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## Terms of Reference

### **For the Final Evaluation of the UN Women Project "Raising awareness of gender equality ("GE") among young people"** UN Women Japan Liaison Office

#### **I. Background**

In Japan, the Constitution guarantees equality of all the people before the law, and there shall be no discrimination in political, economic or social relations because of race, creed, sex, social status or family origin; restrictions on women's civil liberties have been eliminated.

The gender gap, however, persists in the country. The Global Gender Gap Report showed the lower ranks of Japan from 2016 to 2018 in a row: 111th of the 144 countries in 2016, 114th of 143 countries in 2017, and 110th of the 149 countries. The findings of the reports indicate that there is a need for a move beyond a top-down government approach to the greater involvement in and ownership of efforts to promote gender equality in Japanese society at all level.

UN Women implements a youth strategy, focused on young women and prioritized work with young men as partners in transforming gender relations. UN Women intends to harness the potential energy and partnerships with young women and young men across the world, in order to promote gender equality and achieve the Sustainable Development Goals (SDGs), with a focus on Goal 5. The UN Women youth and gender equality strategy is grounded in the Conventions on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Platform for Action, the United Millennium Declaration, the World Programme of Action for Youth, the 2030 Agenda for Sustainable Development, the global review and commemoration of Beijing+20, and the adoption of SDG 5.

Against the backdrop in Japan and in view of the potential of the youth in transformation of gender relations in the society, UN Women Japan Liaison Office (JLO), with the generous support of Shiseido Corporation (Shiseido), launched an advocacy and capacity building project, 'Raising awareness of gender equality among young people,' in Japan in April 2017. The goal of the project is to contribute to achieving gender equality and empowering women and girls in Japan through raising awareness of the gender equality and developing capacities of the students of high schools and universities as agents of change. Also, the key targets of the project included employees of Shiseido to approach closing the gender gap from the corporate side. The project took a single-year cycle of activities, which continues a total of three years from April 2017 to March 2020.

The target beneficiaries of the projects are linked to the conclusion of observations of the Committee on the Elimination of Discrimination against Women (CEDAW) on the periodic reports of Japan in March 2016. The youth would play a big role in transformation of

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gender relations in the society, and CEDAW urged that the Japanese government needed "to intensify its efforts to change social norms that reinforce the traditional roles of women and men and to advocate positive cultural traditions that promote the human rights of women and girls<sup>1</sup>". Raising awareness of gender equality among the employees of Shiseido, one of the largest Japanese global companies, also contributes to Japan for an observation of CEDAW, which urged Japan to close the gender gap in employment<sup>2</sup>.

## II. Description of the programme/project

The project took a single-year cycle i.e. activities were planned at the beginning of each cycle and expected to be completed within a year. After the completion of each cycle, UN Women JLO and Shiseido reviewed the outputs of the cycle and developed an annual plan for the next round.

To advance gender equality and empower women and girls in Japan, the project objective was to contribute to improving the understanding and capacity of the identified stakeholders, including female students, to gain knowledge of gender and reflect skills on gender into their lives.

The common outcomes set in agreements for the three years were:

- 1) increased awareness of gender equality among target groups (i.e. students, Shiseido employees, the general public) In Japan; and
- 2) enhanced capacities of young women and men with skills in promoting gender equality.

In addition to the above, two other outcomes were added in the third year due to further strengthening the element of advocacy and communications and evaluation.

- 3) enabling environment and space to be created in support of advocacy and communications of the project; and
- 4) project activities to be managed effectively and efficiently to maximize the impact of the project.

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<sup>1</sup> Convention on the elimination of All Forms of Discrimination against Women, 2016: Concluding observations on the combined seventh and eighth periodic reports of Japan, P. 6, accessible at <http://docstore.ohchr.org/SelfServices/FilesHandler.ashx?enc=6QkG1d%2FPPrICAqhKb7yhsryr9E9fM8JLxSfpAS5QTBCjaoYUCJTappT6L0KnewZnWVtHe85eNjSs33vAagefQMoJwEB%2F0mSHGEkj2WYIs2nowb3UzQMbp33RdhEo%2FKT%2B8kHzbmysGZmoa5jDIDkrlA%3D%3D>

<sup>2</sup> "(a) To Intensify efforts under the Act on the Promotion of Women's Participation and Advancement in the Workplace, 2015, the Labour Standards Act, and other relevant laws, to eliminate structural inequalities and occupational segregation and to reduce the gender pay gap by enforcing the principle of equal pay for work of equal value"

"(b) To intensifies efforts to promote the use of flexible working arrangements and Introduce shared parental leave to encourage men to participate equally in childcare responsibilities; and ensure the provision of adequate childcare facilities." (P.12, same above)

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The HeForShe solidarity movement<sup>3</sup> was employed as the theme and important component of the project, taking different roles, such as a tool for promoting gender equality and an indicator in monitoring the project for capturing the number of people who have committed to HeForShe from Japan and employees of Shiseido to promote gender equality.

A multi-pronged approach was taken for the project given the different key targets, high school students, university students, and Shiseido employees, in conjunction with the promotion of the HeForShe solidarity movement.

1) For high school students

An advocacy programme, the main component of the project, was developed to a series of activities: workshop on gender equality, self-group study, a video-presentation competition, and, for selected students, presentation at a public presentation event. The number of participating high schools increased year by year and the reach expanded across Japan during the third year.

2) For university students

The above advocacy programme was also held for students of the three universities in 2017, while the project in 2018 did not target university students. University students in 2019 again became a key target for coaching to develop their capacities to enable to advocate gender equality and empowerment of women at campuses or outside of their universities.

3) For Shiseido employees

To raise awareness of gender equality among the employees, the activities included development of a HeForShe corporate page, the organization of the HeForShe in-house events, and monitoring the number of the commitments from the employees. In the project 2019, training of trainers was planned for enhancing skills and increasing knowledge of HeForShe among employees.

The scope of the strategy included the increase in the number of HeForShe commitments in Japan as the result of the above activities.

Below is the list of the project's budget for each year; each project period is between April and March of the following year.

2017: US\$ 283,400 (= JPY 30,300,000)

2018: US\$ 283,400 (= JPY 30,300,000)

2019: US\$ 426,400 (= JPY 45,360,000)

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<sup>3</sup> The HeForShe solidarity movement was initiated by UN Women in 2014 to provide a systematic approach and targeted platform where a global audience can engage and become change agents for the achievement of gender equality. For more information, access at <https://www.heforshe.org/en>

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### III. Purpose

UN Women is committed to strengthening its role in providing key stakeholders with knowledge on progress toward and the 'how-to' of achieving gender equality in countries worldwide. The evaluation will capture the lesson learned and ensure the accountability of the UN Women for the implementation of the project. The final evaluation is mandatory, articulated in a project document and an agreement with Shiseido Corporation, a donor for the project. The evaluation report will be posted on the [Global Accountability and Tracking of Evaluation Use \(GATE System\)](#)<sup>4</sup>, designated by UN Women, and the link will be disseminated by using communication tools of UN Women Japan Liaison Office. The key users and target audience of the evaluation include Shiseido, relevant ministries of the Japanese Government, such as Ministry of Foreign Affairs, the Cabinet Office, Ministry of Education, Culture, Sports, Science and Technology (MEXT). Also, the target audience includes implementors in the fields of education, youth engagement, and gender in Japan. High school teachers in charge of classes of gender and the Sustainable Development Goals, particularly those who participated in the project, are also another targets.

### IV. Objectives

Below is the list of the objectives of the evaluation:

- a) analyze the relevance of the project strategy and approaches to strategies of UN Women and alignment with international agreements and conventions on gender equality and women's empowerment;
- b) validate project results based on targets of each outcome and output in donor agreements;
- c) analyze the achievements and/or weaknesses of advocacy components of the project particularly, for assessing the contributions of the project to the social transformation on gender at different levels, such as
  - a. awareness of gender equality and empowerment of women among the key targets;
  - b. behavioral changes of the participants; and
  - c. influence on the people around the targets.
- d) examine how to/what extent the project contributed to the above and identify and document at least three lessons learned or best practices to inform future work of the various stakeholders in addressing gender equality;
- e) assess the potential for sustainability of the results and the feasibility; and
- f) analyze how the human rights approach and gender equality principles are integrated into implementation.

### Key evaluation questions:

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<sup>4</sup> GATE System is an on-line based Information Management System, which facilitates UNWOMEN's effort to strategically plan and effectively use evaluations for accountability, management for results, and knowledge management.

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### Relevance

- To what extent is the project strategy and approaches aligned with the strategies of UN Women and international agreements and conventions on gender equality and women's empowerment?

### Effectiveness

- To what extent were the expected outputs and outcomes achieved? In particular, to what extent was the capacity of the beneficiaries developed? Do they maintain or develop their views on gender after their participation? What did contribute to the positive outcomes? Were there any unintended results? If so, how did they happen?

### Efficiency

- To what extent do the management structure of the project support efficiency for programme implementation?

### Sustainability

- Have any mechanisms for promoting gender equality been institutionalized in Shiseido and schools that participated in the project?

### Gender Equality and Human Rights

- To what extent have gender and human rights considerations been integrated into the project design and implementation?

## V. Scope of the evaluation

The evaluation will target the entire project life from April 2017 but till the onset of the evaluation, rather than March 2020 as some activities of the project for the third round are still underway.

The evaluation will employ a two-pronged approach for 2017-2018 and 2019 due to several reasons: an existing evaluation, different activities by year, and the limitation of the time and resources. An external Evaluator team has conducted a mid-term evaluation for activities of 2017 and 2018. Therefore, the final evaluation will cover 2017-2018 by using the results of the mid-term evaluation and, if any, complementing the results through additional conduct of evaluation in a framework of the final evaluation. Due to the limitation of the time and resources, the evaluation for 2019 may focus on selected locations for collection and analysis, while it ensures the most effective and efficient ways and collection of disaggregated data, including geographical balance.

The thematic coverage of the whole evaluation includes gender equality and women's empowerment, SDGs and gender, as well as youth development, such as capacity development of the participating students.

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The scope of the evaluation follows the strong focus of the project: the advocacy to high school students. The main component of the project had a series of activities in the project to increase awareness of gender equality and enhance the capacities of the students.

It will find out whether the participants have increased their understanding of gender issues, whether they have enhanced their capacities for promoting gender equality, and whether they increased motivation for engaging in gender topics through the participation in the project. It also analyzes what was effective in the series of activities and which part(s) of the activities need improvements.

The informants may include students who passed screening of their presentation videos and introduced their solutions to gender issues at the United Nations University and who did not but have submitted their presentations.

## **VI. Evaluation design (process and methods)**

The evaluation will be carried out in accordance with UNEG Norms and Standards and Ethical Code of Conduct and UN Women Evaluation Policy and guidelines, which includes the [Evaluation Policy](#), the GERAAS evaluation report quality checklist, the [United Nations System-wide Action Plan Evaluation Performance Indicator](#) (UN-SWAP EPI) and UN Women's [Evaluation Handbook](#). These guiding documents serve as the frame of reference in the process of evaluation for ensuring compliance with the various requirements and assuring the quality of the evaluation report. Explicit emphasis will be placed on the integration of gender equality and human rights principles in the evaluation focus and process.

The evaluation will be based on the methodology described below, which will be further discussed with the project partner and consulted and validated by the UN Women Regional Evaluation Specialist for Asia and the Pacific.

- The final evaluation will be summative (backward looking), which will employ a non-experimental design that measures change at the end of the programme.
- The evaluation will also be aimed at promotion of inclusion and participation by employing gender equality and human rights responsive methodological approaches with a focus on the mix of the utilization and feminist approaches<sup>5</sup>.
- The final evaluation is gender-responsive that applies mixed-methods (quantitative and qualitative data collection methods and analytical approaches).

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<sup>5</sup> The utilization approach means in the evaluation that it promotes intended use by intended users, such as Shiseido and UN Women, with a strong focus on their participation throughout the evaluation process. The feminist approach means that this evaluation addresses and examines opportunities brought by the project to reverse gender inequalities in Japan and prioritizes experience and voices of the female students and employees of Shiseido.

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The methodology for the final evaluation shall include the following:

- a) **Preliminary desk reviews** of all relevant documents on the project, the project documents, monitoring reports, data from means of the verifications of activities, donor reports (progress reports), a mid-term evaluation report, project publications, workshop materials such as presentations, videos of the presentations and interview at the public event on 6 October 2019, relevant webpages to the project, video recording, etc.

Based on the scope of the evaluation in Chapter V, the Evaluator is expected to develop a sampling frame (area, rationale for selection, mechanics of selection, limitations of the sample) through the desk reviews.

- b) **Methods such as survey, individual and group discussions, and in-depth interviews** with key stakeholders: a series of semi-structured interviews and focus groups with the project management team, counterparts of Shiseido, and beneficiaries are envisaged to be conducted under this stage. This can include survey with both quantitative and qualitative perspectives among participants in different activities. It can include relevant people around beneficiaries, including parents of the students and teachers, as well as experts who cooperated with UN Women in the project.
- c) If any unintended cases were found, the comparative analysis should be made between those cases. Japanese language should be used considering the language proficiency of the beneficiaries.

The consultative element of the evaluation is crucial for building up a consensus about the project's overall rationale and desired outcomes. Data from different research sources will be triangulated to increase its validity. Visits to interviewees outside of Tokyo, where UN Women JLO is located, will be organized to facilitate the process of evaluation.

The proposed approach and methodology have to be considered as flexible guidelines rather than final requirements; and the Evaluator will have an opportunity to make their inputs and propose changes in the evaluation designs. It is expected that the Evaluator will further refine the approach and methodology and submit their detailed description in the proposal and an inception report.

However, respect for confidentiality in dealing with the information must be guaranteed in any cases, particularly as the project targeted high school students. An agreement with each respondent must be made before research, to ensure the confidentiality for the use of the information, unless such agreements had not been made. Therefore, the Evaluator should detail a plan on how informed consent, protection of subjects and respect for confidentiality will be guaranteed.

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The Evaluator also should take measures to ensure data quality, reliability<sup>6</sup> and validity<sup>7</sup> 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.

The evaluation will take the following steps: preparation, including the finalization of ToR, conduct, reporting, and use and follow up with management response to the recommendations from the evaluation.

### **Phases of the Evaluation**

At the phase of the preparation, a UN Women Evaluation Manager will hold an inception meeting, facilitating the Management and Reference Groups and the Evaluator.

As the phase of the conduct, the Evaluator are expected to conduct desk review and submit an inception report, which will contain the purpose, objectives, and scope of the evaluation. It can also include programme theory or theory of change, methods and analysis frameworks, review of documentation, data collection procedures and sources, and a work plan with associated activities, deliverables, timetable, roles and responsibilities, as well as travel and logistical arrangements for the evaluation.

After the inception report, reporting will be made several times through presentation of preliminary findings, a draft of the report, and the submission of the final report. The reporting must have at least three best practices and lessons learned and recommendations, to which the Management Group will respond. The draft report will be shared and discussed with the Reference Group. The final reporting will be made at a validation meeting in late March, to share the findings, best practices and lessons learned, and the recommendations with key stakeholders, such as the Management and Reference Groups, as well as an Informational groups such as teachers, experts, and government representatives.

The final report will be uploaded to the website of UN Women, Global Accountability and Tracking of Evaluation Use (GATE System), with the management response and disseminated to relevant stakeholders, including informants.

The language for the reports must be in both English and Japanese, for ensuring that the information is made accessible and barrier-free to key local stakeholders.

## **VII. Stakeholder participation**

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<sup>6</sup> Reliability is consistency in results using the same method.

<sup>7</sup> Validity refers to the degree to which the evaluation and its data collection tools are measuring the concepts intended to be measured.



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UN Women JLO took the primary role of the planning, implementation, and monitoring of the project, in cooperation with Shiseido and with the support of other key partners, such as academic and government institutions, and corporate IMPACT Champions.

Shiseido was a donor and a partner throughout the whole period of the project. They jointly prepared and implemented the project, in particular, the advocacy programme for high school students. Also, the counterparts took the main role of the programmes that targeted Shiseido employees.

Different stakeholders joined different activities.

1) An advocacy programme for high school students

- Representatives of Ministry of Foreign Affairs (MoFA) and the Cabinet Office in 2017, Ministry of Economy, Trade and Industry in 2018, and Ministry of Education, Culture, Sports, Science and Technology (MEXT), in 2019 joined the public presentation event to provide feedback on students' ideas and solutions to gender issues. Among others, MEXT in 2019 supported information dissemination of the project among schools and joined the screening of students' presentations. MoFA participated in the public event as a supporting body for three years. A representative of the Gender Equality Bureau of the Cabinet Office also gave remarks at the public event in 2019.
- A representative of Gender Action Platform, a CSO, played important roles at different stages: screening presentations, advising on the public events, joining it as a panelist and commentator on students' presentations.
- Two professors of gender studies joined the event as panelists and commentators in different years
- An editor of Huffington Post took the role of another commentator for three years.
- Representatives of the corporate IMPACT Champions also acted commentators. McKinsey & Company in 2017, PricewaterhouseCoopers Aarata LLC in 2018, and Barclays in 2019 joined in respective years.

2) Activities for university students

- Universities and CSOs, such as Nagoya University, Ochanomizu University, Sophia University, and Osaka YWCA, helped students to develop their skills and organize events in different ways, including sponsoring events and coordinating with UN Women in 2019.

**Management Group, Reference Group, and Informational Group**

UN Women staff will comprise **the Management Group**. The members are Japan's Director, a Regional Evaluation Specialist for Asia and the Pacific, an Evaluation Manager of UN Women JLO, and a Gender Project Consultant.

The counterparts of Shiseido will be in **the Reference Group** given their various important roles taken in the project. Against such a backdrop, their active participation is required

for the whole evaluation period: inputting the ToR, providing information resources to the Evaluator, reviewing reports, and joining a validation meeting.

There are other key stakeholders to be considered as **an informational group**, who will provide inputs and feedback to evaluation results, such as experts from different fields who joined screening and events for students' presentations, and teachers who constantly participated in the advocacy programme for three years. The informational group is primarily expected to join the validation meeting. Also, the group will help conduct evaluation through the provision of the information, where appropriate.

The Evaluator will ensure the voices of the beneficiaries of the project in the evaluation. The beneficiaries will input their views and feedback on their participation and the project. As many of the beneficiaries are minors, ethical safeguards, in line with the UNEG Ethical Guidelines, will be employed to protect their privacy, dignity, and safety and to avoid harm in any form.

## VIII. Time frame

Task	Time frame	Person Responsible
Recruitment of the Evaluator(s)	2 weeks post circulation	UN Women Evaluation Manager
Inception phase (Inception meeting and report)	2 weeks (post contract signing)	Evaluator
Conduct stage (data collection)	3 weeks (post inception report submission)	Evaluator
Reporting stage (analysis and presentation of preliminary findings)	3 weeks (post final data collection)	Evaluator
Validation meeting	1 day	UN Women Evaluation Manager
Use and follow-up	6 weeks post final report	UN Women Evaluation Manager

## IX. Expected deliverables

The Evaluator is expected to submit an inception report, a PowerPoint presentation, and a final evaluation report with executive summary and brief that highlights key evaluation findings and conclusions from the whole period. The report must provide at least three lessons and learned and recommendations.

Deliverable	Time frame for submission	Person responsible
Desk review and an inception report - quality review and consultations with Reference Group will be conducted, including evaluation matrix, data collection tools, plan for ethical adherence. The inception report should be presented in PPT format to the ERG.	14 February 2020	The Evaluator

Data collection	20 February 2020	The Evaluator
PowerPoint Presentation on preliminary findings, lessons learned, and recommendations - quality review and consultations with Reference Group will be conducted.	6 March 2020	The Evaluator
Draft of the final report, including annexes - quality review and consultations with Reference Group will be conducted.	20 March 2020	The Evaluator
Reporting at a validation meeting - Key stakeholders, including UN Women, Shiseido, experts, and teachers, will provide feedback.	The week of March 23, 2020	The Evaluator
Final evaluation report and executive summary in both English and Japanese; and a brief for dissemination in both English and Japanese	31 March 2020	The Evaluator

The Evaluator ensures strict adherence to UN Women's policy on data security and ownership of all the collected data for the evaluation will be given to UN Women.

## X. Management of evaluation

The management structure as per the table below:

Actors and accountability	Roles and Responsibilities
UN Women Japan's Director	<ul style="list-style-type: none"> <li>• Safeguard of the independence of the evaluation exercise and ensure quality of the evaluation</li> <li>• Prepare a management response that addresses the findings and recommendations to ensure future learning and inform implementation of relevant projects</li> <li>• Lead the Management Group</li> </ul>
Evaluation Manager - Gender Project Manager	<ul style="list-style-type: none"> <li>• Manage the day-to-day aspects of the evaluation.</li> <li>• Provide inputs from the project perspective</li> <li>• Participate in the review of the evaluation methodology</li> <li>• Observe the evaluation process</li> <li>• Facilitate the process by providing available documents, data and contacts</li> <li>• Organize a validation meeting</li> <li>• Comprise the Management Group</li> </ul>
Gender Project Consultant	<ul style="list-style-type: none"> <li>• Provide inputs from the project perspective</li> <li>• Facilitate the process by providing available documents, data and contacts</li> <li>• Support organization of the validation meeting</li> <li>• Comprise the Management Group</li> </ul>
Regional Evaluation Specialist	<ul style="list-style-type: none"> <li>• Support the UN Women Japan Liaison Office on all stages of the evaluation management, providing guidance and quality assurance.</li> <li>• Comprise the Management Group</li> </ul>
Reference Group - Counterparts of	<ul style="list-style-type: none"> <li>• Participate in various steps of the evaluation management process, such as inception meeting and commenting on draft reports.</li> </ul>

Shiseido	
Evaluator	<ul style="list-style-type: none"> <li>• Conduct the evaluation and be responsible for the relevant deliverables</li> <li>• Communicate with the Management Group, whenever needed</li> </ul>

The evaluation management structure will be composed of the coordinating entity (Management Group) and the consultative body (Reference Group).

The Management Group will be responsible for the management of the evaluation. It will coordinate the selection and recruitment of the Evaluator, manage a contractual agreement, budget and personnel involved in the evaluation, support the Reference Group, provide all necessary data to the Evaluator, facilitate communication between the Evaluator and the Reference Group, and review drafts and the final report and collate feedback and organize a validation meeting with the Evaluator.

The Reference Group will provide technical input over the course of the evaluation. It will provide guidance on key deliverables, including an inception report, the draft and full report of the final evaluation report, submitted by the Evaluator. It will also support the dissemination of the findings and recommendations.

## **XI. Evaluation team composition, skills and experiences**

A firm or a research organization shall suggest the composition of an evaluator team with mix expertise on evaluation and gender equality and women's empowerment.

A team of evaluators should clearly detail the roles and responsibilities of all the team members, and the number of days each member shall work. CVs of all team members must be attached. Samples of the previous work should be included.

Qualifications for a team leader:

- At least Master's Degrees in social sciences, evaluation, development studies, education or related fields;
- Extensive experience in conducting programme evaluations: 10 years for evaluation, with at least 3 years of exposure to work on gender and/or women's empowerment, with demonstrable skills and knowledge of evaluation designs, both qualitative and quantitative data collection and analysis;
- Fluency in English and Japanese, with the ability to produce well-written reports demonstrating analytical ability and communication skills;
- Display of integrity, by modeling the UN's values and ethical standards; and
- Cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Also, experience with gender-responsive evaluations and excellent understanding and

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commitment to UN Women's mandate are desirable.

Qualification for each team member:

- At least undergraduate degrees in social sciences, evaluation, development studies, education or related fields;
- At least 3-year experience in participating in programme evaluations;
- Fluency in English and Japanese, with the ability to produce well-written reports demonstrating analytical ability and communication skills;
- Display of integrity, by modeling the UN's values and ethical standards; and
- Cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Also, experience with gender-responsive evaluations and excellent understanding and commitment to UN Women's mandate are desirable.

## **XII. Ethical code of conduct**

Evaluations in the UN will be conducted in accordance with the principles outlined in both *UNEG [Norms for Evaluation in the UN System](#)* and by the *UNEG [Ethical Guidelines](#)*.<sup>1</sup> These documents will be attached to the contract with the firm or research organization. Each evaluator team is required to read the Norms and Standards and the guidelines and ensure strict adherence to it, including establishing protocols to safeguard the confidentiality of information obtained during the evaluation. Also, the Evaluator must ensure ethical code of conduct, using *[UN Women Evaluation Consultants Agreement Form](#)* and *[Code of Conduct for Evaluation in the UN system](#)*.

## **ANNEXES**

*After the selection of the evaluation consultant/firm, the following documents should be appended to the ToR:*

- *[UN Women GERAAS evaluation report quality checklist](#)*
- *[UN Women Evaluation Consultants Agreement Form](#)*
- *[UNEG Norms for Evaluation in the UN System](#)*
- *[UNEG Standards for Evaluation in the UN System](#)*
- *[UN Women Evaluation Handbook](#)*