three impact areas of WPS, EVAW and WEE. This includes work linked to the below outcome areas of the UN Women Strategic Plan:

1. In the women's peace and security and humanitarian action impact area, the focus has primarily been:
 - Outcome 4.3: Gender equality and women's empowerment commitments adopted and implemented throughout humanitarian action including preparedness, disaster risk reduction, response and early recovery.

Additional work related to humanitarian action has also been conducted with respect to WPS frameworks and processes, specifically:

 - Outcome 4.1: Women, Peace and Security commitments and accountability frameworks adopted and implemented in conflict and post-conflict situations.
 - Outcome 4.2: Peace talks, recovery, conflict resolution and peace building planning processes and transitional justice processes include provisions on women's rights, participation and protection"
2. In ending violence against women, the work in humanitarian action to ensure protection is aligned with:
 - Outcome 3.2: Women and girls use existing multi-sectoral, quality VAW services, which are survivor focused"
3. In the thematic area of women's economic empowerment, the work in humanitarian action to support the resilience of women IDPs, refugees and vulnerable women in host communities is aligned with:
 - Outcome 2.2: Gender-responsive services, access to land and control over means of production and resources, increase disaster risk reduction and climate change adaptation and enhance women's sustainable livelihoods.

⁷ Ibid

UN Women has pursued these outcomes through its three mandates:

Normative work supported by UN Women has included support to inter-governmental bodies, specifically the League of Arab States, Arab Women's Organization, as well as Member States in their development or strengthening of national policies and strategies in line with the global normative framework and policies on humanitarian actions, as well as promoting evidence based advocacy to influence policies and programmes related to humanitarian action.

Coordination work has involved the coordination of and/or participation in existing humanitarian coordination mechanisms, specifically the Humanitarian Country Teams through the clusters, inter-cluster coordination groups and Humanitarian country teams and other humanitarian activities to ensure humanitarian coordination mechanisms and humanitarian action policies, programmes and operational procedures and standards respond to the specific needs of women and girls. Efforts have included advocating amongst humanitarian actors and donors on the importance of GEWE in humanitarian action initiatives, provision of seed funds to mobilize humanitarian country teams (HCTs), the assumption of leadership and convening role on gender related issues, and support to capacity development of the clusters, and providing technical support and data to integrate gender priorities in humanitarian needs overview and humanitarian response plans.

Operational work includes the production and dissemination of guidance on gender mainstreaming in assessments, gender analysis and programme implementation, as well as data and research that supports advocacy and programming for gender-responsive humanitarian action. In Palestine, research has been conducted to identify opportunities for different stakeholders to integrate women's human rights in their mechanisms using international legal mechanisms. As part of the LEAP programme in Iraq and Jordan, gender analysis and needs assessments have been commissioned to ensure that humanitarian / crisis planning, frameworks and programming are gender inclusive and responsive. Work in this area also includes the provision of technical expertise to strengthen capacity of humanitarian actors, civil society (such as women's organizations and other CSOs) and women's machineries and other national institutions in gender responsive humanitarian action, as well as the implementation of initiatives to ensure protection and promote resilience. Examples of protection related activities include promoting women and girls' access to comprehensive protection and psychological support services through the establishment of referral mechanisms for SGBV survivors and developing the capacity of services providers on gender-responsive service provision. SGBV work has also included GBV and women's rights awareness sessions, the establishment of 'safe spaces', women support groups and mobilizing women and youth against GBV. Resilience work has included the provision of vocational training, cash-for-work and employment / income generation opportunities, strengthening women's participation in community decision-making processes in camps and host communities, and promoting social cohesion in host communities.

Key stakeholders for UN Women's humanitarian action in the Arab States include: i) lead humanitarian coordination agencies (UNHCR and OCHA) ii) Member States; iii) bilateral donors; iii) humanitarian country teams (HCTs) at country level; iv) cluster coordinators and lead agencies; v) Key UN agencies that are relevant to gender in humanitarian action UNFPA and UNICEF (GBV and child protection) OHCHR (protection) and others; vi) Key national stakeholders (Ministries, National Women Machineries); vii) Regional intergovernmental bodies (the Arab League) working in humanitarian action as well as regional

coordination structures (e.g. Agency Group on Emergency Preparedness and Response (MENA Group); and viii) international and national non-governmental organizations working in the humanitarian field.

UN Women in the Arab States region

UN Women Arab States region currently covers 17 countries, specifically: Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates, and Yemen. Within the Arab States region, UN Women has multi-country or country offices in Egypt, Iraq, Jordan, Morocco (multi-country office covering Morocco, Algeria and Tunisia), and Palestine. In addition, UN Women has programme presence in Lebanon, Libya, Syria and Yemen. The Regional Office for the Arab States (ROAS) was established in Cairo, Egypt, in 2012. As of January 2017, Country Offices in Somalia and Sudan will be included in the Arab States region as defined by the UN Women architecture.

Humanitarian action is concentrated in Egypt, Iraq, Jordan, Lebanon, Palestine, Syria and Yemen. Work conducted in Egypt, Lebanon, Syria and Yemen is managed directly by the Regional Office, while in the Iraq, Jordan and Palestine it is managed by Country Offices.

II. Purpose, Scope, Objectives, and Expected Use of the Evaluation

The main purpose of this thematic evaluation is to contribute to enhancing UN Women's approach to integrating gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action. In the Arab States region. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability as well as for the identification of good practices to ensure that humanitarian action is shaped by women and men's equal leadership and participation. The evaluation is also expected to feed into UN Women's efforts to address gender equality concerns across the humanitarian-development continuum, and to inform the new strategic planning cycle. The targeted users of the evaluation are UN Women Senior Management at regional and country level, programme staff, and key stakeholders (donors, other regional actors, UN system) in the area of Humanitarian Action.

This primarily formative evaluation will analyse planning and implementation of humanitarian action as well as assess progress towards UN Women's goal to ensure that peace and security and humanitarian action are shaped by women and men's equal leadership and participation through its normative, operational and coordination work. It will take into consideration the approach for humanitarian action identified in the ROAS and CO Strategic Notes during the **time period of 2012 to quarter one of 2017**, as well as ongoing efforts by UN Women ROAS and COs to re-formulate their strategic vision/approach for this area with the aim of providing strategic input to this process. The scope of the evaluation is regional; it will include all dimensions of UN Women work in humanitarian action, namely its mandates to support normative, operational and coordination work at regional and country levels. The evaluation will focus on countries in the UN Women Arab States region where UN Women is working in humanitarian action, specifically, Egypt, Iraq, Jordan, Lebanon, Palestine, Syria and Yemen. Where UN Women's work in humanitarian action is inextricably linked to other areas of the Strategic Notes, specifically ERAW and WEE, the evaluation will include work in those areas in support of humanitarian action.

Considering the mandate to incorporate human rights and gender equality in all UN Women work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality

principles, these dimensions will be central to the evaluation. A specific evaluation objective and criterion on human rights and gender equality is included.

The specific objectives of the evaluation are to:

1. Assess the **relevance** of UN Women humanitarian action at regional, national, and local levels, as well as UN Women's comparative advantage/added value in humanitarian action as compared with key partners, for example, UN System;
2. Assess **effectiveness and organizational efficiency** in progressing towards the achievement of GEWE in humanitarian action;
3. Assess how the **human rights based approach and gender equality principles** are integrated into the work in humanitarian action
4. **Identify and validate lessons learned, good practice examples and innovations** of work supported by UN Women;
5. Provide **actionable recommendations** with respect to UN Women's humanitarian action in the region.

Key evaluation questions⁸:

Relevance:

- To what extent has UN Women established a relevant, realistic, strategic, innovative and coherent approach (covering normative, operational and coordination roles) which links development, humanitarian / emergency and recovery work? How has this approach differed in the different country contexts (e.g. in protracted crises, conflict and manmade crises, in natural disasters)?
- To what extent is UN Women strategically positioned to integrate gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action at regional and country level?
- To what extent does UN Women's approach complement and add value to that of its key partners? Are there areas in which UN Women should not be working, given the expertise of its partners?
- To what extent has UN Women provided and disseminated relevant data, analysis and guidance on gender equality and human rights in humanitarian action to influence policy and programming?
- What should be the strategic focus of UN Women advocacy efforts in humanitarian action?
- To what extent has UN Women effectively reached out and responded to the priorities and needs of the most vulnerable groups of women and girls?

Effectiveness:

- What is the progress towards results (normative, operational, coordination) at regional and national levels that UN Women has contributed to so far? Are there good practices and innovative approaches that could be replicated or scaled-up?
- What innovative factors, dynamics and mechanisms would contribute to the achievement of more sustainable results?

⁸ The proposed criteria and evaluation questions will be discussed with the evaluation team and refined in the inception report if needed

- To what extent has UN Women leveraged its coordination mandate to strengthen the integration of gender equality and women's rights in humanitarian action both within the UN system and the broader humanitarian architecture? Increase response to addressing women's practical needs and promoting their rights?
- To what extent has UN Women's approach to engaging with key partners at national level been effective? To what extent has the approach been effective at the regional level?
- What are enabling (e.g. mandate) and limiting factors (e.g. size, financial contribution) that contribute to the achievement of results and what actions need to be taken to overcome any barriers that limit the progress?

Efficiency:

- Are human and financial resources and operational mechanisms in line with the mandate of UN Women in humanitarian action and the substantive input required to respond to demands identified in the field?
- To what extent have UN Women's capacities (human, technical and financial) and operational mechanisms (e.g. surge capacity, expedited and simplified operations, emergency fund, emergency response plan) been able to deliver on UN Women's normative, coordination and operational roles in humanitarian action? What additional capacities and operational mechanisms are needed to make UN Women's approach to humanitarian action more efficient and effective?
- To what extent are learnings and initiatives at the global level and flagship programmes contributing to regional and country level approach and programming in humanitarian action and vice-versa?

Gender Equality and Human Rights

- To what extent do interventions undertaken by UN Women in humanitarian settings address the underlying causes of inequality and discrimination that contribute to unequal gender power relations?
- To what extent were the human rights based approach and gender equality incorporated in the design and implementation of humanitarian action interventions?
- Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality during implementation? What level of effort was made to overcome these challenges?
- To what extent has UN Women been able to address the challenges in addressing gender equality within the framework of immediate life-saving humanitarian response?
- What have been the main results achieved so far by interventions towards the realization of human rights and gender equality?

Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the regional and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy⁹ and adhere to the United Nations norms and

⁹ UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

standards for evaluation in the UN System¹⁰. The evaluation methodology will employ mixed methods and an innovative approach for capturing results, to ensure that the views of a diverse group of participants are represented in the evaluation. An important component of this evaluation will be the assessment of UN Women's results logic and approach to integrating gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action. The logic model based on UN Women ROAS Strategic Notes 2012-2013, 2014, and 2015-2017 will be used to assess whether this area is on the right track and whether current and proposed interventions have the potential to achieve proposed outcomes in the planned time-frame. The analysis of the application of human rights and gender equality principles in WPP interventions will be an integral part of the final evaluation report.

The evaluation will have three levels of analysis and validation of information. *Level 1* will involve a desk review of information sources on RO and CO humanitarian action work including Annual Reports, donor reports, PRODOCS, existing portfolio analyses of humanitarian action programming, and monitoring reports. The desk review will include all countries where there is a humanitarian crisis and / or protracted crisis in the current UN Women Arab States region, as well as Somalia and Sudan, who will be integrated into the region as of January 2017. *Level 2* will include an in-depth analysis of the humanitarian action work conducted in Egypt, Iraq, Jordan, Lebanon, Palestine, Syria and Yemen. The analysis will be primarily based on a document review and supplemented with additional online/skype interviews with the key stakeholders. Several project level evaluations have already been conducted of UN Women work at regional and country level; these will be an important source of information for the thematic evaluation. *Level 3* will involve field visits to three (3) countries and will deploy a number of evaluation methods. A comparative analysis will be applied to systematically compare and analyse data from levels 2 and 3 to identify, if possible, necessary characteristics and factors for the progress towards results to occur. Given the different and complex contexts in each of the countries within the scope of evaluation, it will be important to pay close attention to how the context in each of the countries has shaped the combination and coherence of the RO and COs approach to addressing gender equality concerns across the humanitarian-development continuum.

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

- Review of key documents, including:
 - UN Women Strategic Plans; Strategic Notes of ROAS, Iraq CO, Jordan CO and Palestine CO11;
 - UN Women programme documents of relevant programmes
 - UN Women Annual Reports; monitoring/reporting information, including donor reports for regional and country level programmes and initiatives;
 - Available Humanitarian Action portfolio analysis
 - Evaluation Reports of regional and country level projects
 - UN Women Humanitarian Strategy
 - Intergovernmental mandates;
 - Normative frameworks guide UN Women's work on Humanitarian Action
 - Regional and Country Response Plans

¹⁰ 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

¹¹ The humanitarian action work in Egypt, Lebanon and Yemen is included in the ROAS SN, programming documents and annual reports.

- Interviews and focus groups with UN Women staff, UN partners, national level partners, regional partners, civil society partners, and donors
- Survey of key partners to assess UN Women’s comparative advantage in Humanitarian Action
- Three (3) country field visits: A set of criteria for selecting countries will be developed by the Evaluation Team in consultation with the evaluation reference group. The parameters may include the size of investment, sub thematic-representation, potential for scaling-up, and feasibility of evaluation mission. However, a key criterion for the selection of countries for field visits (case studies) is their potential to generate knowledge and learning on effective programming approaches.

The evaluation process has five phases:

- 1) **Preparation:** gathering and analysing 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 results logic for this thematic area, finalization of selection criteria for country field visits / case studies, finalization of evaluation methodology and tools and the inception report;
- 3) **Data collection and analysis:** desk review, in-depth review of regional and relevant country level planning frameworks and programme documents, and online interviews, staff and partner survey/s, visits to 3 countries;
- 4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products; and
- 5) **Dissemination and follow-up:** development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website¹², and production of other knowledge products and learning events, such as a webinar and an evaluation brief.

III. Evaluation Management

The UN Women ROAS is responsible for the management and quality assurance of this regional evaluation. The Regional Office will hire external and independent evaluation consultants to conduct the evaluation. The consultants will have a combination of the requisite experience in evaluation and technical expertise in the thematic area. ROAS, working closely with Country Offices, will manage the evaluation process and constitute a quality assurance system. The evaluation team will be responsible for all logistical and preparation arrangements. The Independent Evaluation Office (IEO), through the Regional Evaluation Specialist (RES) for the Arab States region, 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 documents¹³. The regional evaluation specialist will participate in data collection and analysis efforts and

¹² UN Women’s Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

¹³ United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the UN system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

will join the evaluation team in select field missions. All information and data collected will be stored within a platform provided by the IEO for this purpose and is subject to review.

The establishment of a **reference group** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference group will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. It will be composed of UN Women senior managers/staff at regional and country level, other UN System partners, key regional and national level partners and civil society. Additional Country Reference Groups may be established for the 3 countries where fieldwork will be conducted. The Country Reference Groups will be composed of representatives of UN Women, UN system partners and key governmental and non-governmental organization stakeholders at the country level, including women's groups as primary constituents.

IV. Evaluation Team

The core evaluation team will be composed of three external evaluation consultants to be recruited individually. The team roles are defined as: Lead Evaluator; Senior / Intermediate Evaluator; and Gender and Humanitarian Action Expert. The combined expertise of the core team should include knowledge and skills as outlined below.

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 complex multi-stakeholder evaluations, preferably for the UN system.
- Knowledge of the relevant international frameworks pertaining to gender equality and women's empowerment and humanitarian action; humanitarian coordination structure at global and country level; country level programming expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related UN mandates.
- Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Fluency in Arabic and English.
- Balance in terms of gender and international / national representation is desirable.
- Experience in Arab States region.

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

V. Evaluation Time Frame and Expected Products

The proposed time frame for the evaluation is February to June 2017. The proposed time frame and expected results will be discussed with the evaluation team and refined in the inception report. However, final deliverables must be submitted no later than June 30, 2017. 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.

Deliverables		
Inception phase of evaluation		February-March 2017
Inception report (including two rounds of revision)	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach of the country field visits / case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Regional Office and, based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with 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.	
Data collection phase of evaluation		March-April 2017
Briefing Notes	The findings from the country visits will be integrated into briefing notes which summarize findings from field visits/case studies for consultation with relevant stakeholders. The format of the report will be defined in the inception report. The briefing notes will be shared with the reference group. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed.	
Analysis and reporting phase		April-June 2017
PowerPoint presentation	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Regional Office for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.	
Draft Report (including two rounds of revision prior to the final report)	A first draft report will be shared with the Regional Office for initial feedback. The second draft report will incorporate ROAS feedback and 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 incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and	

	provide a response on how the comments were addressed in the revised drafts.
Final Report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report.
Evaluation Brief	A dissemination product/pamphlet extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format.

VI. Selection Process

Interested Individual Consultants must submit the following documents/information to demonstrate their qualifications:

Technical Proposal:

To be included as part of the proposal:

- A cover letter indicating which position you are interested to be considered for (Candidates are free to express their interest for more than one position within the team) and explaining your suitability for the work;
- A brief methodology on how you would approach and conduct the work (limit 1,500 words).
- An updated UN Women Personal History form (P-11), which contains links to relevant sample evaluation reports and explicit indication of roles played in evaluation processes. The P-11 can be downloaded from <http://www.unwomen.org/about-us/employment>; and
- Personal CV.

Financial proposal:

- Fee expectations, including travel expenses

ANNEX 1: Key Evaluation Guidance Documents

(Click for hyperlink)

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women](#) (UNW/2012/8)
- [UN Women Evaluation Handbook: How to manage gender responsive evaluation](#)
- UN Women Evaluation Handbook [Tool 14 GERAAS Evaluation Report Quality Assessment checklist](#)
- [UN Women Evaluation Handbook Box 14: Outline of Inception Report](#)
- [Evaluation Consultants Agreement Form](#)
- [2016 Norms and Standards for Evaluation in the UN System](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [Integrating Human Rights and Gender Equality in Evaluation](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)
- [UN SWAP Evaluation Performance Indicator Technical Note & Performance Indicator Scorecard](#)

ANNEX 2: Vacancy Profiles of Key Team Members

As stated in the ToR, the core evaluation team will be composed of three external evaluation consultants to be recruited individually. The team roles are defined as: Lead Evaluator; Senior Evaluator; and a Gender and Humanitarian Expert. The team should be gender balanced and include regional and/or evaluators from countries within which UN Women is operating.

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

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

Lead Evaluator

Location: Field and Home-based

Expect Start Date: 20 February 2017

Duration: 56 days over the period February – June 2017

Expected Duties and Responsibilities:

Lead Evaluator

The Lead Evaluator will lead the evaluation starting with the Inception Phase. In close collaboration with the Evaluation Task Manager (RES), s/he 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. S/he will lead the coordination and collaboration amongst team members to produce key deliverables as outlined in Section V of the ToR. This will include ensuring coherence and quality of outputs, application of methodology, as well as timely delivery of all products. S/he will also act as the primary liaison between the ROAS and core team members. S/he will have additional responsibilities in regards to presentation of findings, communication and facilitation of dialogue around the evaluation. More specifically, the responsibilities of the Lead Evaluator will include, but not be limited to:

- Finalizing the Inception Report to IEO quality, which includes refining and finalizing the approach and methodology of the evaluation and coordinating the team to develop frameworks and tools to implement the evaluation methodology.
- Leading, coordinating and participating in the conduct of field visits and ensuring the quality and cohesion of Case Studies.
- Leading the analysis of the evaluation evidence gathered, identifying data gaps and proposing additional data collection activities to address these. Finalize the Preliminary Findings Paper/PPT and cover note and co-present these at stakeholder workshop.

- Leading the development of the draft evaluation report and leading the preparation of specific inputs from designated team members, based on country visits, desk research, focus groups, surveys, etc., specifically coordinating and quality assuring the inputs from other team members.
- Working in conjunction with Evaluation Task Managers and team members to develop the final draft report and co-present this at a stakeholders meeting.
- Quality assuring the finalization of evaluation brief, PPT presentation and other communication products.
- Contributing to the report dissemination and communication by participating in webinar.

Qualifications:

- At least 10 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 social 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 humanitarian action;
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the regional and country level; knowledge of humanitarian architecture is considered an asset
- Knowledge on gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system;
- Experience or knowledge on the human rights international framework and normative frameworks which guide work on Humanitarian Action
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English; working knowledge of Arabic an asset.

Senior Gender and Humanitarian Action Expert

Location: Field and Home-based

Expected Start Date: 20 February 2017

Duration: 46 days over the period February – June 2017

Expected Duties and Responsibilities:

The senior gender and humanitarian action expert must possess extensive knowledge and experience in the area of gender equality and humanitarian action. S/he will provide substantive advice on the integration of gender in humanitarian action in the design, conduct and analysis of the evaluation. Under the overall supervision of the lead evaluator, the senior Gender and Humanitarian Expert will participate in the inception and the conduct phases of the evaluation. S/he will provide inputs to the inception report, participate in the field work, and contribute to the analysis. In addition, s/he will contribute to the preparation of the evaluation report and evaluation brief.

Qualifications:

- At least 7 years professional experience in humanitarian field, with some experience in the Arab States region, and strong knowledge of the humanitarian architecture and UN humanitarian programming at the regional and country level;
- Experience/knowledge on gender equality and women's empowerment issues, gender mainstreaming, gender analysis and thorough knowledge of the related mandates within the UN system and particularly that of UN Women's;
- Knowledge of human rights international framework, the human rights-based approach to programming, human rights analysis and related mandates within the UN system, as well as normative frameworks which guide humanitarian action;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English; working knowledge of Arabic an asset.

Senior Evaluator

Location: Field and Home-based

Expect Start Date: 20 February 2017

Duration: 46 days over the period February – June 2017

Expected Duties and Responsibilities:

The senior/intermediate evaluator will provide substantive input on the design and implementation of evaluation methodology. The senior/intermediate evaluator will participate in the inception and the conduct phases of the evaluation. S/he will provide inputs to the inception report and participate in the field work. In addition, s/he will contribute to the preparation of the final report, case studies and evaluation brief as necessary. S/he will be responsible for supporting the Lead Evaluator in finalization of evaluation products to quality in all phases of the evaluation.

Qualifications:

- At least 7 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 science research;
- Experience in conducting evaluations of humanitarian action in the Arab States region
- Strong knowledge of humanitarian architecture, UN system, and UN humanitarian programming at the regional and country level;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Knowledge in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system and relevant international frameworks is an asset;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;

- Fluent in Arabic and English

