

Terms of Reference

UN Women Country Portfolio Evaluation Papua New Guinea

I. Background

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) became operational in January 2011 with the goal of contributing to the achievement of gender equality and women's empowerment. The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which is often called the "international bill of women's rights", and the Beijing Platform for Action, which sets forth governments' commitments to enhance women's rights. The spirit of these agreements has been affirmed by the Sustainable Development Goals; UN Security Council resolutions on women, peace and security and on sexual violence in conflict¹; Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women's empowerment and its corresponding system-wide action plan. UN Women has an integrated mandate focused on:

- **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms, as well as the translation of these norms at country level
- **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
- **Coordination work:** entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The General Assembly adopted a landmark resolution on the repositioning of the UN development system on 31 May 2018 that has been described by Secretary-General António Guterres as "the most ambitious and comprehensive transformation of the UN development system in decades" representing the beginning of a "new era".² General Assembly reform effort will include a comprehensive policy review of operational activities for development as well as the general guidelines and principles of the UN system. Resolution 72/279 intends to identify opportunities for UN operational activities to better support countries in implementing the 2030 Agenda for Sustainable Development. UN Women has

¹ UN Security Council resolutions on women, peace and security and on sexual violence in conflict include: 1325 (2000), and 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), and 2122 (2013).

² United Nations, Department of Public Information, "Adopting Landmark Text on Repositioning United Nations Development System, Speakers in General Assembly Hail New Era of Multilateral Support for Country Priorities". GA/12020, 31 May 2018, <https://www.un.org/press/en/2018/ga12020.doc.htm>

been mobilizing to respond to this resolution through its change management process and provides regular updates to the Executive Board.³

Gender Equality and Empowerment of Women in Papua New Guinea⁴

The government of Papua New Guinea made efforts to root the values and norms of gender equality at a national level. It established a Parliamentary Committee on Gender Equality alongside the Office of Gender Equality in the President's Office. These two bodies are supporting the implementation of the Policy for Women's Empowerment, Gender Equality, Peace and Security which was informed by the UN Security Council Resolution 1325 for Women, Peace and Security. In addition, the PNG Government passed several laws to respond to gender-based violence, such as the Family Protection Act (2013), the Lukautim Pikinini Act (2009) and most importantly, the National Strategy on Gender Based Violence 2016-2025. The national GBV strategy is aimed at institutionalising and harmonising coordination between stakeholders at national and provincial level, in order to prevent and respond to violence against women and girls. Crucially, PNG's constitutional goals and directives acknowledge that gender inequality remains a significant concern for the country. The need for participation and empowerment of women is being addressed in the Papua New Guinea Vision 2050 under the first Strategic Focus Area "Human Capital Development, Gender, Youth and People Empowerment".

The Autonomous Bougainville Government (ABG) has made clear commitments to include women in political processes, reserving them seats in the Constitutional Commission and Council of Elders. This is discrepant to the state of the national government at large, where no women were elected to Parliament despite there being 167 female candidates. Women are underrepresented in all senior positions in the country, with no reserved seats in Parliament, forming only 22% of executive positions and only 7% of departmental heads.⁵

The PNG government improved education, health and infrastructure as part of its National Strategy for Responsible, Sustainable Development (STARS). Nevertheless, Papua New Guinea ranks 159th out of 160 countries in the 2017 Gender Inequality Index and 153rd out of 189 countries in the Human Development Index (2017).⁶ And, because 85% of the population lives in highly dispersed rural areas spanning over 600 islands, ensuring access to service provision, rule of law, markets and communication has proven to be a challenge. The country has experienced a deteriorating economy partly due to a reduced revenue collection coupled with overspending in infrastructure projects, which has led to

³ See the latest update: UN Women, "Background Brief: Progress on the implementation of General Assembly Resolution 72/279 UN-Women Executive Board, First Regular Session 2019" <http://www.unwomen.org/-/media/headquarters/attachments/sections/executive%20board/2019/first%20regular%20session/an%20update%20on%20the%20implementation%20of%20resolut72-279.pdf?la=en&vs=4301>

⁴ Based on the UN Women Strategic Notes 2014-2016 and 2017-2020.

⁵ UN Women Strategic Note Report 2018, Narrative

⁶ UNDP, Human Development Indices and Indicators: 2018 Statistical Update, available at:

http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/PNG.pdf

budget cuts of over 30% in the key development areas of health, infrastructure and education.⁷ Women and girls are disproportionately affected by the destabilising economy, not only as their economic opportunities decrease, but as tensions and violence has increased in both public and private spaces.

The most pressing issue for women in Papua New Guinea is the alarming level of gender-based violence that persists despite the numerous attempts to eradicate it. Two in three women experience GBV and 85% of men report to have perpetrated physical, sexual, economic or emotional violence against a partner. Women rarely report these crimes to the police, and when they do, the rate of arrests is very low.⁸ Physical and sexual violence impairs women beyond their physical and emotional health; it impedes their participation in the community, education and labour market.

II. Description of programme

The UN Women programme in PNG officially became a Country Office in 2014; previously it was overseen by the Fiji Multi-Country Office for the Pacific. The main office is based in Port Moresby and is currently staffed by 27 employees and a project office is located in the Buka in the Autonomous Region of Bougainville, currently staffed by two officers. As can be seen in Table 1, the total annual budget has steadily increased from USD 2.5 million in 2014 to USD 8.8 million in 2018 (with the annual budget doubling between 2017 and 2018). The total budget available over the period under examination was approximately USD 24 million.

Budget Distribution	2014	2015	2016	2017	2018	Budget (US\$)
Non-Core	1,219,751	2,167,792	2,672,091	3,028,611	6,684,511	15,772,756
Core	711,384	803,642	1,144,961	900,000	1,103,630	4,663,617.00
IB	534,149	616,198	612,290	533,528	760,888	3,057,053.00
XB	22,338	73,793	140,441	92,500	258,477	587,549.00
TOTAL	2,487,622	3,661,426	4,573,583	4,554,627	8,807,506	24,084,764.00

Source: UN Women Asia Pacific Regional Office: Summary of Delivery Report by Country 2014-2018

⁷ Based on UN Women Papua New Guinea Strategic Notes and Annual Work Plan Cover Notes 2017-2019

⁸ UN Women Strategic Note Report 2017, Narrative

The CPE will consider the past Strategic Note (SN) cycle spanning 2014-2017 as well as the current SN cycle covering 2018-2022. The PNG Country Office Annual Work Plans during this period focused on five UN Women global impact areas as outlined in the Strategic Plan 2018-2021:

- Impact Area 1: *Women lead and participate in decision making at all levels*
- Impact Area 2: *Women, especially the poorest and most excluded, are economically empowered and benefit from development*
- Impact Area 3: *Women and girls live a life free from violence*
- Impact Area 4: *Peace and security and humanitarian action are shaped by women leadership and participation*
- Impact Area 5: *Governance and national planning fully reflect accountability for gender equality commitments and priorities*

The PNG CO priorities build across thematic areas to feed into the United Nations Development Assistance Framework (UNDAF), Sustainable Development Goals (SDGs) and several crosscutting flagship programmes. The Safe Cities Flagship Programme was one of PNG CO’s top priorities and is a strategic platform that seeks to integrate SDG goals 11 (Safe Cities), 5 (Ending Violence Against Women) and 1 (Ending Poverty). The Safe Cities programme is complex, and even though it is reported under Impact Area 3, its outputs and outcomes cut across multiple impact areas, including economic empowerment. PNG CO also implements the Women, Peace and Security Flagship programme, which at local level, aims to support the peace building process in the Autonomous Region of Bougainville and in the Highlands Region. PNG CO’s work with the ARB is also crosscutting. While it is mainly reported under Impact Area 4, it also addresses women’s participation in decision making and the normative formulation of national laws and policies that can protect and empower women. A more detailed description of the programmes follows below.

Table 2. Overview of Strategic Note Impact Areas	
Impact Area	Description
Impact 1: Women lead and participate in decision making at all levels	
WLP- Women, Leadership and Participation	<ul style="list-style-type: none"> • Legal frameworks strengthened to promote gender balance throughout the electoral cycle; • A cadre of interested, diverse and capable women political leaders supported at national and sub-national level;

	<ul style="list-style-type: none"> • Women are perceived as equally legitimate and effective political leaders as men; • Women are promoted as leaders in gender sensitive political institutions.
Impact 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development	<i>*The WEE Impact area has been present in some years, mainly as a way to report on WEE specific aspects of the Safe Cities project; but it in the most recent SN it is not included</i>
Informal Economy Voice Strategy	<ul style="list-style-type: none"> • Supported national audit on informal economy • Strategy to give voice to informal economy participants in PNG
Impact 3: Women and girls live a life free from violence	
Safe Cities Flagship programme	<ul style="list-style-type: none"> • Sanap Wantaim- behaviour change advocacy campaign • Safe Markets • Safe Transport- Meri Seif buses for women and children • Training of Human Rights Defenders
Formation of NCD Family Sexual Violence Action Committee	<ul style="list-style-type: none"> • Enable government level GBV response
CRAMS	<ul style="list-style-type: none"> • Introduced a community mobilisation and referral system which enables community members to be involved in the response against VAW
National Action Plan and Strategies on GBV	<ul style="list-style-type: none"> • A strategic multi-sectoral framework for preventing and responding to GBV as well as collecting data.
Constitutional Law Reform Commission	<ul style="list-style-type: none"> • Supported the Constitutional Law Reform Commission to review a number of laws that indirectly will address VAW
Sorcery National Action Plan	<ul style="list-style-type: none"> • Provided technical input in the Sorcery National Action Plan

Impact 4: Peace and security and humanitarian action are shaped by women leadership and participation	
<ul style="list-style-type: none"> Highlands post-earthquake humanitarian response 	<ul style="list-style-type: none"> Extend protection services
<ul style="list-style-type: none"> Planim Save 	<ul style="list-style-type: none"> To address conflict related trauma effectively and reduce levels of gender-based violence by transforming gender norms in ARB
<ul style="list-style-type: none"> Autonomous Region of Bougainville- WPS Action Plan 	<ul style="list-style-type: none"> Capacity building to involve women and marginalised groups in the referendum process. The Policy on Women's Empowerment, Gender Equality, Peace and Security, the Strategic Plan for Women's Political Leadership in the Autonomous Region of Bougainville
Impact 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities	
<ul style="list-style-type: none"> Marriage Act and Matrimonial Causes Act 	<ul style="list-style-type: none"> Amended to comply with CEDAW recommendations
Impact 6: A comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment is in place and is applied through action by Governments and other stakeholders at all levels	<ul style="list-style-type: none"> Support to CEDAW, UPR and Beijing + 20

A preliminary stakeholder mapping has been carried out. This analysis will be updated however, in the evaluation process.

Table 3. Stakeholder mapping		
Stakeholder Role	Specific Group	Main Contributions
Target groups of rights holders	<ul style="list-style-type: none"> Elected women in government Market Vendor Associations Eastern Highlands Province Family Voice 	Direct beneficiaries and programme/project participants

	<ul style="list-style-type: none"> • Human Rights Networking Committee of Eastern Highlands Province • Male Advocate Group • National level church-organisations 	Implementation partners
<p>Principle and primary duty bearers who make decisions and implement the SN</p>	<ul style="list-style-type: none"> • UN Women CO • Department for Community Development • Autonomous Region of Bougainville • National Capital District Commission • Family Sexual Violence Action Committee • Road Traffic Authority and Department of Transport • Executive Committee of Parliament • The Constitutional Law Reform Commission • The Department for Community Development and Religion • Consultative, Implementation and Monitoring Council (CIMC) • Autonomous Bougainville Government staff and officials • Market Management Committees <ul style="list-style-type: none"> • INGOs, NGOs and provincial disaster authorities • OHCHR • Oxfam • UNFPA • UNDP <ul style="list-style-type: none"> • Digicel • Learning, Empowerment and Protection centres • Kafe Women's Association • Ginigoada Foundation • Nazarene Centre for Rehabilitation • PMV Association 	<p>Development, implementation, M&E of policies and programmes</p> <p>Joint programmes development and implementation partners</p> <p>Local implementation partners</p>
<p>Representatives of secondary duty bearers and rightsholders affected by the SN, but not</p>	<ul style="list-style-type: none"> • UN Women Pacific Funds grantees • MiBank • National Council of Women (NCW) • Bougainville Women's Federation (BWF) • Family Support Centre • Human Rights Defenders 	

targeted assistance	for		
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The choice of programming and target groups were shaped by the following strategies articulated in the SN and theory of change⁹, that emphasise ending violence against women, women’s participation in political peace building processes, and the adoption of normative frameworks on gender equality:

- To establish a functional and well-coordinated mechanism for the government to put in place an enabling legislative and policy environment, that is responsive to women’s rights and GEEW commitments, by translating normative frameworks into national law such as the National GBV Strategy.
- To support national institutional capacity to generate qualitative and quantitative research, data and statistics for SDGs, CSW and CEDAW reporting.
- To make men and boys more aware of and to recognise women’s and girls’ rights to live lives free from violence. Engaging male advocates and non-traditional partners and duty bearers in GEEW and human rights dialogues can engender social norms, attitudes and a political will that can advance GEEW.
- To support the delivery of gender sensitive public infrastructure, inclusion in transport and safe spaces for women and girls. National capacities will have been built to ensure public spaces are safe for women to live, work and transit in.
- To support ABG institutions to effectively mainstream gender, human rights and youth considerations into the planning and implementation of the Referendum processes. By promoting the participation of women and underrepresented groups in the referendum, women’s agency, leadership and participation will be recognized and facilitated to enable them to rebuild their lives in situations of crisis and conflicts.
- To engage media to challenge pervasive social norms that perpetuate violence.
- To empower grassroots groups to advocate for EAW. Capacities of rights holders are built to strengthen women’s collective voice and action in support of women’s rights.
- To support the efficiency, availability and awareness of services for GBV survivors.

9 UN Women PNG: Strategic Note (2018-2022), Consolidated Theory of Change

- To these ends, to make the UN system fit for purpose to deliver coherent and coordinated support.

III. Evaluation Purpose and Use

Evaluation in UN Women is guided by key normative agreements to be gender-responsive and utilizes the entity's strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2018-2021 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct, and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation¹⁰ and Ethical Guidelines.¹¹

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

This Country Portfolio Evaluation is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level. However, given that the Country Office will be in the initial stage of implementation of its current Strategic Note 2018-2022, the Independent Evaluation and Audit Service (IEAS) is conducting this CPE primarily as a formative (forward-looking) evaluation to support the CO's strategic learning, and to support decision-making for the continuation of the current SN and positioning for the next Strategic Note. The evaluation will have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience based on the implementation of the CO previous SN cycle 2014-2017. The evaluation also seeks to provide insights on the strategic direction for UN Women CO within the context of the repositioning of the UN development system as adopted by the General Assembly resolution 72/279 on 31 May 2018.¹²

It is a priority for UN Women that the CPE will be gender-responsive and will actively support the achievement of gender equality and empowerment of women.

¹⁰ UNEG, "Norms and Standards for evaluation", 2016, available online at: <http://www.unevaluation.org/document/detail/1914>.

¹¹ UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

¹² United Nations General Assembly, *Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system*, A/Res/72/279 (31 May 2018), available from <http://undocs.org/a/res/72/279>

The primary intended users of this evaluation are the country office staff and their key stakeholders, including the UN Women Regional Office for Asia and the Pacific. IEAS may also be interested in reviewing the evaluation as input to the evaluation of the UN Women Strategic Plan.

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support adjustments to the implementation of the current SN 2018-2022 and provide insights for development of the next SN;
- b. Accountability for the development effectiveness of UN Women's contribution to gender equality and women's empowerment; and
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

Through this CPE, IEAS is piloting engagement of the IEAS staff as the team leader of the evaluation, thus IEAS will use insights based on this experience as input to decisions around its approach to CPEs and for possibly adapting evaluation guidance.

IV. Evaluation Objectives

The evaluation has the following specific objectives:

1. Assess the relevance of UN Women contribution at national levels and alignment with international and regional agreements and conventions on gender equality and empowerment of women.
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and empowerment of women results.
3. Assess the added value of UN Women presence in country, and support UN Women to improve its strategic positioning.
4. Analyse how a human rights approach and gender equality principles are integrated in the design and implementation of UN women PNG work.
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights.
6. Provide actionable recommendations.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and in addition, a Human Rights and Gender Equality criterion.

The evaluation will broadly address the questions below, with a closer selection to be made during the inception phase after a consultative process with the Management and Reference groups.

There are 6 key evaluation questions, sub-questions will be elaborated in the evaluation matrix included in the inception report:

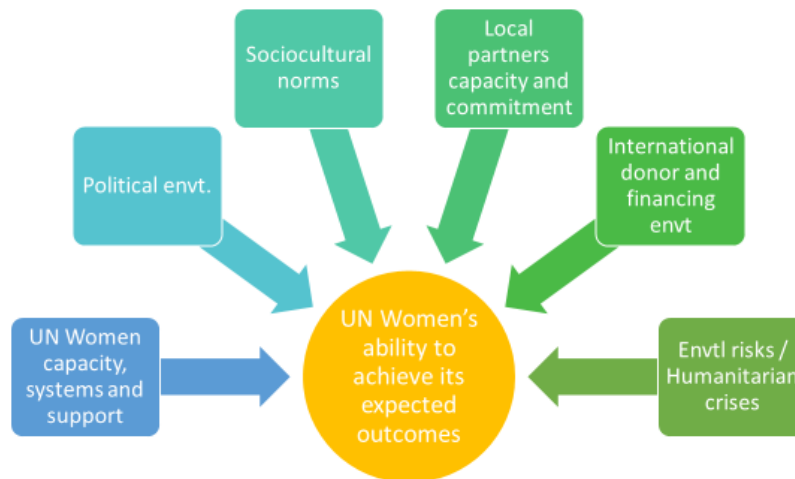
1. Is UN Women's approach (thematic focus and strategy for implementation) the most relevant for advancing GEEW in PNG? [relevance]
2. What are the results of UN Women's contributions to the advancement of GEEW in PNG? [effectiveness]
3. To what extent are UN Women's partnerships optimal for accelerating the advancement of GEEW? [effectiveness]
4. Does UN Women PNG have appropriate organizational systems and capacity in place to support the efficient implementation of its programme of work? [organisational efficiency]
5. To what extent has UN Women ensured national ownership and sustainability of programming efforts? [sustainability]
6. Has the portfolio been implemented according to human rights and development effectiveness principles (in its design and implementation)? [human rights & gender equality]

V. Scope of evaluation

As noted above, the evaluation will focus on the previous and current Strategic Note cycles: 2014-2019 (Q1) with a formative perspective on its strategy moving forward. Given that UN Women PNG is currently finalizing an evaluation on the Safe Cities and Safe Public Transport area of work, which covers the EAW impact area, it will be used as input to this CPE. Therefore, the focus of the CPE will be on its work in the Women, Peace and Security and Humanitarian Action impact area. Nevertheless, the integrated mandate will be assessed, including its contributions in the operational, coordination and normative spheres. The geographic scope will include Port Moresby (where normative and coordination efforts are centered), the highlands (where the earthquake and subsequent humanitarian response and peace-building efforts were focused), and the Autonomous Region of Bougainville (where work pertaining to Women, Peace and Security and political participation have been implemented). As noted above, UN Women PNG adopted an integrated approach to the implementation of its programme of work, thus it is expected that through these two key impact areas, contributions towards other impact areas will also be assessed.

VI. Evaluation Methodology

UN Women evaluations are gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach: they are inclusive, participatory, ensure fair power relations, and transparent; and they analyse the underlying structural barriers and sociocultural norms that impede the realization of women's rights. UN Women evaluations are also utilization-focused, which means that it will be tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations, which will facilitate production of a useful evaluation. The evaluation also takes a systemic perspective that recognizes that UN Women's contributions towards GEEW outcomes and its ability to implement its programme of work are affected by several key influencing factors, as seen in the below diagram. Information on each of these factors will be collected to provide a coherent picture on the wider systems at play that affect the ability of the organization to contribute towards GEEW and reach the most vulnerable groups of women in PNG.



The evaluation is employing a non-experimental, theory-based approach. A case study will be the primary source of information for the assessment of contributions to outcomes in the selected thematic area; a re-constructed Theory of Change will be used as the basis for contribution analysis. An outcome mapping approach (described below) will complement the information collected through the case study for the other thematic areas, pulling on existing evaluative evidence. Primary data collection will be primarily qualitative, but some quantitative data will be collected. The evaluation will employ the following analyses and methods of data collection:

- **Key analyses** undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations:
 - **Contextual analysis:** this will include an analysis of the key external influencing factors identified above and how they may affect realization of women’s rights in PNG
 - **Vulnerability assessment** based on existing literature (identification of most marginalized groups and intersectionality of discrimination prevalent in PNG) and an assessment of the extent to which UN Women is reaching these groups
 - **Network analysis** (based on information identified in UN Women and external partners documents to identify current and potential partners for UN Women)
 - **Content analysis** on the extent to which gender transformative approach¹³ is applied:
 - UN Women SN & Project Documents
 - UNDAF (previous and current)
 - National Development Plan (previous and current)
 - **Financial / donor trends** for GEEW and related issues in PNG (based on UN Women RM strategy and review of other relevant external documents such as OECD analyses)
 - **UN Women financial analysis** (programme budget and delivery trends)
- **Interviews** with key informants identified through the stakeholder analysis (across all stakeholder groups)

¹³ An established feminist framework will be applied in the analysis (e.g. women’s empowerment framework, gender @ work framework, Gender Results Effectiveness Scale). This will be selected during the inception phase.

- **Focus Group Discussions** with women and male rights holders that have participated in programming efforts of UN Women related to the selected case study WPS area; efforts will be made to include voices of those identified as the most marginalized through the vulnerability assessment. A most significant change method will be employed to facilitate exchange on how the programme efforts have impacted their lives.
- **Survey** UN Women PNG CO staff; and a survey of key development partners will be explored.
- **Outcome map:** a matrix will be utilized to map information obtained from different sources on the same outcome area, including UN Women reports (annual report, donor reports, evaluations and audits) and information collected through interviews and focus group discussions.

The analysis will triangulate sources and methods of information to ensure robust findings that can be used with confidence. In this respect, a Red, Amber, Green (RAG) rating method will be developed to score the level of information available to support evidence to answer the corresponding evaluation question, which will be included in a report annex.¹⁴

The inception report will provide more details on the selected evaluation approach and methods based on desk review and evaluability assessment, scoping interviews, and consultations with the CO and ERG.

Rapid evaluability assessment

Based on an initial review of availability of documentation, it is deemed that the programme of work can be evaluated and will yield useful results. The main constraint is the lower availability of information for the first SN period, especially for 2014 and 2015. A more in-depth evaluability assessment will be undertaken during the inception phase.

Data	Availability
Baseline data	Low
Activity reports	Medium
Output results monitoring	Medium
Outcome results monitoring	Low
Financial records	High
Management reports	Medium
Communications products	Medium

VII. Stakeholder Participation

An Evaluation Reference Group will be established by the UN Women PNG CO, comprising a variety of approximately 10 key stakeholders. The ERG will be asked to engage and provide input at every stage of the evaluation process, from design, to preliminary results and final draft report. The ERG plays a critical role through remote and in-person meetings in ensuring a high quality, transparent process, providing insights on the key questions and approach, ensuring factual accuracy, ensuring gaps and misinterpretation of information is avoided. They will also be key informants and interviews will be

¹⁴ For example, a green score would be assigned if there is evidence from at least three sources: document analysis, survey, and interview. If there is a finding with only documentary evidence, this will be rated amber, and if there is an evaluation question that the evaluation was unable to answer due to lack of evidence it will be rated red.

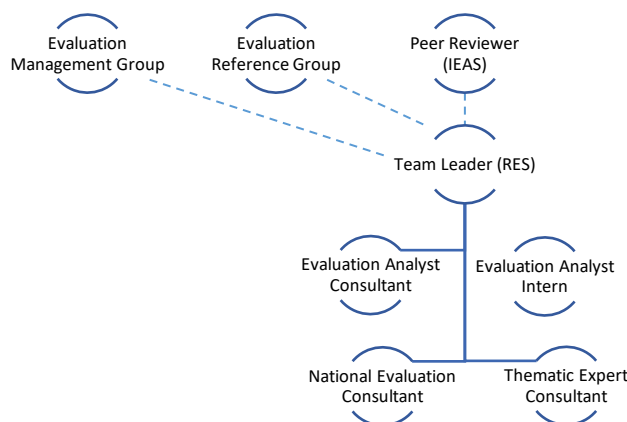
requested with them. The ERG also play a key role in the dissemination of the evaluation findings and recommendations and ensuring the use of the information by UN Women and key partners.

VIII. Management and quality assurance

All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the [UN Women Evaluation Policy](#) and [Handbook](#). The Evaluation Report will follow the standard outline as established in the [UN Women Country Portfolio Evaluation Guidance](#) and should also follow the [United Nations Editorial Manual](#). The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality (See Annex 1). All products are subject to quality review by the peer reviewer, the evaluation reference group, and the evaluation management group.

This evaluation will have the following structures (as seen in the figure below):

1. **Regional Evaluation Specialist** of the Independent Evaluation and Audit Service will manage the coordination and day-to-day management, and serve as the team leader, leading methodological approach, collection of data, analysis and writing; as Team Leader, the RES is also responsible for overseeing the work of the evaluation team members, managing the contracts and assuring quality of the work.
2. **Evaluation team:** evaluation team members will include an evaluation analyst responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation preparation; thematic expert/s to provide substantive feedback on a selected key thematic area of UN Women PNG; National evaluator to support the data collection in country and provide key contextual information; and potentially a UN Women staff from another CO in the region to provide insights from a CO perspective.
3. **Evaluation Management Group** for administrative support and accountability: Country Representative, Assigned Evaluation Focal Point, and the Regional Evaluation Specialist;
4. **Evaluation Reference Group** for substantive technical support: UN Women programme, National government partners, Civil Society representatives, Development partners/donors, UNCT representatives.
5. **Peer Review** for methodological guidance and feedback: 1-2 IEAS staff will be engaged as peer reviewers of the CPE.



VIII. Timeframe and key milestones

The evaluation will take place between March and October 2019, as the annual work planning will initiate in October. Evaluation dissemination and management response should be finalized in October 2019. The planning stage initiated in March through the drafting of the TOR and initiation of the recruitment of the key evaluation team members. The inception phase will kick-off in April with key analyses, scoping interviews and the ERG meeting (to take place in May) that will inform the final evaluation approach. Data collection will initiate in June with a visit to PNG and launch of the survey/s. Data analysis and report drafting will be completed in August. The preliminary findings presentation will take place in early August and the draft evaluation report will be submitted to the ERG by end August for review. The evaluation report will be finalized in September based on feedback received from ERG members and formatted according to corporate branding guidelines. An online learning session will be organized in October to disseminate findings, recommendations and the management response.

Evaluation Phase	March	April	May	June	July	Aug	Sept	Oct
Planning								
Inception			*					
Data Collection								
Analysis and Drafting								
Preliminary findings & Draft Report for ERG						*		
Final Report								
Dissemination & MR								

*indicates tentative timing of ERG meetings

XII. Ethical code of conduct

UN Women has developed a [UN Women Evaluation Consultants Agreement Form](#) for evaluators that must be signed as part of the contracting process, which is based on the [UNEG Ethical Guidelines and Code of Conduct](#). These documents will be annexed to the contract. All data collected by the team members must be submitted to the evaluation manager in Word, PowerPoint or Excel formats and is the property of UN Women. Proper storage of data is essential for ensuring confidentiality. The UNEG guidelines note the importance of ethical conduct for the following reasons:

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

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

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

Proper procedures for data collection with rights holders who may have been affected by violence must be adhered to as outlined in the [WHO Ethical and Safety Recommendations for research on violence against women](#). Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, [UN Women procedures](#) must be followed and confidentiality be maintained.

The [UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating.

Annex 1 UN Women GERAAS evaluation quality assessment checklist

- <http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf>

Annex 2 UN Women Evaluation Consultants Agreement Form

- [UN Women Evaluation Consultants Agreement Form](#)
- [UNEG Ethical Guidelines and Code of Conduct](#).

Annex 3 UNEG Norms and Standards for evaluation

- <http://www.unevaluation.org/document/download/2787>

Annex 4 UN Women Evaluation Handbook

- <https://genderevaluation.unwomen.org/en/evaluation-handbook>
- <https://genderevaluation.unwomen.org/en/evaluation-handbook/country-portfolio-evaluation-guidance>

Annex 5 Resources for data on gender equality and human rights

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