

## Terms of Reference

### UN Women Country Portfolio Evaluation Viet Nam

#### I. Evaluation Purpose and Use

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 Evaluation<sup>1</sup> and Ethical Guidelines.<sup>2</sup> Evaluation in UN Women is 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 principles for gender-responsive evaluation at UN Women include fair power relations and empowerment; participation and inclusion; independence and impartiality; intentionality and use of evaluation. 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.

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. The Independent Evaluation and Audit Service (IEAS) is primarily conducting this CPE to assess the contributions of UN Women in advancing gender equality and women's empowerment in Viet Nam over the course of its Strategic Note 2017-2021, to support enhanced accountability for development effectiveness and learning from experience. A secondary purpose is to identify UN Women's comparative advantage in Viet Nam and support decision-making for the office strategy moving forward. The evaluation also seeks to provide information useful to the evaluation of the UN system One Strategic Plan and insights on the strategic direction for UN Women Viet Nam within the context of the repositioning of the UN development system, as adopted by the General Assembly resolution 72/279 on 31 May 2018.<sup>3</sup>

The primary intended users of this evaluation are the country office personnel 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. UN RC/RCO in Viet Nam would also benefit from understanding the value added and contribution of UN Women to achieving the One Strategic Plan 2017-2021 as part of the planning process for the new

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<sup>1</sup> UNEG, "Norms and Standards for evaluation", 2016, available online at: <http://www.unevaluation.org/document/detail/1914>.

<sup>2</sup> UNEG, "Ethical guidelines", 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

<sup>3</sup> 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>

UNSDF 2022-2026 in Viet Nam. Given the ongoing COVID-19 pandemic, this evaluation will take steps to capture how UN Women is responding and analyse how UN Women can best support efforts in the country moving forward.

Primary intended uses of this evaluation are:

- a. Input to decision-making regarding the current and future programme of work of the office.
- b. Accountability for the development effectiveness of UN Women's contribution to gender equality and women's empowerment.
- c. Learning and capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

The IEAS is piloting the integration of an audit perspective to complement the evaluation by supporting programme portfolio review and thus below the Audit purpose, use and objectives are explained.

## **II. Audit Purpose and Use**

The Internal Audit Service (IAS) provides the Executive Director with independent and objective assurance and advisory services designed to add value and improve the effectiveness and efficiency of UN-Women's work. IAS's primary objective is to assess whether UN-Women's governance, risk management and internal controls are adequate, effective and functioning as intended to meet the Entity's strategic and organizational objectives. IAS is operationally independent of UN-Women management and exercises freedom in determining the scope of its audits in accordance with applicable international and generally accepted standards. All assurance audit reports are publicly disclosed in accordance with Executive Board decision 2012/10 and are available on the UN-Women audit disclosure website: <http://audit-public-disclosure.unwomen.org>. The results of the audit reports are used by management to enhance effectiveness of the governance, risk management and controls as well as by IAS to provide an overall audit opinion in its Annual Reports to the Executive Board.

Comprehensive audit of the Viet Nam Country Office aims to assess the adequacy and effectiveness of the governance arrangements, risk management practices and control processes relating to the areas of programmes and project management, organizational structure and the office's capacity, and processes in operations.

## **III. Objectives**

The evaluation has the following objectives:

1. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and the empowerment of women results.
2. Assess the relevance and coherence of UN Women programme vis-a-vis the UN system, the added value of UN Women, and identify contributions to the One Strategic Plan (2017-2021) outcomes.
3. Analyse how a human rights approach and gender equality principles are integrated in the design and implementation of UN Women's work in Viet Nam and contribute to sustainability of efforts.
4. Provide actionable recommendations to support UN Women strategic positioning moving forward.

**Audit objective:**

To assess the effectiveness of governance, risk management and related internal controls and other management actions related to project management and operations, existing capacity and organizational structure to achieve its mandate and country priorities.

This evaluation and audit exercise will answer the key questions below, with sub-questions to be refined during the inception phase after consultation with the Management and Reference groups. The evaluation will apply OECD/DAC evaluation criteria (relevance, effectiveness, efficiency, coherence and sustainability) and a Human Rights and Gender Equality criterion:

1. How has UN Women's contributions advanced gender equality and the empowerment of women in Viet Nam, including through the UN-Government One Strategic Plan? [effectiveness]
2. Is UN Women's thematic focus and strategy for implementation the most relevant for advancing gender equality and the empowerment of women in Viet Nam considering its added value vis-à-vis other actors? [relevance and coherence]
3. Has the portfolio been designed and implemented according to human rights and development effectiveness principles (ensuring national ownership and sustainability of programming efforts)? [human rights and gender equality, and sustainability]
4. Does UN Women Viet Nam have appropriate governance, capacity and capability to ensure good use of resources to deliver results? [organisational governance]
5. Does UN Women Viet Nam timely identify key risks and opportunities in its project management and operations, have effective controls and proactively mitigate those risks [organizational effectiveness and efficiency]?

**IV. Context for gender equality and the empowerment of women in Viet Nam**

Viet Nam has achieved impressive socio-economic growth and significant poverty reduction in the nearly 45 years since the end of the war, transitioning to Lower Middle-income Country (LMIC) in 2010<sup>4</sup>.

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<sup>4</sup> [https://asiapacific.unwomen.org/en/countries/Viet\\_Nam](https://asiapacific.unwomen.org/en/countries/Viet_Nam)

With this increased growth, Viet Nam is integrating into the global stage and increasingly moving away from cross-country relationships of ODA to one of trade. While the economic growth rate has been continuously strong in recent years, currently at 7.31%<sup>5</sup>, the UN Common Country Assessment (CCA) revealed widening inequalities and emerging vulnerabilities that hinder inclusive and sustainable growth. Ethnic minority women and girls, women in mountainous, remote and rural areas, the elderly, orphans, migrants and workers in the informal sector, women with disabilities and PLWHA are among the most vulnerable groups and at a disproportionately higher risk of absolute income poverty<sup>6</sup>. Viet Nam has been losing momentum globally to achieve gender equality, ranking 87<sup>th</sup> out of 149 countries in the 2020 Global Gender Gap Index compared to 65<sup>th</sup> out of 144 countries in 2016<sup>7</sup>.

One of the most pressing social issues in Viet Nam is the high prevalence and normalization of violence against women and girls (VAWG). In Viet Nam, 58% of ever-married women experienced some form of domestic violence in their lifetime by their intimate partner<sup>8</sup>. VAWG in schools, workplace and public spaces is also a serious problem, and deeply rooted gender norms have led to a high sex ratio at birth imbalance. The government has made significant progress in formally enshrining GE principles into the Constitution and passing the Law on Gender Equality (2006), the Law on Prevention and Control of Domestic Violence (2007) and is developing an updated National Strategy on Gender Equality (2021-2030). However, a lack of local level capacity for enforcement coupled with entrenched social attitudes and behaviors mean that the translation of formal policies into successful on-the-ground implementation remains limited.

Female labor force participation in Viet Nam is one of the highest in the region at 79%<sup>9</sup>, yet women earn on average only 75% of men's wages<sup>10</sup> and are disproportionately concentrated in the informal sector (2/3 are women), subsistence agriculture, and other forms of vulnerable employment (69% in 2013). Labour migration has been on the rise in recent years, and in 2017 women represented over 50% of those going through formal channels<sup>11</sup>. Though women's contributions to the domestic economy are obvious through remittances, women migrant workers face multiple and intersecting forms of discrimination, including violence, exploitation and trafficking.

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<sup>5</sup> UN Women Viet Nam CO, AWP Cover Note (2020)

<sup>6</sup> Unleashing the Potential of Partnerships and Reinforcing Joint Ownership of UN Assistance to Viet Nam: Background paper to the 2017-2021 One UN Plan on UN's Role and Modalities for Cooperation, UN in Viet Nam, 2016.

<sup>7</sup> Global Gender Gap Index 2020, available online: [http://www3.weforum.org/docs/WEF\\_GGGR\\_2020.pdf](http://www3.weforum.org/docs/WEF_GGGR_2020.pdf)

<sup>8</sup> <https://www.unfpa.org/news/new-study-shows-high-prevalence-domestic-violence-viet-nam>;

<https://www.dovepress.com/domestic-violence-and-its-association-with-pre-term-or-low-birthweight-peer-reviewed-fulltext-article-IJWH>

<sup>9</sup> <https://www.economist.com/asia/2019/06/08/Viet-Nam-has-one-of-the-highest-shares-of-women-in-work-in-the-world>

<sup>10</sup> [https://asiapacific.unwomen.org/en/countries/Viet\\_Nam](https://asiapacific.unwomen.org/en/countries/Viet_Nam): ILO Report, Global Wage Report 2012/13: Wages and Equitable Growth, International Labour Office, Geneva, 2013

<sup>11</sup> ONE UN Report, Internal Migration opportunities and challenges for socio-economic development in Viet Nam, Hanoi 2010.

Viet Nam took swift action in response to the COVID-19 outbreak, which has largely prevented a mass National outbreak. To date the total COVID-19 cases remain under 200 with no fatalities. On 1<sup>st</sup> of February the Viet Nam government suspended flights to and from China, it closed schools and imposed a quarantine in one of the areas that had migrant workers from Wuhan. More recently, the government imposed a mandatory 14-day quarantine in a government run facility for all persons arriving from abroad and is cancelling several flights leading to a virtual closure of borders. Viet Nam is in a much better position than other countries around the world having instituted effective containment measures, but it's health system would likely not be able to handle a large outbreak given the low ratio of doctors to population (8 doctors to every 10,000 population).<sup>12</sup> We know the spread of the virus and situations rapidly change and the effects of the global economic downturn will be felt around the world

## V. Description of programme

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 conflict<sup>13</sup>; 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 supporting the strengthening of normative frameworks for gender equality and women's empowerment; supporting Member States, at their request, in implementing commitments to the empowerment of women and girls through operational activities at the national level; and leading, coordinating and promoting the accountability of the UN system in its work on gender equality and women's empowerment, including regular monitoring of system-wide progress, fostering UN-wide partnerships to respond to Member States' requests for support 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

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<sup>12</sup> World Economic Forum, Viet Nam shows how you can contain COVID-19 with limited resources, Sean Fleming, 20<sup>th</sup> March 2020; accessible at: <https://www.weforum.org/agenda/2020/03/vietnam-contain-covid-19-limited-resources/>

<sup>13</sup> 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).

beginning of a “new era”.<sup>14</sup> 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 been mobilizing to respond to this resolution through its change management process and provides regular updates to the Executive Board.<sup>15</sup>

### Viet Nam Country Office

UN Women Country Office was established in Viet Nam in 2012. The Strategic Note (SN) is the main planning tool for advancing GEEW through UN Women’s support to normative, coordination and operational work and is designed to align with UN Women’s Global Strategic Plan, in addition to UN country-level outcomes and national development and GEEW priorities.

There are several key events during 2020 of relevance to the advancement of gender equality in Viet Nam. Firstly, in context of the twentieth anniversary of UN Security Council Resolution 1325 on women, peace, and security a global event focused on the role of women in peace building is expected to take place at the end of August in Viet Nam. Secondly, the Ministry of Labor, Invalids and Social Affairs (MOLISA) in partnership with UN Women Viet Nam and the Australian Embassy are working to review the implementation of the National Strategy on Gender Equality for the 2011-2020 period and develop the new Strategy for the 2021-2030 to be submitted by October to the Office of Government.<sup>16</sup> In 2020 the government is preparing for changes in political leadership within the party and the government which might also stall UN Women’s contributions to normative and policy work. Additionally, the Government of Viet Nam will be hosting a Generation Equality satellite event by the end of the year to commemorate 20<sup>th</sup> anniversary of the Beijing Platform for Action.

VCO is midway through its 2017-2021 SN cycle and has maintained a focus on **2 primary Outcome Areas: Outcome 4. All women and girls live a life free from all forms of violence and discrimination (EVAW)**, and **Outcome 3. Women have income security, decent work and economic autonomy (WEE)** with a focus on Disaster Risk Reduction (DRR).

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<sup>14</sup> 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/GA/12020>, 31 May 2018, <https://www.un.org/press/en/2018/ga12020.doc.htm>

<sup>15</sup> 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>

<sup>16</sup> Phu nu Viet Nam, “Xây dựng Chiến lược quốc gia về bình đẳng giới giai đoạn 2021 – 2030”, 6 December 2019 <https://phunuVietNam.vn/xay-dung-chien-luoc-quoc-gia-ve-binh-dang-gioi-giai-doan-2021-2030-2019120612330445.htm>

VCO is based in Hanoi and currently has 17 staff: 1 Head of Office, 11 programme staff and 1 communications officer, supported by 4 operations staff, 6 of whom are on fixed term appointments and 11 of whom are on service contracts.

VCO's budget for 2017 -2020 is US \$10,074,301. The total budget almost doubled from US \$1.7 million in 2017 to US \$3.2 in 2020. Core and Institutional Budget remained constant over the period while non-core tripled between 2017 and 2020 (see Table 2).

Table 2: VCO Financial Resources 2017-2020

VCO DRF+OEEF Budget (Source RMS as of 29 February 2020)				
	2017	2018	2019	2020
<b>TOTAL</b>	<b>\$1,708,380</b>	<b>\$2,289,674</b>	<b>\$2,836,074</b>	<b>\$3,240,173</b>
Core	\$504,000	\$546,352	\$499,167	\$540,000
IB	\$467,875	\$401,664	\$423,067	\$423,067
XB	\$1,587	\$56,413	\$41,010	-
<b>Non Core</b>	<b>\$734,918</b>	<b>\$1,285,245</b>	<b>\$1,872,831</b>	<b>\$2,277,106</b>

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

Table 3. Stakeholder mapping

Stakeholder Role	Specific Group	Main Contributions
Target groups of rights holders	<ul style="list-style-type: none"> <li>Ethnic Minority Women</li> <li>Rural Women linked to climate resilient livelihoods and disaster risk reduction projects.</li> <li>Women's Entrepreneurs</li> <li>Community women and men in Danang and Ho Chi Minh</li> <li>Youth participating in EAW prevention and Social Norm Change activities</li> <li>LGBTIQ community linked to HIV prevention and transgender rights activities.</li> </ul>	Direct beneficiaries and programme/project participants Implementation partners
Principle and primary duty bearers who	<ul style="list-style-type: none"> <li>Gender Equality Department/Ministry of Labour, Invalids and Social Affairs (MOLISA)</li> <li>Viet Nam Women's Union (WVU)</li> <li>CWD - Center for Women and Development, WVU</li> </ul>	





	<ul style="list-style-type: none"> <li>Center for Education Promotion and Empowerment of Women (CEPEW)</li> </ul>	
Representatives of secondary duty bearers and rightsholders affected by the SN, but not targeted for assistance	<ul style="list-style-type: none"> <li>Decent Jobs for Youth</li> <li>Viet Nam Volunteer Center (VVC)</li> <li>Viet Nam Women Academy (students and staffs)</li> <li>Department of Overseas Labour (DOLAB) of Ministry of Labour, Invalids and Social Affairs (MOLISA)</li> </ul>	Capacity building and policy advocacy

## VI. Scope of evaluation

The country portfolio evaluation and audit component will focus on the current Strategic Note cycle covering the years 2017 to Q1 2020 with a view to its strategy moving forward. The integrated mandate of UN Women will be assessed, including its contributions in the operational (implementation of projects), UN system coordination and normative spheres.

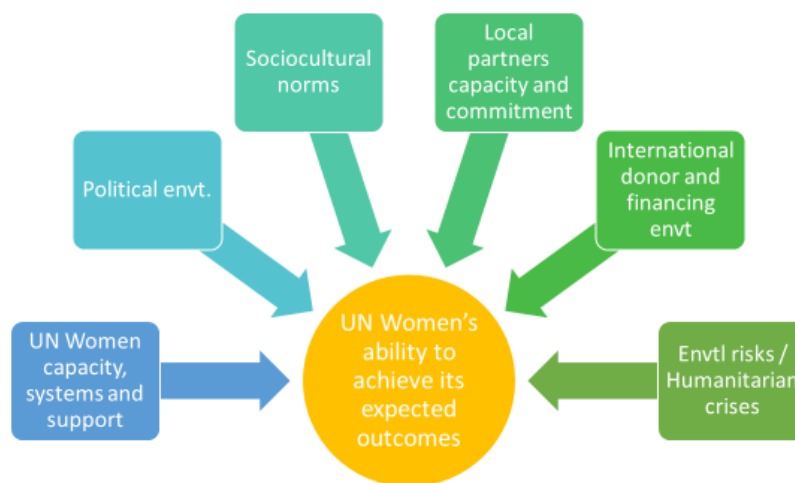
The geographic scope will include Hanoi (where normative and coordination efforts are centred), and potentially one other site where activities have been implemented under the sampled impact area (to be determined during inception phase); this may include: Da Nang, Ho Chi Minh, Northern areas, etc.

## VII. Evaluation Methodology

Currently the global health emergency of Covid-19 (Coronavirus) is causing unprecedented measures both in the Viet Nam and by international organizations to prevent the further spread of the virus, which may affect the conduct of this evaluation. It may cause delays and remote data collection may need to be the primary source of data collection. The evaluation team will remain in close contact with VCO to ensure that the evaluation does not become a burden on the office, so that they can prioritize COVID-19 response efforts, and the evaluation will integrate a lens to collect information that will be useful for VCO post-crisis.

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 Viet Nam.



The evaluation is employing a non-experimental, theory-based approach. A re-constructed Theory of Change will be used as the basis for contribution analysis. A case study will be the primary source of information for the assessment of contributions to outcomes in the selected thematic area. Primary data collection will be mainly qualitative, but some quantitative data will be collected. An outcome harvesting approach (described below) will allow for the evaluation to engage in participatory data collection. 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:
  - **Evaluability assessment:** to help determine the evaluation approach and gaps in data, the quality of the programme logic (linkages between the outcomes, outputs and indicators) as articulated in the strategic note development results framework and organisational effectiveness and efficiency framework, the availability of baseline data, and the availability of documents necessary for the evaluation will be assessed.
  - **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 Viet Nam.
  - **Content analysis** on the extent to which gender transformative approach<sup>17</sup> is applied:
    - Portfolio Analysis of UN Women SN & Project Documents
    - UNDAF (previous and current)
  - **UN Women financial analysis** will explore the budget, expenditure and trends in type of expenditures.

<sup>17</sup> An established feminist framework will be applied in the analysis (e.g. women's empowerment framework, gender @ work framework, Gender Results Effectiveness Scale).

- **Interviews** with key informants identified through the stakeholder analysis (across all stakeholder groups); NVivo qualitative analysis software will be used to analyse interviews and focus group discussions.
- **Focus Group Discussions** with women and male rights holders that have participated in programming efforts of UN Women related to the selected case study; efforts will be made to include voices of those identified as the most marginalized. Outcome harvesting method will be employed to engage participants in identifying the realized outcomes from their perspective.
- **Surveys** of UN Women personnel and UNCT partners.
- **Evidence 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. 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.

## VIII. Stakeholder Participation

Ideally rights holders who have directly participated in or are affected by UN Women programming efforts will be engaged in discussing the outcomes of the programming efforts from their perspective. However, the cost/benefits to the participation of rights holders as evaluation participants will be assessed during the inception phase, as the evaluation does not want to take time away from livelihoods activities and a do no harm approach will be applied particularly given the current COVID-19 pandemic. In the case that it would be too costly for rights holders to participate, a representative of the rights holders engaged by UN Women will be contacted for feedback and this may need to be done remotely.

An Evaluation Reference Group will be established representing UN Women Viet Nam's key government, civil society, donor and UN system partners. 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. The ERG also plays 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.

## IX. Management and quality assurance

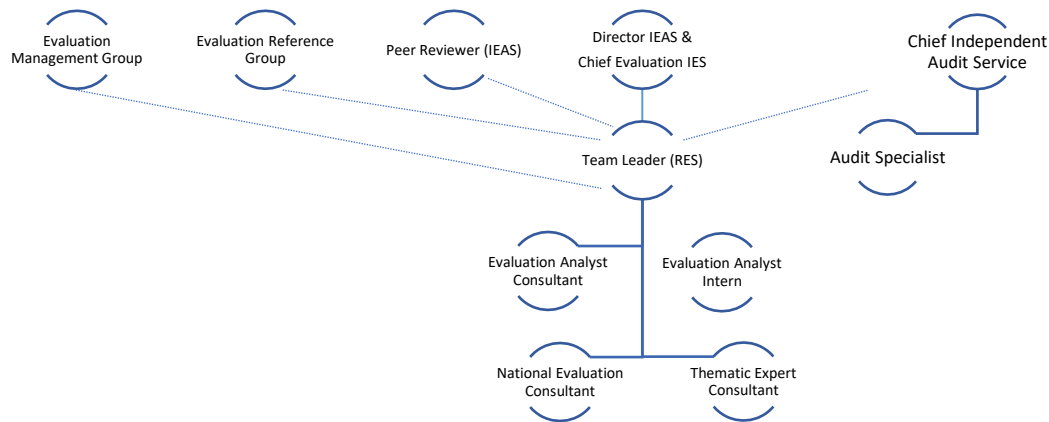
All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the [UN Women Evaluation Policy](#) and [Handbook](#). The Evaluation Report will follow the standard outline as established in the [UN Women Country Portfolio Evaluation 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. **Oversight:** The Director of the Independent Evaluation and Audit Service oversees all activities, while the Chief of Independent Evaluation Service is responsible for the evaluation related activities; both will review the key products of the evaluation.
2. **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.
3. **Evaluation + audit 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; possibility of one thematic expert/s or photo journalist to develop case study on a thematic area or programme of UN Women VCO; National evaluator to support the data collection in country and provide key contextual information; and potentially the Chief of Independent Evaluation Service will join the data collection mission. The audit team will be composed by the Chief of Independent Audit Service and one Audit Specialist who will join the data collection in country. The teams will collaborate throughout the process.
4. **Evaluation Management Group** for administrative support and accountability: Country Representative, Assigned Evaluation Focal Point, and the Regional Evaluation Specialist;
5. **Evaluation Reference Group** for substantive technical support: UN Women programme, National government partners, Civil Society representatives, Development partners/donors, UNCT representatives.
6. **Peer Review** for methodological guidance and feedback: 1-2 IEAS staff will be engaged as peer reviewers of the CPE.

## Evaluation Governance Structure



## VIII. Timeframe and key milestones

The evaluation will take place between March and September 2020. The preparation stage was initiated in March 2020 through the drafting of the TOR and the recruitment of the key evaluation team members. There will be a theory of change (TOC) workshop to ensure the evaluation team understands the programme of work of the office in March 2020 and an inception meeting in April, where the team will join through an online platform. Data collection and analysis phase will be implemented from April to May 2020, with the launch of the survey(s) in April and field visit to VCO in early May 2020. However, given the COVID-19 situation, data collection will occur in two phases: an initial phase including remote data collection and second phase with in-person data collection later in the year post-crisis.

The report will be drafted and validated by stakeholders between June and July 2020 (with delays expected due to the COVID-19). The preliminary findings presentation will take place in early June and the draft evaluation report will be submitted to the ERG by early July for review. Final formatted products will be ready in August 2020 according to UN Women branding guidelines for technical publications. Evaluation dissemination and management response should be finalized by early September 2020.

Table 5: Indicative timeframe

Phase	Mar	Apr	May	Jun	July	Aug	Sept
Preparation							
Terms of Reference							
Team recruitment							
Theory of Change Workshop with VCO (via skype)							
Inception meeting with ERG (via skype)							
Data collection & Analysis phase							
Survey							
Field visit + Debriefing							
Analysis							
Report Phase							
Preliminary findings workshop with ERG (via skype)							
Draft report shared with ERG							
Final report							
Communication products							

## 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](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)