

ANNEX 2

TERMS OF REFERENCE (TOR)

Thematic Evaluation of Women's Economic Empowerment Programming undertaken by UN Women Nepal

UN Women Nepal is seeking an organization or a company to conduct a summative evaluation of its work on women's economic empowerment between January 2014 and June 2019 with respect to its new Country Strategic Note.

1. **Background**

Grounded in the vision of equality enshrined in the Charter of the United Nations, UN Women works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the centre of all its efforts, UN Women leads and coordinates United Nations System efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of National priorities and efforts, building effective partnerships with government, civil society and other relevant actors.

The work of UN Women is guided by its integrated mandates:

1. Normative work: to support national governments to contribute to setting international norms that advance gender equality and empowerment of women and to apply these norms in national legal and policy frameworks;
2. Operational work: to support national governments to implement their commitments to gender equality and empowerment of women in partnership with civil society; and
3. Coordination work: to facilitate coordinated efforts and accountability for gender equality across the UN system, and mobilizing and convening broader stakeholders and partners to strengthen efforts to achieve gender equality and social inclusion.

In Nepal, UN Women works in partnership with the Government of Nepal (GoN), UN system, civil society and development partners to advance equality and empowerment for Nepali women, who face multiple forms of discrimination and exclusion. The work of the Nepal Country Office (NCO) is guided by its Strategic Note (SN) and Annual Work Plan (AWP). This evaluation covers the SN 2014 to 2017 and the first 18 months of the SN 2018 to 2022.

1.1 Women's economic empowerment in Nepal

Nepal has set the goal of graduating from Least Developed Country (LDC) status and emerging as an inclusive, equitable, and prosperous middle-income country by 2030. This vision is enshrined in Nepal's

new Constitution (2015)¹ which envisages substantial changes to its system of governance through the devolution of powers to the provincial and local levels. The historic change has already brought more than 14,600 women into elected positions (33.5 per cent of federal members; 34.5 per cent of provincial members and 41 per cent in local government) and created provincial and local governments which share authority and responsibility for advancing gender equality.

In 2017, Nepal achieved a growth rate of 7.5 per cent despite a slowdown caused by the 2015 earthquake and trade disruptions at the southern border². However, poverty reduction and human development continue to be hindered by limited economic diversification and over-reliance on agriculture and remittances. In 2017, at the 61st session of the Commission on the Status of Women (CSW), the GoN reaffirmed its commitments to gender equality and women's empowerment and also recognized several persistent challenges to women's rights to participate in and benefit from inclusive economic growth, and to recognizing and valuing women's contribution to unpaid domestic care work.

The Concluding Observations of the Convention of Elimination of Discrimination Against Women (CEDAW) Committee in 2018 recognized several positive policy steps taken by the Government toward greater economic equality. For example, the Labour Act (2017) represents a key advancement towards ensuring equal opportunities for men and women, the reduction of the gender wage gap, and the elimination of discrimination at work. The Agriculture Development Strategy (2015) defines the achievement of gender equality in agriculture as an integral component. The Contribution-Based Social Security Act (2017) widened the scope of entitlements of social security to informal sectors and self-employment. Likewise, a number of government programmes are being implemented to improve access of poor and marginalised women to employment and credit to support women entrepreneurs through more available loans.³ CEDAW however emphasized the need to increase women's awareness of their entitlements under these acts and ensure adequate resourcing.

Persistent challenges still exist, however, to women's economic empowerment. Nepal ranks very high in terms of women's labour force participation,⁴ but without any implication on their economic empowerment and autonomy. The 2018 CEDAW Concluding Observations note concerns about horizontal and vertical segregation in the labour market. Considerably more men compared to women occupy managerial positions and are considered 'professionals' in their sector.⁵ Only 17 per cent of private firms include women in top management positions.⁶ Wage inequality between sexes for equal work

¹ Government of Nepal, National Planning Commission Secretariat (2015) Presentation *Nepal's Implementation of Istanbul Programme of Action for LDSs 2011-2020 : Initiatives, Achievements, Constraints and way forward*, delivered on 7-8 December, 2015, available at : <http://www.ipoareview.org/wp-content/uploads/2016/04/NEPAL.pdf>

² Executive Board of the International Monetary Fund (IMF) Article IV Consultation with Nepal, March 2017, available at: <https://www.imf.org/en/News/Articles/2017/03/27/PR17100-Nepal-IMF-Executive-Board-Concludes-2017-Article-IV-Consultation>

³ Government of Nepal (2018), Replies of Nepal to the List of Issues and questions in relation to the sixth periodic report of Nepal, at para 56.

⁴ Government of Nepal, Central Bureau of Statistics (2016) *Annual Household Survey 2014/15 (Major Findings)*, available at: <http://cbs.gov.np/image/data/2016/Annual%20Household%20Survey%20Report%202014-15.pdf>, male and female labour force participation is 86.3 per cent and 79.8 per cent respectively.

⁵ *ibid.* By the Nepal Standard Classification of Occupations, male managers are about three times more than female managers and the proportion of male who are in professional field are almost two times of female.

⁶ World Economic Forum (2016) *The Global Gender Gap Report 2016, Nepal Country Profile*, available at: http://www3.weforum.org/docs/GGGR16/WEF_Global_Gender_Gap_Report_2016.pdf.

remains high,⁷ and women's contribution to unpaid domestic and care work is yet to be recognised and valued in the national economy⁸ or substantially redistributed. A narrow asset base, lack of access to resources, limited decision-making power, and the burden of domestic work, leave women, especially those from excluded and vulnerable groups, more exposed to natural hazards and impacts of climate change. Poverty, limited employment opportunities and lack of skills for employment in rural settings are fuelling unsafe internal and external migration and trafficking.⁹ With large scale urbanisation, migration of female workers from villages to cities is an increasing trend. Women going through irregular or illegal channels of migration are mostly from marginalised and disadvantaged communities and indigenous groups.¹⁰ Lack of adequate information, skills training and institutional support adds to the vulnerability of women migrant workers, increasing their risk of being trafficked.¹¹ According to the National Human Rights Commission, an estimated total of 6,100 persons were subject to trafficking in FY 2015/16.¹² However, this figure is possibly subject to underreporting, with some estimates claiming higher numbers of real victims.

Young women, in particular, are underrepresented in the work force¹³ and women's mobility, especially during the formative adolescence and youth years, is restricted – exactly at the time when boys develop their political and leadership skills. Individuals considered of lower caste continue to be excluded from certain jobs and services, and Dalits earn considerably less than non-Dalits. Discriminatory treatment of persons with disabilities is widespread.¹⁴ While the Constitution provides rights to sexual and gender minority citizens, political advances have not yet been fully translated into implementation, and therefore lesbian, gay, bi-sexual, transgender and intersex (LGBTI) individuals continue to experience discrimination and violence in numerous aspects of their life.¹⁵ The root cause of the ongoing exclusion of women from exercising their full economic rights in Nepal is the structural discrimination emanating from socio-cultural traditions, norms, and practices developed over centuries, including patriarchy, the caste system and other causes of economic and political domination of certain communities over others.¹⁶ In addition to

⁷ Ibid. By the estimated earned income in the USD value at Purchasing Power Parity, women in Nepal earned 56 per cent of men's income. The values were calculated using the methodology of the United Nations Development Programme (UNDP)'s Human Development Report 2007/2008. Data used to calculate this indicator includes: world population by country, GDP PPP (current international \$), labour force participation rate, and mean nominal monthly earnings of employees by economic activity.

⁸ Statement by the Government of Nepal at the 61st session of the Commission of the Status of Women, 15 March 2017.

⁹ CEDAW Committee (2017) *Sixth Periodic Report of States parties due in 2015, Nepal*.

¹⁰ SAHAVAGI, DIDI BAHINI and Feminist Dalit Organisations with support from UN Women Nepal (2015) *Progress of Women in Nepal (1995-2015) Substantive Equality: Non-negotiable*, available at: http://un.org.np/sites/default/files/Progress%20of%20Women%20in%20Nepal%20-%20Low-res_1.pdf

¹¹ CEDAW Committee (2011) *Concluding Observations of the Committee on the Elimination of Discrimination against Women*, paragraphs 33-34; MDG Report 2013, p.33.

¹² National Human Rights Commission (2017) *Trafficking in Person, National Report 2015-16*, available at: http://nhrcnepal.org/nhrc_new/doc/newsletter/TIP_National_Report_2015_2016.pdf

¹³ British Council, Association of Youth Organisations Nepal (2011) *Youth Survey of Nepal*, available at: http://www.youthpolicy.org/national/Nepal_2011_Youth_Survey.pdf.

¹⁴ Ibid.

¹⁵ SAHAVAGI, DIDI BAHINI and Feminist Dalit Organisations with support from UN Women Nepal (2015) *Progress of Women in Nepal (1995-2015) Substantive Equality: Non-negotiable*, available at: http://un.org.np/sites/default/files/Progress%20of%20Women%20in%20Nepal%20-%20Low-res_1.pdf USAID, UNICEF, UNDP (2014) *Being LGBT in Asia: Nepal Country Report: A Participatory Review and Analysis of the Legal and Social Environment for Lesbian, Gay, Bisexual and Transgender (LGBT) Persons and Civil Society*, available at: https://www.usaid.gov/sites/default/files/documents/1861/Being_LGBT_in_Asia_Nepal_Country_Report.pdf

¹⁶ United Nations Country Team Nepal (2012) United Nations Development Assistance Framework for Nepal 2013 – 2017, available at: http://www.np.undp.org/content/dam/nepal/docs/legalframework/UNDP_NP_UNDAF%202013-2017.pdf.

gender, women face intersectional discrimination based on class, caste, geography, language, religion and sexual orientation to name some.

1.2 UN Women Nepal’s approach to Women’s Economic Empowerment

The overall goal of UN Women NCO is to achieve gender equality and social inclusion and empower women and girls in Nepal to realise their human rights. In line with the inclusive vision of the Constitution of Nepal and the Sustainable Development Goals (SDGs), the Theory of Change for the 2018 to 2022 Nepal country programme is as follows:

If gender discriminatory social norms and practices are reformed, if state institutions and political support for gender equality and social inclusion are strengthened, and if women and girls—especially those from vulnerable and excluded groups—are politically and economically empowered with greater resilience and freedom from discrimination and violence to influence decision-making processes at all levels, then, better enjoyment of human rights by all Nepali women and girls will be achieved because an enabling environment for inclusive governance, non-discrimination, economic autonomy, decent work and a violence-free society will have been created through profound changes in institutional capacities and practices, social norms, laws, policies and direct improvements in women’s economic and political influence.

Through the programme on **women’s economic empowerment (WEE)**, UN Women NCO seeks to promote income security, better jobs and economic independence of vulnerable women, taking into account the vulnerability of women and girls in the contexts of disaster risk and climatic changes. This will contribute to changes to ensure that vulnerable women’s groups in Nepal have income generation opportunities and are resilient to climate change and disasters that affect their livelihoods by 2022 (Outcome 2, SN 2018-22). The anticipated outputs include:

- 1) Planet 50:50 Nepal advanced by engaging men/boys, interfaith leaders, vulnerable groups and youth networks in addressing adverse social and economic norms, structural barriers, and gender-based discrimination;
- 2) Key line ministries and select local governments have increased technical capacity to develop and implement gender responsive macroeconomic policies (fiscal and budgetary) and sectoral policies (agriculture, energy, labour, industry and DRR) to advance the implementation of SDG 5 and 8; and
- 3) A substantive equality¹⁷ approach to women's economic empowerment tested and adopted in select target sectors (agriculture, energy) for income generation, improved climate resilient livelihoods and to address safe migration with vulnerable women’s groups.

In taking a substantive equality approach to WEE, UN Women NCO will address the complex nexus of economic, social and structural challenges and barriers that excluded and marginalized women face when entering, participating and contributing in the economy. **When taken together, NCO’s WEE initiatives are designed to be holistic in accounting for women’s unequal power, experiences, access to opportunities,**

¹⁷ Substantive equality refers to equality of opportunity, access and results (CEDAW). To achieve substantive equality requires a holistic and comprehensive approach which extends beyond enhancing the economic competency of women (by ensuring their access to skills, technologies, resources, capital, services, and information), to also addressing the social dimensions of their challenges, including in leadership and decision-making in both the private and public spheres. In taking this approach, the NCO seeks to promote women’s economic empowerment within the larger objective of substantive equality.

and decision making in the different dimensions of their lives, including in their families and communities, as well as in relation to the public policies and programmes which impact them directly and indirectly.

The WEE work for 2018 to 2022 (described above) builds on the results achieved and lessons learned from 2014 to 2017. The second outcome under the 2014-17 SN was: Policies to advance women’s economic empowerment and sustainable development are developed and implemented. Contributing toward that outcome were:

- 1) Select Government officials [Ministry of Agriculture Development, Forest and Soil Conservation, Labour & Employment, Federal Affairs and Local Development, Cooperatives and Poverty Alleviation, Women, Children and Social Welfare, Energy, Planning Commission] at the national and district level have capacity to integrate and monitor the inclusion of gender equality provisions in economic policies;
- 2) Networks of excluded women [returnee women migrant workers, HIV positive women and home-based workers] have skills and enterprise development assistance for sustainable livelihoods;
- 3) Networks of excluded women [from rural women farmers, conflict affected, trafficked survivors, returnee migrant workers, home base workers, HIV positive women] have increased capacity and opportunity to influence local and national decision-making processes for sustainable development;
- 4) Evidence base for policy advocacy on women’s economic empowerment and rights available.

In order to achieve the results outlined in its strategic plans, UN Women NCO has undertaken the following initiatives focused on WEE:

Programmes	Purpose / Goal	Objective / Outcomes	Location
Advancing Women’s Economic Empowerment (AWEE) 03/2015 – 03/2019 Budget: EUR 4 Million	To support the Government of Nepal in its efforts to develop and implement policies to advance women’s economic empowerment and sustainable development at the national and local levels.	1. Enhance the capacity of selected Government officials at the national and district level to integrate and monitor the inclusion of gender equality provisions in economic policies 2. Contribute to ensuring that networks of excluded women have the skills and enterprise development assistance for sustainable livelihoods 3. Increase the capacity and opportunity of networks of excluded women to influence local and national decision-making processes for sustainable development	Sunsari, Kavre, Makwanpur, Nawalparashi, Banke, Kailali
The Future We Want: Creating Sustainable Foundations for	Survivors of trafficking and returnee women migrant workers enjoy	1. Create an enabling environment in homes and communities to address	Sindhupalchowk Dhading

<p>Addressing Human Trafficking and Unsafe Migration of Women and Girls in Nepal (FWW)</p> <p>10/2016 – 10/2019</p> <p>Budget: USD 1 million</p>	<p>fundamental freedoms and economic and personal security in Dhading and Sindhupalchowk districts</p>	<p>structural barriers, gender-based discrimination and stereotypical intergenerational socialization patterns in project districts</p> <p>2. Enhance capacity of women migrant workers and survivors of trafficking to become independent economic actors in select project districts</p> <p>3. Enhance coherence/synergy between institutions and policies on the issues of national gender equality commitments particularly in the areas of foreign employment and human trafficking</p>	
<p>Joint Programme on Accelerating Progress Toward Economic Empowerment of Rural Women in Nepal (JP RWEE)</p> <p>Joint with FAO, IFAD and WFP</p> <p>10/2012 – 09/2019 (Note: the implementation in Nepal started in 2015)</p> <p>Budget: USD 938,730 (for UN Women)</p>	<p>To secure rural women’s livelihoods and rights in the context of sustainable development and the SDGs.</p>	<p>UN Women contributes to the following outcomes of the programme:</p> <p>Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes</p> <p>Outcome 4: More gender responsive policy environment is secured for the economic empowerment of rural women</p>	<p>Sindhuli, Sarlahi, Rautahat</p>
<p>Empowering Adolescent Girls and Young Women through the Provision of Comprehensive Sexuality Education and a Safe Learning Environment in Nepal</p> <p>Joint with UNFPA and UNESCO</p>	<p>To increase learning opportunities for adolescent girls and women through an integrated approach to education, gender and health.</p>	<p>UN Women’s contribution is to:</p> <p>Outcome 3: Increased access for vulnerable, out-of-school adolescent girls and young women to comprehensive sexuality, gender-based violence, including violence against women and girls and reproductive health information, services, life skills</p>	<p>Achham, Bajura, Rautahat, Sarlahi Sunsari</p>

<p>01/2017 – 12/2019</p> <p>Budget: USD 540,000 (for UN Women)</p>		<p>and other relevant programmes.</p> <p>Output 3.2: Vocational skills training provided and advantages to enter and remain in the labour market created, with a specific focus on the most vulnerable adolescent girls and young women.</p>	
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Linked to these programmes, NCO has also used its normative mandate and coordination role to further commitments and action on women’s economic empowerment.

As with other thematic areas, WEE is supported by many units in the Country Office. The WEE Unit leads the work under guidance of the Country Representative and Deputy Country Representative. The Operations, Strategic Partnership and Governance Unit also have specific roles in supporting WEE programming.

Key partners and stakeholders in the work to strengthen women’s economic empowerment include:

- The GoN, in particular Ministry of Women, Children and Senior Citizens (MoWCSC), the Ministry of Labour, Employment and Social Security (MoLESS), Ministry of Federal Affairs and Local Development, National Planning Commission and National Women Commission.
- UN agencies, in particular partners in the joint programmes (FAO, IFAD, IOM, UNFPA, UNESCO and WFP), International Labour Organization, International Organization for Migration, the UN Country Team’s Migration Task Force,
- Partners implementing WEE programmes, including SAARC Business Association for Home-based Workers Nepal (SABAH Nepal), Pourakhi Nepal, Vocational Skills and Development Training Center Nepal, Training Center Nepal, Equal Access International, F-Skill Nepal, Forum for Women, Law and Development and Media Advocacy Group.
- Development partners and donors including the Embassy of Finland, Multi-Partner Trust Fund for Accelerating Progress towards the Economic Empowerment of Rural Women, and Zonta International as funding partners, and other key stakeholders such as Swiss Agency for Development and Cooperation and the Department for International Development of the UK Government.
- Women’s organizations and relevant other civil society organizations including the UN Women Civil Society Advisory Group

2. Purpose, scope and objectives of the evaluation

The main purpose of this thematic evaluation is to contribute to enhancing UN Women Nepal’s approach to women’s economic empowerment and strengthening implementation of the 2018 - 2022 Strategic Note. The evaluation will generate knowledge and organizational learning on what works and doesn’t to advance gender equality through women’s economic empowerment and leadership. Thus, the findings

will be used for strategic revisions and programmatic decisions. The evaluation will also support accountability to donors and partners for implementation and results of specific WEE projects.¹⁸

The main users of the evaluation are donors of UN Women's WEE programming, UN Women staff in Nepal, other country offices, partners and stakeholders involved in promoting women's economic empowerment.

This thematic evaluation follows on, and will be informed by, a 2014 corporate evaluation of UN Women's contribution to women's economic empowerment¹⁹, which recognizes WEE as a part of the core work of UN Women that still remains less developed and conceptualized thematic area. The evaluation also concluded that one of UN Women's most significant contributions on WEE was 'harnessing and disseminating knowledge and information related to WEE.' One of the recommended actions that followed was that Country Offices (COs) design processes to generate evidence for specific normative and policy work on WEE, including through evaluations. This expectation for UN Women to act as a hub of knowledge on GEWE and to deepen support for its partners to develop capacity to analyse critical challenges and catalyse more effective progress was reinforced by the mid-term evaluation of NCO's SN 2014-2017.

The evaluation also found that some of UN Women's work on income generation and micro-credit has had limited effectiveness in supporting more holistic empowerment. The agency can make the most effective contribution when it identifies and addresses structural barriers and bottlenecks to women's realization of their economic and social rights. NCO's 'substantive equality approach' to WEE and focus on discriminatory social norms responds to this finding. Similarly, the global evaluation suggested stronger linkages between WEE and other issues, including climate change adaptation. NCO has been trying to address this through the RWEE JP that aims to contribute to climate resilient agricultural livelihoods.

This evaluation is an opportunity to assess the effectiveness of NCO's approach and draw lessons from the evidence base that can inform future steps to advance women's economic empowerment under the 2018-22 strategic plan. It is particularly timely as two WEE programmes are coming to completion and others are in the design or inception stage. The evaluation will also generate knowledge and lessons for other UN Women country offices.

Given UN Women's interest in continuing to strengthen and develop its approach to WEE and advancing gender equality in Nepal as the central focus, a primarily formative focus of the evaluation is being proposed. Formative evaluations are usually conducted during the development of a programme or during operation. They provide feedback for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. "Formative evaluations assess and assist with the formulation of goals and priorities, provide direction for planning and assessing alternative courses for action and draft plans, and guide programme management by assessing implementation of plans and

¹⁸ In particular, the two case studies to be included in this evaluation will serve as end of programme evaluations for AWEE and FWW.

¹⁹ UN Women (2015) An Empowered Future: Corporate evaluation of UN Women's contribution to women's economic empowerment. Available at: <http://www.unwomen.org/en/digital-library/publications/2014/12/evaluation-of-un-women-s-contribution-to-women-s-economic-empowerment>

interim results.”²⁰ Nevertheless, given that two key projects are coming to an end a summative focus will also be included in order to assess the contributions towards outcomes and lessons learned for future programming.

This formative evaluation will analyze the planning and implementation of WEE programmes, initiatives, results and assess progress towards UN Women’s strategic goal for WEE from **the time period 2014 to mid-year 2019**. It will take into consideration the approach to WEE identified in the NCO Strategic Note for 2018-2022 and ongoing initiatives by UN Women with the aim of providing strategic input to the process. The scope of the evaluation will cover all WEE programming by UN Women Nepal across all three mandates (normative, operational and coordination). In an effort to identify and assess WEE linkages with other thematic areas of work and provide input to strengthen synergies across initiatives, the evaluation will include a review of all programmes/initiatives with explicit cross-cutting linkages to WEE within its scope.

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women’s rights and gender equality principles, these dimensions will have a special attention in this evaluation.

The overall goal of the thematic evaluation is to assess the effectiveness and sustainability of UN Women Nepal’s WEE programmes. To achieve this goal, the formative evaluation will focus on the following specific objectives:

1. Assess the **relevance** of UN Women Nepal’s WEE approach to advancing gender equality in Nepal in the context of federalism and the 2015 Constitution;
2. Assess **effectiveness and organizational efficiency** in progress towards the achievement of results defined in the 2014-2017 and 2018-22 strategic plans;
3. Analyze how **human rights approach and gender equality principles** are integrated in WEE area of work.
4. **Identify and validate lessons learned, good practice examples and innovations** of work supported by UN Women Nepal;
5. Provide **actionable recommendations** with respect to UN Women’s WEE strategies and approaches.

Key evaluation questions

To assess the effectiveness and sustainability of UN Women Nepal’s WEE programmes, the evaluation team will seek to primarily answer “to **what extent do the WEE activities undertaken by UN Women Nepal address the underlying causes of inequality and discrimination?**” The answer to this broad question is to be synthesized from answers to following questions corresponding to the specific evaluation objectives:

²⁰ Stufflebeam, D.L and Shinkfield, A.J (2007) Evaluation Theory, Models, and Applications. John Wiley & Sons. P 25.

Specific evaluation questions	Detailed Breakdown of Questions	Remarks
1. How relevant has UN Women Nepal's WEE approach been in advancing gender equality in Nepal in the context of federalism and the 2015 Constitution?	To what extent does UN Women's work on WEE address the challenges and opportunities of the transition to a federal system of governance in Nepal and how can this be further enhanced?	
	To what extent the work on WEE addresses development and policy priorities of the Government of Nepal focusing on the needs of Nepali women and girls, at individual and collective level, especially of those sub-groups who are from marginalized and vulnerable groups?	
2. How effective UN Women contributions have been in progress towards achievement of results defined in country strategic notes of 2014-17 and 2018-22?	What is the progress towards intended results (normative, operational and coordination) and how has UN Women contributed to these? Elaborate based on case studies programmes of AWEE and FWW project.	<i>WEE programme's effectiveness</i>
	What has been the contribution of WEE programme to facilitate enabling macro-economic and sectoral policy environment in Nepal that prioritizes women's economic empowerment?	
	What are enabling and limiting factors that affected the achievement of results and what actions need to be taken to overcome any barriers that limit progress?	
3. How the organizational efficiency contributed in progress towards the achievement of results defined in 2014-17 and 2018-22 strategic plans.	How have operational mechanisms (procedures, management arrangements, etc.) affected implementation and results of WEE programming and what changes could make UN Women Nepal's approach to WEE more efficient and effective?	<i>Organizational Efficiency</i>
	How can the programme monitoring and evaluation systems strengthen the efficiency and effectiveness of the programme implementation?	
	Were the resource for economic empowerment programme managed in transparent and accountable manner which promotes equitable and sustainable development?	
4. To what extent has UN Women's approach integrated gender equality and human rights in the design and implementation of programmes?	Were there any constraints (e.g., political, practical, bureaucratic, etc.) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?	<i>Human rights and gender equality</i>
	To what extent has the programme engaged key beneficiaries, especially those representing marginalized community and belonging to vulnerable group, in planning and monitoring of the intervention.	
5. What are the key lessons learnt by the WEE programme	What are the perceived and real barriers or enablers? What good practices are worth highlighting? What innovative approaches worked?	

that worked or did not work?		
6. What are the recommendations to UN Women on enhancing WEE strategies and approaches?	What further actions can UN Women take to women's economic empowerment?	

Methodology

The evaluation will be a transparent and participatory process involving all relevant UN Women stakeholders. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy²¹ and adhere to the United Nations Evaluation Group norms and standards²² as well as the Ethical Guidelines for evaluations in the UN system²³. Once finalized, the evaluation report will be quality-assessed based on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS). GERAAS standards and GERAAS rating matrix are available at <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

A theory-based design and utilization focus is the suggested approach, which will be discussed with the evaluation team during the inception phase. The evaluation methodology will employ qualitative data collection methods and use innovative approaches as needed to capture results and **ensure that the perspectives of the most excluded groups of women are represented** in the evaluation. An important component of this evaluation will be the assessment of UN Women's results logic and approach for enhancing women's economic empowerment. The theory of change based on UN Women Nepal Strategic Note 2018-2022, and how this built on learning from 2014-17, will be used to assess whether UN Women's approach to WEE is on the right track and whether the proposed interventions have the potential to contribute to the proposed outcomes in suggested time-frame. The analysis of the application of human rights and gender equality principles in WEE interventions will be an integral part of the final evaluation report.

A comprehensive and detailed methodology will be set out in the Inception Report (see deliverables) however the evaluation will, at least, **use and triangulate the following data sources** to ensure validity and reliability:

- Review of key documents: Strategic Notes / Annual work plans; NCO Annual Reports; donor reports for specific programmes and initiatives; Mid-term Evaluation and any other relevant evaluations; knowledge and communication products from programmes or from the CO in relation to WEE, etc.

²¹ Available at <http://www.unwomen.org/en/digital-library/publications/2012/10/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women>

²² Available at <http://www.unevaluation.org/document/detail/1914>

²³ Available at <http://www.unevaluation.org/document/detail/102>

- Interviews and focus group discussions with a purposive sample of UN Women staff, UN system partners, GoN partners, civil society partners, development partners, private sector partners and gender equality activists.
- Interview focus group discussions or other methods to gather perspectives of women participating in UN Women Nepal activities, in particular those who are considered to be most excluded
- Two case studies of programmes (AWEE and FWW) that are ending in 2019.²⁴ (Note: The AWEE and FWW's information is available in section 1.2 (page 5-6).

Evaluation Process

The evaluation has the following five phases:²⁵

- 1) **Preparation:** gathering and analyzing project 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 NCO, project / portfolio review, stakeholder mapping, inception meetings with the Evaluation Management Group and Reference Group, review of the results logic and theory of change for WEE, finalization of evaluation methodology and inception report
- 3) **Data collection and analysis:** in-depth review of relevant documents, online and/or in-person interviews, focus groups, and field visits for case studies
- 4) **Analysis and synthesis stage:** analysis of information and 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 website, and production of other knowledge products, learning events and/or an evaluation brief as relevant.

3. Ethical Conduct

The evaluation shall be conducted in accordance with the principles outlined in both UNEG Norms and Standards for Evaluation in the UN System and the UNEG 'Ethical Guidelines for Evaluation'. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation. The UNEG Ethical Guidelines can be found here. The UNEG Code of Conduct for Evaluation in the UN system can be found here. The UN Women Code of Conduct for Evaluators should also be signed.

4. Evaluation management

UN Women NCO will be responsible for overall management of the thematic evaluation with the Monitoring and Evaluation Officer (M&E Officer) who is responsible for the day-to-day management of the evaluation, supported by technical inputs from Unit Manager of Economic Empowerment (EE) Unit and relevant unit staff. The EE Unit will facilitate contact between the evaluators and partners and service

²⁴ These case studies will serve as an end-of-programme/ project evaluation for the AWEE Programme and FWW Project focusing programme/project specific results.

²⁵ Phases 1 and 5 are the responsibility of UN Women Nepal

providers in the field. During the evaluation process, the NCO will consult with UN Women Regional Evaluation Specialist, as part of the quality assurance process.

NCO will hire an **external and independent evaluation organization or company** to conduct the evaluation. The evaluation organization / company will have a combination of the requisite experience in evaluation and technical expertise in the thematic area (see required expertise in Annex II below).

The evaluation will be managed by an **Evaluation Management Group (EMG)** comprised of UN Women Nepal Representative, Deputy Representative, Economic Empowerment Unit Manager, WEE Program Officers and M&E Officer, supported by the Regional Evaluation Specialist (RES). As well as overall management of the process, this group will provide technical feedback and support essential decision-making throughout the evaluation. The Evaluation Management Group, with the support of the RES, will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents (Please refer to the link: <http://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation> and UNEG Norms and Ethical Guideline of Evaluation). The **M&E Officer** will provide day-to-day oversight (be the NCO Task Manager) and the **EE Unit of NCO** will support coordination and liaison with concerned partners and stakeholders as needed.

A **Reference Group** will be established and chaired by UN Women to help 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 Reference Group will include representation of the donors and key stakeholders (Embassy of Finland, MoWCSC, MoLESS, UN partners, UN Women personnel and select programme partners) and will provide input at key stages of the evaluation including the inception report, draft and final reports.

5. **Evaluation team**

The core evaluation team will be composed of at least three evaluation team members with extensive experience in evaluation and in the thematic area of women's economic empowerment. The team shall include (1) an experienced international evaluation team leader, (2) a national feminist economist or senior national expert on women's economic empowerment and (3) a national evaluation research assistant. Applying companies/organizations can propose other personnel including any additional required technical expert(s) or research assistant(s) and field enumerators. All team members must sign the "Evaluation consultants agreement form," based on the United National Evaluation Guideline (UNEG) Code of Conduct and Ethical Guidelines for Evaluation in the UN system (see Annex I). Detailed profiles of key team members are provided in Annex II.

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 evaluations
- 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 economic empowerment

- Country level programming expertise in gender equality and women’s empowerment especially women’s economic empowerment; experience/knowledge of women’s movements
- Expertise in gender equality and women’s empowerment, gender mainstreaming, gender analysis, and the related UN mandate
- 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 English and Nepali (as a team)
- The proposed team must be at least 50% women. UN Women is committed to achieving workforce diversity in terms of gender, nationality and culture. Applying companies / organizations are highly encouraged to propose human resources accordingly.

6. Evaluation timeframe and expected deliverables

The timeframe of the thematic evaluation is from April to August 2019. The final timeframe and expected products will be discussed with the evaluation team and refined in the inception report, but the final date of this assignment must be on or before 31 August 2019. UN Women Nepal 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 Evaluation Management Group and as set forth in UN Women’s [Evaluation Handbook Tool 14 GERAAS](#). All data collected and documents produced during the course of this evaluation will remain the property and copyright of UN Women.

Activity	Product to be delivered by Evaluation Team	General Timeframe (tentative)
Inception phase of evaluation		April 2019
Inception report (including presentation and two rounds of revision)	<p>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 detailed approach for two case studies. The report will include an evaluation matrix and detailed work plan.</p> <p>A first draft report will be shared and presented to the EMG and, based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with the Reference Group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.</p>	End April 2019

Data collection phase of evaluation		May to June 2019
Analysis and reporting phase		July to August 2019
Case Study #1 (AWEE) (including two rounds of revisions)	The findings from the case studies will be summarized in a report format. The format of the case study report will be defined in the inception report. The case study reports will be shared with the EMG and revised based on comments received. The revised case studies will then be shared with relevant members of the Reference Group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final case study reports.	July 2019
Case Study #2 (FWW) (including two round of revisions)		July 2019
Draft Report (including three sets of revisions prior to final report)	A first draft report will be shared with the EMG for initial feedback. The second draft report will incorporate EMG feedback and will be shared with the Reference Group for identification of factual errors, errors of omission and/or misinterpretations of information during the validation presentation of findings. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed.	July 2019
Validation (Presentation) of findings	A PowerPoint presentation detailing the emerging findings of the evaluation and ideas on the way forward will be shared with the Reference Group for feedback and validation. The evaluation team will incorporate the feedback received into the draft report.	July 2019
Final report	The final report will include a concise Executive Summary and annexes detailing the methodology and any analytical products developed during the evaluation. The structure of the report will be defined in the inception report.	August 2019
Evaluation Brief	A dissemination product with relevant infographics as per UN Women’s corporate template extracting the key findings, conclusions, lessons learned and recommendations of the evaluation report in a user-friendly format.	August 2019

Annex I: Outline of inception and evaluation report.

Outline of inception report

- I. Introduction
 - Background and context
 - Purpose, objectives and scope of the evaluation
 - Theory of change or programme theory
- II. Methodology
 - Evaluation criteria and elaboration of key questions
 - Indicators for measuring results (should be based on programme indicators)
 - Evaluation design (method of data collection and analysis)
 - Limitations to the evaluation
- III. Evaluation matrix
 - Summarizes the key aspects of the evaluation exercise by specifying what will be evaluated and how
- IV. Work plan
- V. Responsibilities, logistics and support
- VI. Annexes
 - Documents reviewed
 - Stakeholder analysis matrix
 - Draft data collection instruments (questionnaires and interview guides, lists of evaluation team members and contact details).
 - Terms of reference
 - Evaluation management and reference group members names

Outline of evaluation report

- I) Title and opening pages
- II) Executive summary
- III) Background and purpose of the evaluation
- IV) Programme/object of evaluation description and context
- V) Evaluation objectives and scope
- VI) Evaluation methodology and limitations
- VII) Findings
- VIII) Conclusions
- IX) Recommendations
- X) Lessons learned
- XI) Annexes:
 - Terms of reference
 - Documents consulted
 - Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals)
 - Analytical results and methodology related documentation, such as evaluation matrix
 - Triangulation matrix -to show the triangulation of information
 - List of findings and recommendations