

## Terms of Reference

### Brazil Country Portfolio Evaluation

May 2021

#### 1. Background

The Brazil Country Office (CO) Strategic Note is the main planning tool for UN Women’s support to normative, coordination and operational work in Brazil. The CO has been operational in Brazil since 1992, as the United Nations Development Fund for Women; and since 2011 as UN Women. This evaluation will consider the Strategic Note covering the period 2017-2021. The current Strategic Note was originally slated to end in 2021, with a likely extension to December 2022,<sup>1</sup> and a new Strategic Note is therefore due to be developed starting April 2022.

The Strategic Note is aligned with national priorities established in the Brazilian Government’s *Plano PluriAnual 2016-2019* and *2020-2023*; and with the [United Nations Partnership Framework for Sustainable Development \(UNPFSD\) 2017-2021](#) for Brazil. The UNPFSD has five axes that correspond to the five Ps of the 2030 Agenda for Sustainable Development (people, planet, prosperity, peace and partnerships), specifying the need to include commitments with gender and racial equality in all of its results. The Strategic Note is also aligned with the [UN Women Global Strategic Plan 2018-2021](#), focusing on three Outcome Areas:

- Women lead, participate in and benefit equally from governance systems
- Women have income security, decent work and economic autonomy
- All women and girls live a life free from all forms of violence

The Strategic Note is also aligned with two Flagship Programmes: “Prevention and Access to Essential Services to End Violence against Women” and “Women’s Leadership, Empowerment, Access and Protection in Crisis Response; and incorporates key elements of four other Flagship Programmes: “Stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies”, “Income Security through Decent Work and Social Protection for Women”, “Better Production and Use of Gender Statistics for Evidence-Based Localization of the SDGs” and “Transformative Financing for Gender Equality and Women’s Empowerment” (GEWE).

The Strategic Note is grounded in the standards, principles and obligations of the [Convention to Eliminate all forms of Discrimination Against Women](#), [Beijing Declaration and Platform for Action](#), [Concluding Observations of the Commission on the Status of Women](#), [Security Council Resolutions on Women, Peace and Security](#), the [Convention to Eliminate Racial Discrimination](#), the [Durban Action Plan](#) and [Agenda 2030 for Sustainable Development](#) and the Human Rights Council [Universal Periodic Review](#).

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<sup>1</sup> This extension is likely following extension of the United Nations Partnership Framework for Sustainable Development. Neither extension was formally approved at the time of finalizing the TORs.

## 2. Description of the Country Portfolio

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

- **Normative:** to support inter-governmental bodies, such as the Commission on the Status of Women and the General Assembly, in their formulation of policies, global standards and norms;
- **Operational:** to help Member States to implement international standards and to forge effective partnerships with civil society through programmatic work; and
- **Coordination:** to both promote the accountability of the United Nations system on GEWE, including regular monitoring of system-wide progress, and more broadly mobilize and convene key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The main interventions undertaken under the Strategic Note 2017-2021 are summarized in the following table, including according to the three core mandates and the following outcome areas of work: Leadership and Political Participation (LPP); Governance; Women's Economic Empowerment (WEE); Elimination of Violence against Women (EVAW); and Organizational Effectiveness and Efficiency Framework (OEEF).

Intervention	Outcome area	Mandate area	Status
Support the implementation of Outcome 1.1; Output 1.1.2. on enhancing capacity of gender equality advocates (Austria)	LPP	Operational	Ongoing/Initiating
Human Rights of Indigenous and Quilombola Women: A Governance Matter (Norway)	LPP	Operational	Ongoing/Initiating
Strengthening Public Policies for Women	LPP, Governance, WEE, EVAW	Operational	Ongoing
Project City 50-50: Itabira	LPP, Governance, WEE, EVAW	Operational	Ongoing
AWP 2019-2020 - Raising political participation of women in Brazil (US National Committee)	LPP	Operational	Ongoing
Connecting Women, Defending Rights (European Union)	LPP and EVAW	Operational	Ongoing
AWP 2019-2020 Gender and Race e-learning course (UNOPS)	WEE	Operational (joint)	Ongoing
Support the implementation of UN Women Brazil CO Strategic Note 2017-2021 (UNOPS)	WEE	Operational (joint)	Ongoing
Building better lives through integrated early childhood interventions: investing in the Happy Child Programme to accelerate the achievement of SDGs in Brazil (MPTF-SDG)	WEE	Operational (joint)	Ongoing
Unstereotype Alliance	WEE	Operational	Ongoing
Orange Day/UNiTE/16 Days of Activism	EVAW, OEEF	Normative (campaign)	Ongoing
Vidas Negras	LPP, OEEF	Normative (campaign)	Ongoing
UNCT-UN SWAP Gender and Race Scorecards	OEEF	Coordination	Ongoing
Inter-Agency Thematic Group on Gender, Race and Ethnicity	OEEF	Coordination	Ongoing
Technical support to government officials and gender equality advocates	OEEF	Normative	Ongoing
UNCT contribution to the CEDAW Committee	OEEF	Normative	Completed
Win-Win: Gender Equality means Good Business (European Union)	WEE	Operational (joint)	Ongoing/Closing
One Win Leads to Another (Phase 2)	EVAW	Operational	Ongoing/

			Closing
Leadership, Empowerment, Access and Protection of Migrant, Asylum-Seeker and Refugee Women in Brazil (Luxembourg)	LPP, WEE, EVAW	Operational (joint)	Ongoing/ Closing
Making voices of Brazilian Indigenous Women Heard (Canada)	LPP	Operational	Completed
Black Women toward a Planet 50-50 in 2018 - 30 years of rights of black women in Brazil (Netherlands)	LPP	Operational	Completed
2018-2019 AWP - UNA Platform (Instituto C&A)	LPP	Operational	Completed
Advancement on the Empowerment of Girls and Women in Brazil, of the UN Women Office in Brazil (Smiles)	WEE	Operational	Completed
Partnership to advance Women Empowerment Principles in Brazil (Eletrobras Furnas)	WEE	Operational	Completed
Annual Workplan 2017-2018 - Third-edition of the event WEPs Award Brazil (Renner)	WEE	Operational	Completed
Women's Economic Empowerment and Prevention of Violence against Women and Girls (Avon)	WEE, EVAW	Operational	Completed
Case study on violence against and femicides of indigenous women in the state of Mato Grosso do Sul (UNDP)	EVAW	Operational	Completed
Methodology on the Costs of Violence Against Women (UNDP)	EVAW	Operational	Completed
Support to the Government of the Federal District on Ending Violence Against Women (UNDP)	EVAW	Operational (joint)	Completed
Promoting women's human rights in the context of the Zika epidemic (Ford Foundation)	EVAW	Operational	Completed
Access to Justice and to Protection from Sexual Exploitation and Trafficking to Venezuelan Migrant, Asylum Seeker and Refugee Women in Roraima, Brazil (CERF)	LPP, WEE, EVAW	Operational (joint)	Completed
HeForShe Arts Week Sao Paulo (Itau Unibanco)	OEEF	Operational	Completed
Promotion of the HeForShe Initiative in Brazil as part of the 2018 Annual Workplan of the UN Women Brazil Office (Atento)	OEEF	Operational	Completed
Implementation of the HeForShe initiative in Brazil (Bradesco)	OEEF	Operational	Completed
UNCT contribution to the CEDAW Committee	OEEF	Normative	Completed

As part of the United Nations Country Team (UNCT), UN Women promotes strengthened coordination, commitment to and accountability for GEWE, including through tools such as the [UNCT SWAP Gender Equality Scorecard](#) and the [UNCT Gender Equality Marker](#). The CO leads the Inter-Agency Thematic Group on Gender, Race and Ethnicity, which coordinates the implementation of the work plan for the International Decade for People of Afro Descent 2015-2024. It actively participates in the UN Communication Group, the UNAIDS Working Group and Joint Team, the Youth Advisory Group, and the National Platform for Migrants and Refugees from Venezuela, providing substantive technical inputs to incorporate gender perspective. UN Women also leads the task force on Prevention of Sexual Harassment and Abuse and co-leads the task force to elaborate the new United Nations Sustainable Development Cooperation Framework.

A Mid-Term Review (MTR) of the Strategic Note was conducted by an independent consultant from December 2019 to June 2020, which sought to: assess the relevance, appropriateness and coherence of the CO's Strategic Note at national level; examine programme accessibility and adequacy of relevant information; assess stakeholder involvement in programme design, implementation and monitoring; assess effectiveness and efficiency in progressing towards the achievement of results as defined in the CO's Strategic Note; assess sustainability; analyse how human rights approach and gender/racial equality principles are integrated in the CO's Strategic Note; and identify lessons learned, good/promising practices and innovations. In response to findings from the MTR exercise, the CO's Strategic Note and Integrated Results and Resources Framework with performance indicators were revised.

### **3. Purpose and use of the evaluation**

The [UN Women Evaluation Policy](#) and the [UN Women Global Evaluation Strategy 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 in the UN System](#), [Ethical Guidelines](#) and [Code of Conduct](#). The [UN Women Evaluation Handbook: How to Manage Gender-Responsive Evaluations](#) defines the key principles for gender-responsive evaluation at UN Women: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to GEWE; 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.

The Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level, through its Strategic Note. This CPE is led by the UN Women Independent Evaluation Services as a primarily **formative** (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in 2021. The evaluation is expected to also have a **summative** (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

It is a priority for UN Women that the CPE will be **gender-responsive** and will actively support the achievement of GEWE. Accordingly, both the [Guidance on Country Portfolio Evaluation](#) and the UN Women Evaluation Handbook must be followed. Additionally, the CPE will be coordinated with the CO's portfolio of planned and ongoing evaluations in the current Strategic Note cycle.

The primary intended **users** of this evaluation are UN Women management and CO staff/personnel UN Women Executive Board, national government and civil society organizations. Secondary intended users are rights-holders representatives, development partners, implementing partners, regional offices and headquarter divisions, other UN entities working on gender equality.

Primary intended **uses** of this evaluation are:

- **Learning** and improved **decision-making** to support the development of the next Strategic Note 2022-2026;
- **Accountability** for the development effectiveness of the CO Strategic Note 2017-2021 in terms of UN Women's contribution to GEWE; and
- **Capacity development** and **mobilisation** of national stakeholders to advance GEWE.

#### 4. Objectives, evaluation criteria and key questions

The evaluation has the following primary objectives:

- Assess **effectiveness** and **organizational efficiency** in progressing towards the achievement of GEWE as defined in the Strategic Note;
- Analyse how a **human rights** approach and **gender equality** principles are integrated in the design and implementation of the Strategic Note;
- Provide actionable **recommendations** with respect to the development of the next UN Women CO Strategic Note, taking into account the recovery and response to COVID-19; and
- Identify and validate **lessons learned**, **good practices** and examples of **innovation** that supports gender equality and human rights.

Given the recent completion and coverage of the MTR exercise, the following objectives will be considered as secondary priority and scoped accordingly during the inception phase of the evaluation:

- Assess the **relevance** of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on GEWE;
- Provide insights into the extent to which the UN Women CO has realized **synergies between its three mandates** (normative, coordination and operations) and internal as well as external **coherence**.

The evaluation will apply **evaluation criteria** of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC), with a primary focus on effectiveness (including UN Women's normative, operational and coordination mandates), and secondary focus on relevance, efficiency, coherence and sustainability. Human rights and gender equality will comprise a cross-cutting evaluation criterion. There are eight key evaluation questions indicated in the table below according to evaluation criterion, which will be validated and complemented by evaluation sub-questions in the inception phase.

Table 2. Key evaluation questions	
Criteria	Questions
<b>Relevance</b>	1. Is UN Women's approach, including its thematic focus and strategy for implementation, the most relevant for advancing GEWE in Brazil?
<b>Effectiveness</b>	2. What are the results of UN Women's contributions to the advancement of GEWE in Brazil?
	3. To what extent are UN Women's partnerships optimal for accelerating the advancement of GEWE?
	4. How has the COVID pandemic affected achievement of planned outcomes?
<b>Efficiency</b>	5. To what degree does UN Women have appropriate organizational structure, systems and capacity in place to support the efficient implementation of its programme of work?
<b>Coherence</b>	6. To what extent have interventions achieved internal and external coherence, including within the UN Women portfolio and vis-à-vis the UN Country Team's work?
<b>Sustainability</b>	7. How has UN Women ensured national ownership and sustainability of programming efforts?
<b>Human rights and gender equality</b>	8. To what extent has the portfolio been implemented according to human rights and development effectiveness principles?

## 5. Scope of the evaluation

The timing of this CPE is intended to assess the effectiveness and lessons approaching the end of the current 2017-2021 Strategic Note. The period covered by the evaluation will be 01 January 2017 to 01 May 2021. The CPE will consider all activities undertaken by the CO under the Strategic Note, including as part of the normative and coordination mandates. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2018-2021. The evaluation will not consider impact (as defined by United Nations Evaluation Group) as it is considered too premature to assess, but will aim incorporate where feasible secondary data for analysis on high-level outcome results.

Boundaries for the evaluation scope will be further delineated during the inception phase, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. Considering the MTR conducted in 2020, a selection of a distinct sample of representative stakeholders would be recommended. The final evaluation of the Regional Joint Programme “WinWin: Gender Equality Means Good Business”, as well as the final evaluation of the United Nations Partnership Framework for Sustainable Development (UNPFSD 2017-2021) will take place in 2021 and provide an important input into the CPE exercise.

UN Women organisational structures and systems outside of the CO (such as regional architecture) are not within the scope of this evaluation and should be referenced only where there is a clear implication for the design and implement of the CO Strategic Note. Joint programmes and programming are within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluation is expected to undertake a rapid evaluability assessment during the inception phase. This will include the following at a minimum:

- An assessment of the relevance, appropriateness and coherence of the implicit or explicit theory of change, strengthening or reconstructing it where necessary through a stakeholder workshop;
- An assessment of the quality of performance indicators in the DRF and OEEF, and the accessibility and adequacy of relevant documents and secondary data;
- A review of the conduciveness of the context for the evaluation;
- Ensuring familiarity with accountability and management structures for the evaluation.

The evaluation is expected to face constraints related to the COVID-19 pandemic and social isolation sanitary measures. This requires that the evaluation be conducted virtually, using innovative tools and techniques for distance data collection, interviewing, facilitating meetings, workshops and focus groups, taking into account the accessibility to Information and Technology requirements of all stakeholders, particularly those facing multiple forms of discrimination.

The preliminary evaluation report must be completed by April 2022, so that the findings, lessons, conclusions and recommendations can feed into the development of the new Strategic Note. Where the above identified constraints represent limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used. In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

## 6. Evaluation methodology

### 6.1 Overall design and conceptual framework

The evaluation will use a **theory-based**<sup>2</sup> and assess UN Women performance through the county portfolio according to the theory of change stated in the Strategic Note 2017-2021. The evaluation will adopt a **gender-responsive approach** by examining factors related to gender that promote/hinder GEWE while providing an analysis of the structures of political and social control that influence gender equality. This technique ensures that the data collected is analysed in several manners, including:

- Determining the claims of rights holders and obligations of duty bearers
- Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives
- Comparing with existing information on the situation of human rights and gender equality in the community, country, etc.
- Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual)
- Integrating into the analysis the context, relationships, power dynamics, etc.
- Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion in line with United Nations principles of leaving no one behind (LNOB), including disability.
- Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes
- Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
- Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue)
- Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix)
- Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers

In addition, the evaluation will apply **conceptual frameworks** to strengthen the analytical process, such as the Gender Results Effectiveness Scale to map the degree of transformative change,<sup>3</sup> and/or the **Women's Empowerment Framework** as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production.<sup>4</sup>

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<sup>2</sup> A theory-based design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

<sup>3</sup> See UNEG 'Guidance on Institutional Gender Mainstreaming', 2018:

<http://www.uneval.org/document/download/2885>

<sup>4</sup> The five "levels of equality" in the Women's Empowerment Framework include: (1) *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women; (2) *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men; (3) *Conscientisation*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations; (4) *Mobilization*, implementing actions related to the conscientisation of women; and (5) *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action.

## 6.2 Methods

The evaluation will employ a mixed-methods approach and conduct primary data collection using both qualitative and quantitative data and analysis. Methods may include the following:

- **Desk reviews and 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 Brazil;
  - Vulnerability assessment based on existing literature (identification of most marginalized groups and intersectionality of discrimination prevalent in Brazil) 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 approach is applied in key documentation such as the Strategic Note, Project Documents, UNDAF, and relevant national development plans;
  - Financial / donor trends for GEWE and related issues in Brazil based on UN Women Resource Mobilization strategy and review of other relevant external documents;
  - Financial portfolio analysis, including regarding the programme budget and delivery trends over the Strategic Note;
  - Portfolio analysis that includes a synthesis of results data from the Integrated Results and Resources Framework of the CO (during data collection).
- **Interviews, focus groups and consultation** with key groups identified through stakeholder analysis of key groups of UN Women in the country context.
- **Survey** of key external stakeholders through a purposive sampling, with an eye to reaching a representative sample of key implementing partners;
- **Outcome mapping** using a matrix to tag, analyse and visualize results 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.
- **Case study** lens will provide a source of information for the assessment of contributions to outcomes in areas; selection of areas will be made based on criteria related to relevance to the portfolio, innovation, and replicability during the inception phase in line with the below sampling criteria.

The evaluation will take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results. In this effort, a wide range of data sources should be employed, including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups.

The evaluation will aim to employ **participatory methods** to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this will include participatory tools for consultation with stakeholder groups and a plan for inclusion of women, individuals and groups, particularly those facing multiple forms of discrimination, in the consultation process. The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters.



### 6.3 Sampling

It is proposed that the evaluation will use a cluster design<sup>5</sup> approach, with a sampling of interventions based on their alignment with Strategic Plan Goals. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities around the thematic areas stated in the UN Women Strategic Plan 2018-2021. A purposive sampling design will be based on the following minimum standards:

- One or two projects per thematic cluster of operational work;
- The most strategically important thematic interventions to the CO based on:
  - Relevance of the subject. Is the project a socioeconomic or political priority of the mandate and role of UN Women? Is it a key priority of the national plan, UN Women strategic note or the AWP? Is it a geographic priority of UN Women, e.g., levels of gender inequality and the situation of women in the country?
  - Risk associated with the project. Are there political, economic, funding, structural or organizational factors that present potential high risk for the non-achievement of results or for which further evidence is needed for management decision-making?
  - Significant investment. Is the intervention considered a significant investment in relation to the overall office portfolio (more than one-third)?
- The richest learning opportunities based on:
  - Potential for replication and scaling-up. Would the evaluation provide the information necessary to identify the factors required for the success in a thematic area and determine the feasibility of replication or scaling-up? Does the thematic area include a pilot and/or an innovative initiative?
  - Knowledge gap. Will the evaluation help to fill a pressing knowledge gap in relation to achieving gender equality or the empowerment of women?

## 7. **Stakeholder participation**

An Evaluation Reference Group (ERG) will be established by the CO, comprising a variety of key stakeholders. The ERG will be asked to engage and provide input at key stages of the evaluation process, from the design stage to the preliminary results and the final draft report phases. The ERG plays a critical role through remote 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.

In addition to the above, the evaluation will define in the inception phase how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives: Design; Consultation of stakeholders; Stakeholders as data collectors; Interpretation; Reporting and use. The evaluation will validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

## 8. **Management of the evaluation**

UN Women evaluation exercises establish mechanisms to ensure high quality evaluation processes and products as outlined in the UN Women Evaluation Policy and Handbook. This CPE exercise will be led by IES and an independent evaluation team. 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)

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<sup>5</sup> A cluster design evaluates a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.

criteria will be used to assure quality. All products are subject to quality review by the Peer Reviewer, Evaluation Reference Group, and IEAS management. The final report will be approved by the Chief of IES and Director of IEAS.

This evaluation will have the following overall management structures:

1. **Regional Evaluation Specialist** of IES will act as the Evaluation Team Leader providing overall management and conduct of the exercise, including leading the methodological approach, overseeing the work of the evaluation team, and managing contracts and assuring the high quality of the work.
2. **Evaluation Reference Group** will provide substantive technical support and be composed of the UN Women Country Representative, Programme Manager, National government partners, Development partners/donors, UNCT representatives, and Civil Society Advisory Group.
3. **Peer Reviewer** from IES will be engaged for quality reviewing key outputs of the evaluation process, notably the Inception Paper and Draft Evaluation Report.
4. **IES management** will review and approve TOR, Inception report and Draft Evaluation Report. The Director of IEAS will issue the Final Evaluation Report.

The evaluation team will be led by the RES and composed of a senior evaluator and research assistant, independently contracted by IES. The evaluator will assume responsibility for key aspects of data collection and analysis, supported throughout the evaluation process by the research assistant.

To maximize stakeholder participation and ensure a gender-responsive evaluation, the **UN Women Brazil CO** will support the evaluation team during data collection in the following ways:

- Consult partners regarding the evaluation and the proposed schedule for data collection.
- Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the Evaluation Manager, Evaluation Management and Reference Groups.
- Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, where feasible in the ongoing pandemic context.
- Ensure that a gender equality, human rights and disability perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

## **9. Timeframe and key milestones**

The evaluation will take place between May 2021 and June 2022, with core data collection and analysis planned between January and March 2022. Evaluation dissemination and management response should be finalized in May 2022. The planning stage was initiated in 2021 through the drafting of the TOR and initiation of the recruitment of the key evaluation team members. The inception phase will kick-off in November 2021 with key analyses, scoping interviews and the Evaluation Reference Group meeting that will inform the final evaluation approach.

Data collection will initiate in January 2022, and data analysis and report drafting are expected to be completed by July. The preliminary findings presentation will take place in April 2022 after which the draft evaluation report will be submitted to the Evaluation Reference Group. The evaluation report will be finalized in May 2022 based on feedback received from Evaluation Reference Group members and formatted according to corporate branding guidelines. An online learning session will be organized to disseminate findings, recommendations and the management response.

<b>Table 3. List of key phases by indicative date, 2021-2022</b>	
<b>Tasks and deliverables</b>	<b>Timeframe</b>
<b>Preparation</b>	
Management and Reference Groups ToRs	May 2021
Evaluation ToRs	
Recruitment of evaluation team	
<b>Conduct</b>	
Preparation and facilitation of inception workshop	Nov 2021 – Mar 2022
Draft Inception Report	
Final Inception Report	
Data collection and analysis	
<b>Reporting</b>	
Preparation and facilitation of workshop (preliminary findings, validation and participatory recommendations)	Mar – May 2022
Draft Evaluation Report Word format (first round of revision)	
Comment audit trail (first round of revision)	
Draft Evaluation Report Word format (second round of revision)	
Comment audit trail (second round of revision)	
Final report including case study annex	
<b>Use and follow up</b>	
Evaluation Brief	May – June 2022
Upload in GATE	
Copyedit and Design	
Dissemination of Evaluation Brief and Report	
Webinar	
Management Response	

## 10. 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. The UNEG guidelines note the importance of ethical conduct for the following reasons:

- Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
- Ensuring credibility: With a fair, impartial and complete assessment, stake- holders are more likely to have faith in the results of an evaluation and to take note of the recommendations.
- 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 will provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm. This will be outlined in the Inception Report specifically.

Specific safeguards must be put in place to protect the safety (both physical and psychological) of both respondents and those collecting the data. These should include:

- A plan is in place to protect the rights of the respondent, including privacy and confidentiality, which will be outlined in the Inception Paper;

- The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area;
- Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents; and
- Data collection visits (in situ or virtually) are organized at the appropriate time and place so as to minimize risk to respondents

The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support. 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. 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 it. More information can be provided by the Evaluation Manager if required.

## Annex 1. UN Women GERAAS evaluation quality assessment checklist

Guidance on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) is available at:

<http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

## Annex 2. UN Women Evaluation Consultants Agreement Form

UN Women Evaluation Consultants Agreement Form:

<https://gate.unwomen.org/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system  
<http://www.uneval.org/document/detail/100>

## Annex 3. UNEG Norms and Standards for evaluation

UNEG Norms: UNEG website <http://unevaluation.org/document/detail/21>

UNEG Standards: UNEG website <http://unevaluation.org/document/detail/22>

## Annex 4. 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)