

Terms of Reference

Country Portfolio Evaluation of UN Women Indonesia Country Office

I. Evaluation Purpose and Use

The Independent Evaluation Service (IES) conducts Country Portfolio Evaluations to provide an independent and systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level to feed into learning on what strategies work well and what needs strengthening.

The primary purpose of the CPE of Indonesia Country Office is to assess the contributions of UN Women in advancing gender equality and women's empowerment in Indonesia over the course of its Strategic Note 2019 – 2020 and the ongoing Strategic Note 2021-2025, to support enhanced accountability for development effectiveness and learning from experience and support decision-making for the office strategy moving forward, namely the new Strategic Note 2026-2030. A secondary purpose is to assess UN Women's comparative advantage in Indonesia with respect to its ASEAN liaison function.

The primary intended users of this evaluation are UN Women Indonesia Country Office and their key stakeholders including the government, civil society organizations, development partners and other UN agencies as well as UN Women Regional Office for Asia and the Pacific, Headquarters, including the Senior Management Team and IES. UNCT Indonesia may also use the findings of this evaluation as key inputs to its new UNSDCF. The primary intended uses of this evaluation are:

- Support decision-making regarding the development of the next Strategic Note.
- Accountability for the development effectiveness of the existing Strategic Note in terms of UN Women's contribution to gender equality and women's empowerment as well as organizational effectiveness, learning, and knowledge management and UN Women's contribution towards the implementation of the UNSDCF.
- Learning on effective, promising and innovative strategies and practices.
- Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.

Primary & Secondary Intended Users	Primary Intended Use			
	Learning Knowledge Generation &	Strategic Decision-Making	Accountability	Capacity Development & Mobilisation
UN Women CO & ROAP Personnel	X	X	X	X
UN Women HQ Senior Management	X	X		
UN Women IEAS	X			
UN Coordination Partners	X		X	
Primary Target groups (individuals, communities, programme/project partners)	X		X	X
National and local governments	X		X	X
Civil Society Representatives	X		X	X

Donors & Multilateral Partners	X	X	X	
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II. Evaluation Objectives and Scope

The evaluation will apply the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria (relevance, coherence, effectiveness, efficiency, and sustainability) and a Human Rights and Gender Equality criterion. 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, including its ASEAN Liaison function, vis-a-vis the UN system, the added value of UN Women, and identify contributions to Indonesia UNSDCF 2021 – 2025 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 Indonesia and contribute to transformative change and sustainability of efforts.
4. Provide lessons learned and actionable recommendations to support UN Women strategic positioning moving forward.

This CPE will answer the key questions below. During the inception phase after consultation with the Management and Reference groups the evaluation team will revise the questions to ensure they reflect the priorities of key stakeholders and elaborate the sub-questions in the evaluation matrix:

1. To what extent have UN Women’s contributions across its integrated mandate advanced gender equality and the empowerment of women in Indonesia, including through the UN system and the Indonesia UNSDCF 2021 – 2025 outcomes? [effectiveness]
2. Is UN Women’s thematic focus and strategy for implementation the most relevant and coherent for advancing gender equality and women’s empowerment in Indonesia considering its added value vis-à-vis other development actors, and its response to crises, such as the COVID-19 pandemic? [relevance and internal coherence]
3. To what extent is UN Women leveraging its coordination mandate to strategically position itself and contribute to a more gender responsive approach by the UNCT and by other development actors to catalyze transformative change for women and girls and achieve gender equality in Indonesia? [external coherence]
4. Has the portfolio been designed and implemented according to human rights, LNOB, including disability perspective, social and environmental safeguards and development effectiveness principles (ensuring national ownership and sustainability of programming efforts)? [human rights and gender equality, and sustainability]
5. Does UN Women Indonesia have appropriate governance, capacity and capability to ensure good use of resources (personnel, funding, and assets) to deliver results? [organisational efficiency]

CPE scope

The CPE will focus on the previous SN cycle (2019-2020) and the current SN cycle (2021-2025) with the understanding that the current SN cycle will not be complete, the CPE will analyse work completed through Q1 2023 and ensure a formative analysis of the CO strategy moving forward. The timing is aimed at feeding into the UNSDCF evaluation, which should be scheduled to commence in late 2023. During this SN cycle a mid-term review will not be completed.

The geographic scope will include all locations where UN Women Indonesia is operating, including its ASEAN liaison function. However, UN Women ASEAN related programmatic efforts implemented in other countries will not be included. The entire programme of work and UN Women's integrated mandate will be assessed, including its contributions in the operational, coordination and normative spheres. Given the COVID-19 pandemic and ensuing economic downturn in Indonesia, the CPE will include an analysis of efforts of UN Women to respond or adapt to the crisis while at the same time analyse UN Women's strategic positioning within this dynamic context. Furthermore, the evaluation is expected to be informed by the regional and decentralized evaluations¹ undertaken such as (a) Final Joint Evaluation of the GUYUB project (2022); (b) Regional evaluation of UN Women's contributions to women's economic empowerment through private sector engagement (2022); (c) Regional evaluation of UN Women's Crisis response in Asia and the Pacific (2022); and (d) Regional evaluation of the Regional Office for Asia and the Pacific Contributions to Women, Peace and Security (2021). There will also be an ongoing mid-term review of WPS ASEAN programme.

Limitations

The key limitations may relate to selection bias if the evaluation team is not able to reach key stakeholders engaged or benefitting from UN Women's work.

III. Context for gender equality and the empowerment of women in Indonesia

Indonesia is the world's largest island country with more than 18,000 islands spread over more than 5,000 km East to West. With a population of 276 million,² it is Southeast Asia's largest economy. While Islam is the predominant religion, there are five more officially recognized religions representing most religious minorities. Women comprise of 49.7 per cent of the population.

In the last few decades Indonesia has accomplished important achievements in social, political and economic development. Since 1999 Indonesia has cut the poverty rate by more than half to 9.4 per cent in 2019. However, The COVID-19 pandemic has exposed vulnerabilities in social, political, and economic systems, deepening pre-existing inequalities particularly gender inequality that amplified its impacts. As the government implemented large-scale social restrictions (PSBB) limited social mobility and forced people to stay at home, Indonesia reported a surge in gender-based violence, particularly domestic violence as women found themselves trapped with abusive partners. Meanwhile, women's domestic and care work has also increased triggered by disproportionate loss of employment and increased burden of home schooling. Half a year into the crisis, official statistics reported an increase in the national poverty rate from 9.8 to 10.2 per cent between March and September 2020, wiping out up to three years of progress.³ The Gender Development Index has been gradually rising from 0.921 in 2015 to 0.941 in 2021. However, the Human Development Index (HDI) for women and men in 2021 was 0.641 and 0.723 respectively.⁴

Achievements related to advancement of gender equality include the establishment of the national gender equality machinery, adoption of quotas for women representation in the political parties' lists of candidates, legislation against certain forms of gender-based violence, and gender parity in education enrolment. Women hold 21% of

¹ All UN Women evaluations can be found on GATE: <https://gate.unwomen.org/EvaluationUnit/FullDetails?EvaluationUnitId=132>

² World Bank (2021). *Population Total – Indonesia*. Accessed from: <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=ID>

³ World Bank (April, 2021). *Poverty & Equity Brief East Asia & Pacific – Indonesia*. Accessed from: https://databankfiles.worldbank.org/data/download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/AM2020/Global_POVEQ_IDN.pdf

⁴ UNDP (2021). *Gender Development Index*. Accessed from: <https://hdr.undp.org/gender-development-index#/indicies/GDI>

seats in the national Parliament⁵ and the first female Speaker of Parliament, Puan Maharani, was elected in 2019.⁶ Although the Indonesian Constitution of 1945 provides freedom from and protection against discrimination on any basis, the latest CEDAW Committee Concluding Observations of November 2021 stated that the Committee remains deeply concerned at the persistence of adverse cultural norms, patriarchal attitudes, and deep-rooted stereotypes regarding the roles, responsibilities and identities of women and men in the family and in society.⁷

While gender parity has been achieved in education enrolment and general education attainment is higher for women than for men, these achievements do not translate into improved economic opportunities. This disparity is reflected in the Gross National Income per capita for women being USD 7,906 while the amount was USD 14,976 for men.⁸ There is a persistent gender-based occupational segregation, with women concentrated in low-skill and low-paid jobs characterized by poor working conditions, and weak legal and social protection. The COVID-19 pandemic disproportionately affected women who were, at the same time, at the forefront of the pandemic response. In Indonesia, women make up most frontline health workers. They also shoulder most of the unpaid care work in families and, with school closures, they took on further responsibilities in home-schooling their children. According to a study on the dynamics in households during COVID-19, conducted by the National Commission on Violence against Women in 2020, the frequency of violence against women increased in Indonesia since the onset of the pandemic, particularly among those who are married, aged 31–40 years and those whose income falls below 5 million Rupiah.⁹ The first ever survey on prevalence of VAW conducted in Indonesia in 2016 shows that 1 in 3 women experience physical and/or sexual violence in their lifetime, and 1 in 10 experienced violence in the last 12 years. The violence tends to be higher among urban women, and women who are unemployed.¹⁰

In the past decade, intolerance and conservatism appears to be rising, threatening the progress in gender equality and even undermining the already achieved gains and potentially resulting in increasing involvement of women in violent extremism. A recent multi-country study on the subject shows that hostile sexist attitudes towards women and support of violence against women are the factors most strongly associated with support of violent extremism, while the degrees of religiosity, education, age, gender, or employment show no correlation.¹¹

Located in the Pacific “Ring of Fire” with over 500 volcanos, Indonesia is highly vulnerable to natural disasters and climate change impact. Underlying gender inequality makes these impacts particularly pronounced for women and girls, who often become “shock absorbers” when crises hit. They often lack equal access to information and trainings, and to disaster preparedness. Specific disaster-related needs of women and girls are rarely addressed not only because they do not have equal access to decision making related to DRR, but also because there is insufficient gender data to enable gender analysis of risks and formulation of gender-responsive measures. There are other groups, such as the poor, people with disabilities, migrants, persons with diverse Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics (SOGIESC), and rural populations, considered to be most at risk, and

⁵ World Bank (2021). *Proportion of seats held by women in national Parliament – Indonesia*. Accessed from <https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=ID>

⁶ IPU (n.d.) Indonesia. House of Representatives. Accessed from: https://data.ipu.org/node/78/data-on-women?chamber_id=13420

⁷ Committee on the Elimination of Discrimination Against Women (2021). *Concluding observations on the 8th periodic report of Indonesia*. Accessed from: <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N21/353/89/PDF/N2135389.pdf?OpenElement>

⁸ UNDP (2021). *Gender Development Index*. Accessed from: <https://hdr.undp.org/gender-development-index#/indicies/GDI>

⁹ National Commission on Violence Against Women – Komnas Perempuan (2020). *Study on the dynamics of changes in a household during COVID-19 in 34 Provinces of Indonesia*. Accessed from: [https://komnasperempuan.go.id/uploadedFiles/webOld/file/pdf_file/2020/Eksektif%20Summary%20KAJIAN%20DINAMIKA%20PERUBAHAN%20DI%20DALAM%20RUMAH%20TANGGA%20\(English%20Version\).pdf](https://komnasperempuan.go.id/uploadedFiles/webOld/file/pdf_file/2020/Eksektif%20Summary%20KAJIAN%20DINAMIKA%20PERUBAHAN%20DI%20DALAM%20RUMAH%20TANGGA%20(English%20Version).pdf)

¹⁰ Eight Periodic Report submitted by Indonesia under the Article 18 of the CEDAW (2020).

¹¹ Monash University and UN Women (2020). *Misogyny and violent extremism in Indonesia, Bangladesh and the Philippines. Implications for Preventing Violent Extremism*. Accessed from: <https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEA/Docs/Publications/2020/05/BLS20099UNWMMisogynyVEMonashWEB0062b.pdf>

women in these groups will likely suffer increased marginalization due to the intersection of more grounds for discrimination.

Indonesia is one of the five founding members of the Association of Southeast Asian Nations (ASEAN) whose secretariat is hosted by the government and based in Jakarta. Indonesia plays an important role in realizing the ASEAN Community Vision 2025, including the advancement of gender equality and provides critical leadership in areas such as women in peacekeeping and peace building processes, addressing radicalisation and violent extremism, disaster preparedness, democratic governance and women's political participation.

UN Women in Indonesia

UN Women Indonesia country office was newly established in 2019. It was operating as a programme presence in the past. Given the socio-cultural diversity and geo-political influence of ASEAN in the region, UN Women Indonesia is critical for UN Women to be able to develop its partnership with ASEAN.

At the country level, the Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in Indonesia. The SN aims for women and girls in Indonesia, including the most marginalized, to fully enjoy their rights and realize their potential in a fair, prosperous, and gender equal society. The SN also aims to contribute to accelerating the implementation of key normative frameworks including the Beijing Platform for Action (BPfA) and is fully aligned with UNSCDF 2021-2025.

Due to the specific position of UN Women Indonesia as a country office which also performs regional functions as a liaison to ASEAN, the proposed programme includes both, regional and country level initiatives. In addition to the 4 country-level outcomes aligned with the Indonesia UNSDCF and, the separate outcome aiming to promote peace and tolerance within the larger ASEAN region and focusing on regional-level interventions in the framework of ASEAN is part of this SN. Due to its regional nature, this outcome is not included in the below country-level theory of change. Housing it in the Indonesia SN is based on the practical reasons related to the fact that the management of the relevant project funding the interventions under this outcome is in Jakarta, and so is the ASEAN Secretariat.

The UN Women country programme relies on three main programme streams consisting of developing the Women, Peace and Security agenda, furthering the action towards the elimination of Violence Against Women and Girls, and advancing women's economic empowerment. These key streams represent most programme interventions which are then complemented by specific actions to advance gender responsiveness of Disaster Risk Reduction, and to leverage innovation in the areas of gender statistics and financing for gender equality. All these programme areas are closely aligned with, and derived from, the four outcomes of the UNSDCF agreed between the Government of Indonesia and the United Nations in Indonesia. The four UNSDCF outcomes focus on 1) inclusive human development, 2) economic transformation, 3) green economy, protection of natural resources and disaster risk reduction, and 4) innovation for the advancement of sustainable development. These outcomes are also the SN outcomes which underpin the country level programme.

The SN Theory of Change (ToC) is *"If (1) women are empowered to fulfil their human development potential, as members of a pluralistic, tolerant, inclusive, and just society, free of gender and all other forms of discrimination; (2) economic transformation measures include interventions which see to enhance women's capabilities and leverage women's potential to contribute to sustainable and equitable economic growth; (3) women have increased resilience to disaster and climate change risks as well as benefit from humanitarian response; and (4) innovative, integrated development solutions are promoted to accelerate advancement towards gender equality and the SDGs; then,*

women and girls in Indonesia, including the most marginalized will fully enjoy their rights and realize their potential, because structural barriers underpinning the lack of women’s access to rights, including dangers of radicalization and extremism, VAWG, gender-based discrimination and unequal access to economic opportunities, and higher vulnerability of women to shocks, are addressed”.

The SN is based on three principles: collaborative approach, leaving no one behind, and high-quality programming. The CO Strategic Note supports and contributes towards the following Global UN Women Strategic Plan 2022-2025 Impact and Systemic outcomes:¹²

Long-term results (impact)	Systemic outcomes
1. Governance and participation in public life	1. Strengthening of global normative frameworks, and gender-responsive laws, policies, and institutions
2. Women’s economic empowerment	2. Financing for gender equality
3. Ending violence against women and girls	3. Positive social norms, including by engaging men and boys
4. Women, peace and security, humanitarian action and disaster risk reduction	4. Women’s equitable access to services, goods and resources
	5. Women’s voice, leadership, and agency
	6. Production, analysis and use of gender statistics, sex-disaggregated data, and knowledge
	7. UN System coordination for gender equality and women’s empowerment

The total resource requirements of the Strategic Note (2019-2020) were US \$ 6,103,770. The total resource requirements for 2021 was US \$ 4,750,756 and for 2022 it is projected to be US \$ 4,993,811. For the forthcoming years of the SN (2023, 2024 and 2025), the total resource requirement based on projections is US \$ 16,445,949. The Country Office is based in Jakarta, Indonesia, with 29 personnel (as per RMS data extracted in November 2022).

Table 1: Indonesia Country Office Financial Resources 2019-2025 (Source RMS; extracted in November 2022)

	2019	2020	2021	2022(project ion)	2023(project ion)	2024(project ion)	2025(project ion)
Core	US \$ 495,000	US \$ 421,000	US \$ 550,000	US \$ 551,501	US \$ 638,118	US \$ 550,000	US \$ 550,000
IB	US \$ 328,670	US \$ 328,670	US \$ 345,400	US \$ 282,760	US \$ 282,760	US \$ 340,000	US \$ 340,000
XB	US \$ 67,000	US \$ 33,300	US \$ 45,500	US \$ 188,000	US \$ 149,000	NA	NA
Non-Core	US \$ 1,744,491	US \$ 2,245,639	US \$ 2,436,883	US \$ 3,775,831	US \$ 2,832,597	US \$ 1,527,530	US \$ 2,000,000

¹² UN-Women Strategic Plan 2022–2025, <https://undocs.org/UNW/2021/6>

(available)							
Non-core (to be mobilized)	US \$ 440,000	-	US \$ 1,372,973	US \$ 195,719	US \$ 2,384,944	US \$ 2,500,000	US \$ 2,600,000
Total Resource Requirements	US \$ 3,075,161	US \$ 3,028,609	US \$ 4,750,756	US \$ 4,993,811	US \$ 6,287,419	US \$ 4,917,530	US \$ 5,490,000

Major changes during the last SN period

Since the pandemic outbreak in March 2020, Indonesia CO has faced constraints in implementation of the programme and needed to adjust the programme and operation quickly to ensure effective implementation and effective business continuity plan. The use of technologies, online platforms, and partnership with frontline partners that are active on the ground were key to ensure that UN Women could continue to deliver necessary policy/programme interventions in partnership with other UN agencies, government and civil society. In this regard, the focus on COVID-19 response and recovery became a cross cutting issue across different areas of work.

IV. Evaluation Methodology

UN Women evaluations are gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach: they are inclusive, participatory, ensure fair power relations, and transparent; and they analyse the underlying structural barriers and sociocultural norms that impede the realization of women's rights, including marginalized groups: such as persons with disabilities, and other groups that suffer from intersecting forms of discrimination (based on LGBTIQ+ status, ethnicity, and/or race). 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 GEWE outcomes and its ability to implement its programme of work are affected by several key influencing factors, such as socio-cultural norms, harmful practices, international donor and financing environment, political environment, environmental risks or humanitarian crises, security concerns, and local partners capacity and commitment. 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 GEWE and reach the most vulnerable groups of women in Indonesia.

The CPE is employing a non-experimental, theory-based approach using mixed qualitative and quantitative methods. A re-constructed Theory of Change will be used as the basis for contribution analysis. Case studies will be the primary source of information for the assessment of contributions to outcomes in the selected thematic or operational area. The possibility to employ participatory data collection methods will be explored during the inception stage. The evaluation will employ the following analyses and methods of data collection:

- A. **Key document analyses** undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations:
 - I. **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.
- II. **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 Indonesia.
 - III. **Content analysis** on the extent to which gender-transformative approach is applied:
 - Portfolio Analysis of UN Women SN & Project Documents: The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework and the Organizational Effectiveness and Efficiency Framework of the Country Office. This will cover all activities undertaken by the Country Office.
 - UNDAF/UNSDCF analysis
 - IV. **UN Women financial analysis** will explore the budget, expenditure and trends in type of expenditures.
 - B. **Interviews** with key informants identified through the stakeholder analysis (across all stakeholder groups).
 - C. **Surveys** of UN Women personnel and UNCT partners.
 - D. **Observation** of facilities or specific project interventions during field visits.
 - E. **Focus Group Discussions.** To the extent possible outcome harvesting or storytelling with women and male rights holders that have participated in programming efforts of UN Women related to the selected case studies.
 - F. **Case studies** will be identified for a more in-depth look into key issues (e.g. ASEAN liaison function) and to allow for deeper outcome mapping.

The methods will include a wide range of data sources (including documents, field visits and observation, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials, community groups etc.). NVivo qualitative analysis software will be used to analyse interviews and focus group discussions. Multiple lines of evidence will inform the contribution analysis. Sources and methods of information will be triangulated to ensure robust findings that can be used with confidence. The inception report will provide more details on the selected approach and methods based on desk review and evaluability assessment, scoping interviews, and consultations with the CO and Evaluation Reference Group (ERG).

Data collection methods and processes should be gender-responsive¹⁰ and data should be systematically disaggregated by sex and, to the extent possible, disaggregated by age, geographical region, ethnicity, disability, migratory status and other contextually relevant markers of equity¹¹. Specific guidelines should be observed, namely the UNEG guidance on [Integrating Human Rights and Gender Equality in Evaluations \(2014\)](#) and [UN Disability Inclusion Strategy Evaluation Accountability, 2019](#).

The CPE should adhere to and be guided by the [UNEG Norms and Standards \(2016\)](#) and the [UNEG Ethical Guidelines \(2020\)](#) at every stage of the evaluation process, observing the principles of integrity, accountability, respect and beneficence.

V. Stakeholder Participation

A preliminary human rights-based stakeholder mapping has been completed, which will be refined and updated:

Stakeholder role	Specific groups (gender disaggregated)	Main contributions
Duty bearer	MoWECP – Deputy Assistant for Protection of Women’s Rights in Households and Vulnerability (Valentina Ginting; female)	Provide guidance for the programme
Duty bearer	Coordinating Ministry of Human Development and Cultural Affairs – Deputy Assistant for Disaster and Social Conflict Mitigation (Andre Notohamijoyo; male)	Provide guidance for the programme

Duty bearer	National Counter-Terrorism Agency – Director of International Cooperation (Andika Chrisnayudhanto; male)	Provide guidance for the programme
Duty bearer	Ministry of National Development Planning – Director for Family, Women, Children, Youth, and Sport (Woro Srihastuti Sulistyanningrum; female)	Provide guidance for the programme
Rights holders	Gerakan Perempuan Peduli Indonesia – (Rita Serena Kolibonso; female)	Provide CSO perspective on CEDAW report, UPR, etc.
Right holders	The Asian Muslim Action Network (AMAN) Indonesia - (Dwi Rubiyanti Kholifah; female)	Implementing partner
Right holders	Kalyanamitra - (Listyowati; female)	Implementing partner
Right holders	Wahid Foundation - (Visna Voluvik; female)	Implementing partner
Right holders	Girl Ambassadors for Peace (GA4P) - (Vica/Stevi; female)	Provide youth perspectives
UN Agency	RCO - (Erlangga Agustino Landiyanto; male)	DMEL focal point
UN Agency	UNFPA - (Norcahyo Budi Waskito; male)	Joint Programme and Co-chair
UN Agency	UNODC - (Kristian; male)	Joint Programme
Duty bearer	Komnas Perempuan (TBD)	Provide guidance for the programme
Private Sector	IBCWE - (Maya Juwita; female)	Provide private sector perspective
Private Sector	Gojek - (TBD)	Provide private sector perspective

The stakeholder mapping will be reviewed and updated by the evaluation team during the inception phase.

The evaluators are expected to discuss during the Inception Workshop how the process will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

1. Design (inception workshop);
2. Consultation of stakeholders;
3. Stakeholders as data collectors;
4. Interpretation;
5. Reporting and use.

The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

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. In case 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. Limitations to the evaluation will be clearly explained in the final report.

A reference group will be established representing UN Women Indonesia key government, civil society, donor and UN system partners. The reference group 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 reference group 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 reference group 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.

VI. 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 assurance review by the peer reviewer, the ERG, and the evaluation management group.

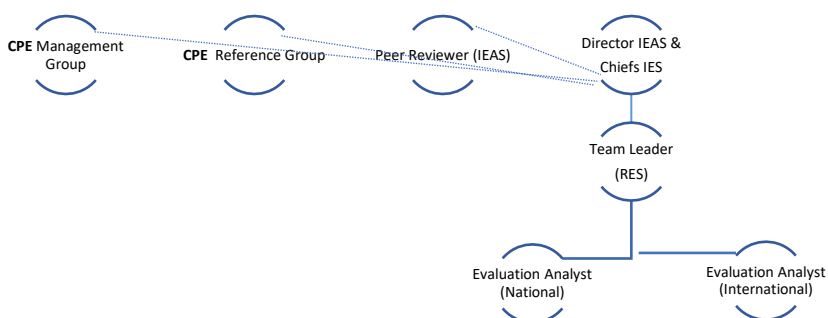
This CPE will have the following structures (as seen in the figure below):

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 CPE.
2. **Team Leader:** The Regional Evaluation Specialist of the Independent Evaluation 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, she will also be responsible for overseeing the work of the team members, managing the contracts and assuring quality of the work.
3. **Evaluation team:** The evaluation team members will include two evaluation analyst consultants responsible for key analytical tasks, systematization of information and contribution to analysis and report and presentation

preparation; one of the analysts is a National consultant who will support the data collection in country and provide key contextual information.

4. **CPE Management Group** for administrative support and accountability: Country Representative and/or Deputy Representative, Assigned CPE Focal Point, and the Regional Evaluation Specialist Team Leader.
5. **CPE Reference Group** for substantive technical support: National government partners, Civil Society representatives, Development partners/donors, UNCT representatives.
6. **Peer Review** for methodological guidance and feedback: 1 IES staff will be engaged as peer reviewer of the CPE.

CPE Governance Structure



VII. Timeframe and key milestones

The CPE will take place between January and August 2023. The preparation stage was initiated in November/December 2022 through the drafting of the TOR. There will be a theory of change (TOC) workshop in January 2023 and an inception presentation in February, where the team will join through an online platform. Data collection will take place in early March 2023 prior to Ramadan.

The evaluation report will be drafted and validated by stakeholders between May and June 2023. 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 2023 according to UN Women branding guidelines for technical publications. Evaluation dissemination and management response should be finalized by September 2023.

Table 5: Indicative timeframe and deliverables (updated)

Phase	Jan	Feb	Mar	Apr	May	June	July	Aug
Preparation								
Desk review								
Theory of Change Workshop with NCO								

Inception meeting with ERG								
Data collection & Analysis phase								
Survey								
Data Collection + Debriefing								
Analysis								
Report Phase								
Preliminary findings workshop with ERG								
Draft report shared with ERG								
Final report								
Communication products (brief + PPT)								

VIII. 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](#). These documents will be annexed to contracts. 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, stake- holders 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 CPE 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 CPE team has the final judgment on the findings, conclusions and recommendations of the CPE report, and the team must be protected from pressures to change information in the report.

Annex 1 UN Women GERAAS evaluation quality assessment checklist

- <http://www.unwomen.org/~media/headquarters/attachments/sections/aboutper cent20us/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 Country Portfolio Evaluation Guidelines

- <https://www.unwomen.org/en/digital-library/publications/2022/10/un-women-country-portfolio-evaluations-revised-guidelines>

Annex 5 Resources for data on gender equality and human rights



United Nations Entity for Gender Equality
and the Empowerment of Women

December 2022

- 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