# Terms of Reference

*Contractor to Undertake Programme Evaluation on UN Women Regional Programme ‘Women Peace and Security in the Arab States Phase II 2019-2022’*

*The purpose of this contract is to undertake a full programme evaluation of UN Women regional programme ‘Women Peace and Security in the Arab States Phase II’, funded by the Ministry for Foreign Affairs of Finland. The evaluation will be conducted throughout the period May - October 2022 and fully delivered by the month of October 2022.*

**1. Background information on the project**

UN Women

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

UN Women has a universal mandate that encompasses a normative, an operational/programmatic as well as a coordination role, all of which are closely linked with its unique structure. At the core of its mandate, UN women plays a leading role in supporting governments in delivering on their gender equality and empowerment of women (GEEW) commitments in the SDGs. UN Women is mandated to stimulate and coordinate improved action on gender equality across the whole UN system.

Regional Programme ‘Women Peace and Security in the Arab States Phase II 2019-2021’

The Women, Peace and Security agenda was established by UNSCR 1325 in 2000. It outlines UN and Member States’ obligations to ensure that the needs of women and girls impacted by conflict are addressed. UN agencies and donor countries have identified the formulation of NAPs on UNSCR 1325 as one of the fundamental tools for moving forward Member State commitments. These plans provide an opportunity for national stakeholders to identify priorities, determine responsibilities, allocate resources, and initiate strategic actions within a defined time frame.

In the Arab region, the first commitment towards the implementation of the WPS agenda was made in 2015, through a Regional Strategy and Executive Action Plan on WPS endorsed by League of Arab States (LAS) as a guidance tool to Member States to achieve their commitments towards WPS. The strategy advocated for member States to adopt NAPs 1325, even if not in conflict, as NAPs provide opportunities for key stakeholders to identify priorities, determine responsibilities, allocate resources, and initiate strategic actions within a defined time frame.

Countries in the region have since taken steps to localize and implement the WPS agenda and at the time of writing, eight of the 22 Arab League countries had adopted NAPs on Women, Peace, and Security: Iraq, Jordan, Lebanon, Palestine, Sudan, Tunisia, the United Arab Emirates (UAE) and Yemen. In addition, four other countries in the region, Algeria, Egypt, Libya, and Morocco, have taken steps towards developing a NAP on UNSCR 1325.

Against this regional backdrop and to support the efforts of countries in the region towards the achievement of the WPS agenda, UN Women developed the regional programme “Women, Peace and Security in the Arab States – Phase II” in 2019 to build on the achievements of Phase I (2016-2018) (which focused on driving NAP 1325 development through enhancing national policies on WPS for greater accountability) and to support the implementation of NAPs 1325 and WPS commitments in the Arab States. From the outset of the programme, institutional mechanisms were established to implement and monitor WPS commitments at the national and regional levels. In addition, women and girls’ safety, physical and mental health, and security are at the center of the programme, including as they participate in and inform decision-making processes and responses related to conflict prevention. Phase II builds on this work and aims to support institutional implementation mechanisms through monitoring, reporting, and evaluation, while also providing funding to support NAP 1325 implementation and aims to turn policy into practice and results.

The overall objective is to enable the implementation of women, peace, and security commitments through policy change and community-level action.

Phase II is structured around the following two outcomes:

* Outcome I: An enabling environment for the validation and implementation of WPS commitments is created, with support to government implementation and civil society oversight strengthened
* Outcome II: NAP implementation is undertaken by government and non-government actors through interventions to enhance social cohesion and protection.

And three output areas:

* Output 1.1: National institutions ensure validation, endorsement and implementation of a National Action Plan on UNSCR 1325
* Output 2.1: Community-level conflict resolution mechanisms and dialogue build social stability and prevent violent extremism
* Output 2.2: The provision of quality multi-sectoral protection services for survivors of violence against women

The programme is based on the following theory of change:

* If there are policies in place calling for the implementation of WPS commitments
* If national systems are supported for implementation
* If support is provided to the integration of NAPs 1325 into annual budgets and plans
* If community level NAP implementation produces WPS dividends

Then; the implementation of women, peace and security commitments at the national level will be realized as a result of policy change and community level action.

**Key programme partners** include Governments in the five programme countries and civil society, specifically the following:

* Iraq: The Iraq cross sector on 1325, 1325 alliance, 1325 network, Department of Women Empowerment, High Commission on the Advancement of Women and High Council for Women Affairs. Ministries of Labour and Social Affairs (MOLSA), Finance, Planning, Interior, Directorate Committee on Ending Violence Against Women (DCVAW) and CSOs.
* Jordan: Jordanian National Council of Women (JNCW), Inter-Ministerial Committee for Women’s Empowerment, Public Security Directorate (PSD), Jordanian Armed Forces (JAF), Ministry of Education (MoE), National Center for Curriculum Development (NCCD), General Budget Department, Ministry of Finance, Judicial Institute, and CSOs.
* Lebanon: National Commission for Lebanese Women (NCLW), the Centre for Professional Mediation, UNIFIL, OHCHR, UNFPA, ESCWA, UNDP, International Alert (‘Alert’)
* Tunisia: key national training centers and schools of the security, diplomatic and social sectors, local authorities/municipalities, national media, national civil society, and national organizations, and the African Women Leadership Network (AWLN)
* Libya: Expert lawyers, CSOs, and human rights defenders, UNSMIL, UNFPA, OHCHR, Libyan Women Peacebuilders Network, Ministry of Women, and variety of stakeholders involved in the National Action Plan process.
* At the regional level: the League of Arab States, regional offices of UN agencies, and CSOs.

As a regional project, the programme is managed by the Regional Office for Arab States in Cairo, Egypt, which works with UN Women country offices to identify partners and implement the work. In addition, UN Women has established a project steering committee made up of representatives from UN Women and the Finnish Ministry of Foreign Affairs to oversee the implementation of the programme and discuss and agree on the direction of the programme.

The programme has been generously supported by the Ministry for Foreign Affairs of Finland, with a total programme budget of 5.5 million EUR for the implementation of Phase II. The programme is managed by a national (NOB) Programme Analyst sitting within the UN Women Regional Office for Arab States, who is supported by the UN Women Regional Advisor on Peace and Security (P5) (15%). The programme also funds 25% of an (NOB) Operations Analyst at the regional level. At the regional level, the UN Women Programme Analyst ensures regular oversight of timelines, quality assurance and financial expenditures. At the country level, programme staff lead programme implementation. In each country the budget covers 50% of a national professional staff member.

2022 is the last year of programme implementation following a cost extension which was processed to enable the finalization of programme activities and the roll out of an evaluation to document programme results. As UN Women and the Ministry for Foreign Affairs of Finland are looking to extend their partnership for a third Phase III of the programme, the full fledge evaluation being commissioned will document successes and lessons learned from the programme, as well as challenges and best practices that can be replicated across Programme countries.

**2. Evaluation purpose and Objectives**

The purpose of this final evaluation is twofold- a) accountability, to assess the overall performance of the programme and achievement against the planned results; b) learning, by studying the nature and processes of interventions to determine which strategies and elements worked well, in which context and why, and potential for replicating or scaling up the successful innovations. At the same time, it will contribute towards building a body of evidence in the area of WPS for other UN Women partners and sector players.

UN Women is commissioning a full fledge evaluation of the programme “Women, Peace and Security in the Arab States- Phase II”.

The evaluation follows previous UN Women evaluations on the programme and on UN Women’s global work on WPS. In 2021, UN Women has also commissioned a rapid assessment of the programme which looked at main areas of progress and key successes under the regional programme. The rapid assessment report is currently under finalization and is expected to be available in April 2022. Additionally, UN Women has previously commissioned an evaluation on Phase I of the programme, and a corporate evaluation on UN Women’s work on in supporting NAPs globally.

The key findings and conclusions of the previous evaluation on the programme, the rapid assessment and the corporate evaluation on NAPs include, but are not limited to:

* UN Women’s work on NAPs is highly relevant in the region and aligned with programme countries WPS priorities and agendas, this is also true globally, as UN Women NAP support has been found to be strongly grounded in an understanding of local WPS priorities and contexts, as well as SDGs 5 and 16, allowing the Entity to advance these global goals in a contextually relevant way;
* The Programme has been effective in building institutional capabilities on the WPS agenda amongst governmental partners, CSOs, and other counterparts. Globally, UN Women is effective in facilitating national NAP processes that build awareness and consensus and strongly contribute to the adoption of NAPs;
* UN Women recognizes the importance of national ownership of WPS NAPs for their long-term sustainability, and building this ownership is a central element of UN Women’s engagement on WPS NAPs;
* Sustainable implementation of WPS NAPs requires meaningful translation to the local level and ensuring adequate funding. UN Women needs a clearer strategy for how it can support such sustainable implementation.

The rapid assessment was conducted remotely and as such identified elements that should be further elaborated on in the evaluation (which will include in person field missions). These include:

* Assessing the impact of the programme on the community and individual level, particularly in terms of how the programme has facilitated social cohesion across the 5 focus countries;
* Assessing the level to which lessons learned from previous programme phases and evaluations has been taken on board
* Elaborating on how best practices of the programme could be replicated in different country contexts;
* Assessing the sustainability and national and local ownership of the regional programme and how it could be further strengthened going forwards

The evaluation is intended to build on these key findings and fill in on evaluation gaps identified in the rapid assessment, in order to provide a more detailed understanding of achievements and limitations under the regional programme, in an effort to inform a potential phase III of the programme.

The primary intended users of the review are UN Women staff managing and implementing the programme, both at the regional and country level; programme partners; and the Finnish government.

Led by the Regional Evaluation Specialist from the Independent Evaluation and Audit Services (IEAS) of UN Women, the evaluation will be an independent, transparent and participatory process involving relevant UN Women stakeholders and partners at the global, regional and country levels. The evaluation is also to address the limitations in scope of the rapid assessment in involving relevant stakeholders at the community and individual levels, including, where possible, beneficiaries of the programme. The evaluation will be based on gender and human rights principles, as defined in the [UN Women Evaluation Policy](https://www.unwomen.org/en/digital-library/publications/2020/08/evaluation-policy-of-the-united-nations-entity-for-gender-equality-and-the-empowerment-of-women) [GERAAS evaluation report quality checklist](https://genderevaluation.unwomen.org/-/media/files/un%20women/gender%20evaluation/handbook/geraas%20guidance%20note_aug%202019%20%20final.pdf?la=en&vs=4654), and the UN Women’s [“How To Manage Gender-Responsive Evaluation” handbook](https://www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation). The evaluation shall also be guided by the UN Women [Pocket tool for managing gender responsive evaluation during Covid 19.](https://www.unwomen.org/en/digital-library/publications/2020/05/pocket-tool-for-managing-evaluation-during-the-covid-19-pandemic) In addition, it will adhere to the United Nations norms and standards for evaluation in the UN System[[1]](#footnote-2) and Ethical Code of Conduct.

The evaluation team should detail a plan on how protection of subjects and respect for confidentiality will be guaranteed.

The specific objectives of the evaluation are:

* Building on the findings of the rapid assessment of the regional programme, assess the relevance of the project to the national and regional context and alignment with international agreements and conventions on WPS, gender equality and women’s empowerment.
* Fill in on evaluation gaps identified in the rapid assessment by assessing the most significant changes, both positive and negative, and the overall success of the programme at the community and individual levels
* Assess the effectiveness of the project in creating an enabling environment for the validation and implementation of WPS commitments, specifically NAPs 1325, through UN Women support provided to governments and CSOs
* Assess the effectiveness of UN Women support to government and non-government partners for NAP 1325 development, adoption and implementation
* Assess the effectiveness of UN Women and partner efforts in enhancing social cohesion and protection in programme countries, at the community and individual levels.
* Assess the sustainability of the project in promoting partner’s institutions ownership of activities and potential to take the work forward.
* Identify and validate lessons learned and good practices that support NAP 1325 development, adoption, implementation and monitoring in all project countries and under the regional component and that could be replicated in other contexts in the region.
* Provide actionable recommendations for UN Women regional and country teams, government and non-government partners and the donor, to inform a phase three of the project.

## **3. Evaluation criteria, questions and methodology:**

The evaluation will use the OCDE/DAC evaluation criteria, including relevance, effectiveness, efficiency, sustainability and contribution to impact (likelihood of) and will answer evaluation questions related to these criteria. Considering the mandates to incorporate human rights and gender equality in all its work and the UN Women Evaluation Policy, which promotes the integration of women’s rights and gender equality principles, these dimensions will have a special attention in this evaluation and will be considered under each evaluation criterion.

Additionally, the evaluation will also explore the coherence of the programme with other related regional and national interventions. The evaluation will also take into account the following cross-cutting objectives of the Ministry for Foreign Affairs of Finland’s development policy[[2]](#footnote-3) throughout: (1) Gender equality, (2) Non-discrimination with a focus on persons with disabilities, and (3) Climate resilience and low emission development. The evaluation team is also expected to take into account and be familiar with the guidelines of the Ministry for Foreign Affairs of Finland’s MENA Strategy[[3]](#footnote-4) and the human rights-based approach in development co-ordination[[4]](#footnote-5).

Key evaluation questions:

* How relevant are the project interventions in creating an enabling environment for the validation and implementation of WPS commitments in the region and programme countries?
* Has UN Women adopted a strategic approach in promoting the development and implementation of NAPs 1325?
* To what extent do the project interventions as designed and implemented address the key challenges and gaps related to the implementation of WPS commitments in the region?
* To what extent has advocacy work been successful in raising awareness on NAPs 1325 in the region?
* To what extent have the partnerships and mechanisms established under the programme been able to promote the sustainable implementation of the WPS agenda in the region?
* To what extent has the programme been successful in building social cohesion and preventing conflict and violent extremism with a gender-lens?
* To what extent has the programme enabled the enhanced protection of women survivors of conflict in the target countries?
* How could the results on social cohesion and protection efforts be better measured going forwards?
* Has the program been able to fill in key knowledge gaps on the implementation of the WPS agenda in the region?
* What is the added value of having a regional element to the project? How do national and regional activities complement each other? To what extent has the regional component been able to strengthen country level co-operation through the programme?
* What are enabling and limiting factors that contribute to the achievement of results overall and what actions need to be taken to overcome any barriers that limit the progress? Were there any constraints (e.g. political, practical, and bureaucratic) to achieving project results? What were these challenges and how can they be mitigated going forward?
* Has the project developed the capacity of civil society and government partners, in order to ensure sustainability of efforts and benefits?
* To what extent has the project worked to foster the buy-in and ownership from government and other national actors?
* To what extent is the programme ensuring that all capacity building activities become institutional rather than located with specific individuals?
* What are the best practices and lessons learned from the programme implementation and how could best practices from programme countries be better transferred and replicated in other contexts in the region? Are there any challenges perceived for replicating best practices in other contexts in the region?
* Where there any unintended positive or negative consequences generated from the programme and its activities? How can the negative impact be better mitigated against going forward?
* To what extent is the programme coherent with other related interventions in the regional and country level, does it add value while avoiding duplication of effort?
* Has the programme been able to create or strengthen synergies and interlinkages within UN Women (policy coherence)?
* To what extent have the recommendations of the programme phase I evaluation been implemented? What have been the main enablers or challenges to implementation?
* To what extend has the programme aligned with the Ministry for Foreign Affairs of Finland’s development policy’s cross-cutting objectives on 1) gender equality 2) non-discrimination 3) climate change. How could the programme better incorporate these objectives in its implementation, particularly with regard to addressing climate related issues?

At inception stage, the evaluation team is expected to develop an evaluation matrix summarizing key questions, indicators, sources of information and methodology to guide the analysis and triangulation. Final evaluation matrix will be validated by the evaluation task managers and the evaluation reference group constituted in the framework of this evaluation processes and approved in the evaluation inception report.

Design and Methodology:

This will be a Theory-Based, utilisation-focussed evaluation, based on participation and involvement of relevant stakeholders and partners in the countries throughout the evaluation process.

It will have to adopt more systems thinking and complexity-responsive design and apply a feminist approach to evaluation to examine issues of power and to understand and evaluate whether and how the programme has contributed or led to changes in the root causes of gender inequalities and power structures. It will apply a mixed-method using qualitative as well quantitative methods and use triangulation to validate the various sources of information.

The evaluation will be applying relevant gender-analytical frameworks such as Social Relations Framework[[5]](#footnote-6) to assess how gender discriminations and inequalities created, maintained, and reproduced in institutions (i.e., the household, community, market, and states) are being challenged and transformed through the programme. Gender Results Effectiveness Scale[[6]](#footnote-7)can be used to measure the effectiveness of the programme and rate it against the five-point ratings scale, moving from gender negative to gender transformative, measuring results that contributed to changes in norms, cultural values, power structures and the roots of gender inequalities and discrimination.

The programme uses a diverse range of means of implementation/interventions to achieve the programme results such as community engagement, capacity building, policy advocacy etc. The evaluation therefore will be comprised of a selection of relevant evaluation methods and tools to evaluate the programme and address the evaluation questions.

A list of suggested methods and tools are presented below however, these are indicative, and the interested bidders are expected to choose, and present relevant methods and tools based on their interpretation of the evaluation assignment:

1. Contribution analysis and robustness of the Theory of Change- to assess the overall contribution of the programme towards the gender equality outcomes using the existing or reconstructed programme Theory of Change and results chain to gain an understanding of the conditions that affect results;  to identify those strategies that are effective; to collect information that helped adaptation or lack thereof; and, should the desired results not materialize, to ascertain whether this was because of programme design, implementation or external factors beyond the control of the programme.
2. Evaluate the Policy advocacy and normative work using relevant methods such as the Bellwether method[[7]](#footnote-8), Policymaker Ratings[[8]](#footnote-9), Outcome mapping[[9]](#footnote-10), [System Mapping](https://www.betterevaluation.org/en/evaluation-options/networkmapping), Process Tracing [[10]](#footnote-11)etc. and evaluate the work related to networks and institutional change for GEWE using methods such as Network analysis[[11]](#footnote-12), Most Significant Change [[12]](#footnote-13)etc.
3. Established methods for evaluating training and capacity building initiatives such as the Pact's Capacity Development Evaluation framework[[13]](#footnote-14)and Kirkpatrick model[[14]](#footnote-15).

This is a regional programme so the main report will focus on how results brought together under the programme ToC have been delivered efficiently and are likely to be sustainable. However, the evaluation will also present country specific findings and recommendations in the form of five country summary reports.

The evaluation team is encouraged to review these at the inception stage to validate these or present alternate evaluation design and methodologies.

The evaluation will use a wide stream of multiple quantitative and qualitative data collection and analysis methods, which include a combination of portfolio analysis, desk-based review, a series of online and onsite interviews and survey with relevant stakeholders, target groups and individuals, coordinators of the programme, and country case studies in the programme countries.

Methodological rigor and report quality will be ensured specifically through the RES as well as through the Evaluation Management Group, Evaluation Reference Group and Evaluation Steering Committee.

The evaluation design will have to take into consideration the challenges presented by the COVID 19 situation and shall be guided by the UN Women [Pocket tool for managing gender responsive evaluation during Covid 19.](https://www.unwomen.org/en/digital-library/publications/2020/05/pocket-tool-for-managing-evaluation-during-the-covid-19-pandemic)

**4. Scope of work**

The evaluation will include a desk review of information sources on UN Women’s work undertaken at the regional and country levels, including the recent Rapid Assessment of the programme, Project Document, Annual Reports, donor reports, event reports, and monitoring reports. The desk review will include documents pertaining to all five countries included in the project, Iraq, Jordan, Lebanon, Libya and Tunisia as well as to the regional level. Additionally, as per the recommendations of the rapid assessment on the programme the evaluation team should also conduct field missions to programme countries, wherever possible with regards to the security and public health situation in each country, as well as restrictions imposed by the COVID-19 pandemic on travel. The evaluation team will be expected to conduct field mission in at least three of the programme countries[[15]](#footnote-16) Additionally, interviews for the regional component and the additional remaining countries can be held virtually. The evaluation team should nevertheless hold a minimum of 5 interviews (in person or virtually) per programme country and the regional level. Given the different and complex contexts in each of the countries within the scope of review, it will be important to pay close attention to how the context in each of the countries has shaped the approach and design of the programme in each country.

The following data sources will be utilized, and data will be triangulated to ensure validity and reliability:

* Review of key documents, including:
  + UN Women Project Document;
  + UN Women and partner activities reports and documents for regional and country level events and initiatives
  + UN Women formal and informal Donor Reports for Phase II
  + UN Women Rapid Assessment of Phase II and Evaluation of Phase I
  + UN Women Monitoring and Annual Reports
* Interviews with UN Women staff, national level partners, regional partners, other civil society partners, beneficiaries, and the donor (Ministry for Foreign Affairs of Finland);
* Potential direct observation of an activity if timeline, and country situation, allows.

The review will cover the period from the start of implementation January 2019 to the start of the evaluation in 2022, noting that some of the activities are ongoing. The geographical scope will include the five countries included in the project, Iraq, Jordan, Lebanon, Libya and Tunisia, and the regional component. The review team is expected to work in consultation with relevant UN Women regional and country WPS teams in collecting information on challenges, lessons learned and recommendations. Depending on the possibility to travel, affected by the ongoing COVID-19 pandemic and associated limitations, the review team will be expected to conduct field missions in person/virtually in each of the project countries, to meet with stakeholders and partners, UN Women country presences and to collect primary data on project activities.

**5. Evaluation governance structure and process**

The evaluation will be a consultative, inclusive and participatory process and will include a threefold management structure consists of an Evaluation Steering Committee, an Evaluation Management Group and Evaluation Reference Group.

In addition to the three bodies mentioned above, the Regional Evaluation Specialist (RES) UN Women Regional Office for Arab States (ROAS) will support the evaluation process technically. Relevant country offices will closely support the coordination for the field visits, including logistical support.

The evaluation will be carried out by external independent evaluation company. Under the guidance of the EMG, the evaluation team will ensure that the evaluation is conducted in accordance with United Nations Evaluation Group (UNEG) Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key relevant guidance documents in UN Women.

Function and composition of the different bodies:

**Evaluation Management Group (EMG)** will be led by the Regional Evaluation Specialist (RES) of the UN Women Arab States Regional Office. The EMG will be responsible for the overall management of the process, including the recruitment of the evaluation team, the coordination of field missions and the quality assurance of the evaluation deliverables. The RES is a member of the UN Women Independent Evaluation Service (IES) of the Independent Evaluation and Audit Services (IEAS) and will ensure the greatest degree of independence during the entire evaluation process. The EMG will liaise with the Evaluation Steering Committee and the Evaluation Reference Group to obtain final endorsement and approval of the evaluation deliverables.

**Evaluation Reference Group (ERG):** facilitates the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, maintaining quality assurance throughout the process and disseminating the evaluation results. The ERG is composed of key national stakeholders from government and civil society organizations in the five countries, key WPS programme staff members (WPS Regional Advisor, WPS Regional Programme Analysts, WPS Regional Communications consultant, and WPS national coordinators from the five countries of implementation), UN Women relevant thematic experts from ROAS and HQ, the donor (The Ministry for Foreign Affairs of Finland), and relevant regional and national programme partners.

**Evaluation Steering Committee (ESC)** will be the key accountable body that will ultimately endorse the evaluation report and will be responsible for the development of an evaluation Management Response (MR) to address the recommendations included in the report. The ESC will be chaired by the Regional Director, ROAS, the WPS Regional Advisor, ROAS, and the five UN Women's country representatives (or their alternates) from the five countries of implementation.

The evaluation team will be responsible for three phases of the review:

1. **Inception**: consultations between the review team and the UN Women Regional Office, project portfolio review, stakeholder mapping, inception meetings with the reference group, review of the project theory Eof change and results framework, finalization of review methodology and tools, sampling frame, stakeholder mapping, review matrix and the inception report;
2. **Data collection and analysis**: in-depth desk review, online interviews, visits to at least 3 countries;
3. **Analysis, synthesis and reporting:** analysis of data and interpretation of findings, presentation of preliminary findings and drafting of a report, recommendations and other communication products.

The contractor will report to the Regional Evaluation Specialist, UN Women ROAS and will work closely with the programme team at the regional and country levels

**6. Expected deliverables and timeframe**

Deliverable Schedule

While the contractor will be expected to develop a detailed work plan based on project requirements, below is a preliminary breakdown of the main components of the project, which is expected to be completed in 6 months:

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| **Deliverable** | **Timeframe** | **Payment %** |
| *Inception report (including two rounds of revision)* | *May 2022* | *15%* |
| *Undertake consultations and interviews in target countries (with a minimum of 5 interviews per programme country/office)* | *June -July 2022* | *15%* |
| *PowerPoint presentation in English on preliminary findings of the evaluation* | *July 2022* | *10%* |
| *Draft Report with an executive summary in English (including two rounds of revision prior to the final report)* | *August-September 2022* | *20%* |
| *Final report and other communication products (2-page evaluation Brief with infographics, and a PPT) in English* | *October 2022* | *40%* |

Selection Criteria

The core review team will be composed of up to three experts with extensive experience in evaluation, gender, and the thematic area of WPS, as well as experience in the Arab States region. The review team must include one international expert and at least one national expert from one of the programme countries.

The combined expertise of the team should include:

* At least 14 years in research and evaluation experience in utilization-focused research/evaluation, gender and human rights responsive and mixed methods.
* Previous experience in conducting thematic evaluations (including on WPS) as well as complex multi-stakeholder evaluations, preferably for the UN system. Knowledge and experience working on, or evaluating, gender and WPS work within the evaluation team is essential. Proposals submitted without this will not be considered.
* Knowledge of the relevant international frameworks pertaining to gender equality and women’s empowerment and WPS agenda; expertise in gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related UN mandates.
* Strong experience and knowledge in human rights issues, human rights-based approach to programming, human rights analysis, and related UN mandates.
* Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
* Fluency in Arabic, English; working knowledge of French would be an asset
* Balance in terms of gender and international/regional representation is desirable.
* Experience in Arab States region.

The team leader will be responsible for delivering the key review products. S/he will coordinate the work with the other team member during all phases of the review process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the UN Women review Task Manager, s/he will lead the conceptualization and design of the review, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report.

More specifically the tasks of the team leader include:

* Developing an inception report outlining the design, methodology, required resources and indicative work plan of the review team. Assigning and coordinating team tasks within the framework of the TOR.
* Directing and supervising the research and analysis of secondary evidence, project documents, databases and all relevant documentation.
* Coordinating the conduct, overseeing and assuring quality of country visits, and taking a lead in the analysis of evidence.
* Drafting the report and leading the preparation of specific inputs from designated team members, based on country visits, desk research, interviews, etc.
* Preparing for meetings with the review Task Manager and other stakeholders to review findings, conclusions and recommendations.
* Leading the stakeholder feedback sessions, briefing the review Task Manager on the review through informal sessions and finalizing the report.
* Preparing the PPT presentation and responding to final edits on the report.

**Annexes**

Evaluation of Phase I of the Programme

Corporate thematic evaluation of UN Women’s support to National Action Plans on women, peace, and security

Ministry for Foreign Affairs of Finland Guidance Note, Human rights-based approach in Finland’s development cooperation

Ministry for Foreign Affairs of Finland MENA Strategy

Ministry for Foreign Affairs of Finland Guideline for the Cross-Cutting Objectives in the Finnish Development Policy and Co-operation

# Evaluation Criteria

**Preliminary Examination Criteria**

All criteria will be evaluated on a Pass/Fail basis and checked during Preliminary Examination.

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| **Criteria** | **Documents to establish compliance** |
| Completeness of the Proposal | All documents and technical documentation requested in Instructions to Vendor have been provided and are complete |
| Vendor accepts UN Women General Conditions of Contract | Proposal Submission Form (Online Form) |
| Proposal Validity | Proposal Submission Form (Online Form) |
| Proposal Security with compliant validity period | If applicable. [Proposal Security format](https://www.unwomen.org/en/about-us/procurement). |
| Click or tap here to enter text. | Click or tap here to enter text. |
| Click or tap here to enter text. | Click or tap here to enter text. |

**Minimum Eligibility and Qualification Criteria**

Minimum eligibility and qualification criteria will be evaluated on a Pass/Fail basis.

If the Proposal is submitted as a Joint Venture, Consortium or Association, each member should meet the minimum criteria, unless otherwise specified.

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| **Eligibility Criteria** | **Documents to establish compliance** |
| Vendor is a legally registered commercial entity[[16]](#footnote-17) | Proposer Information Form (Online Form) |
| Vendor is not suspended, nor otherwise identified as ineligible by any UN Organization, the World Bank Group or any other International Organisation in accordance with Instructions to Vendors. | Proposal Submission Form (Online Form) |
| No conflicts of interest in accordance with Instructions to Vendors. | Proposal Submission Form (Online Form) |
| The Vendor has not declared bankruptcy, in not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future | Proposal Submission Form (Online Form) |
| Previous experience in conducting thematic evaluations (including on WPS) as well as complex multi-stakeholder evaluations, preferably for the UN system. Knowledge and experience working on, or evaluating, gender and WPS work within the evaluation team is essential. Proposals submitted without this will not be considered. | Proposal Submission Form (Online Form) |
| Fluency in Arabic, English and French | Proposal Submission Form (Online Form) |

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| **Qualification Criteria** | **Documents to establish compliance** |
| Litigation History: No consistent history of court/arbitral award decisions against the vendor for the last 3 years. | Eligibility and Qualification Form (Online Form) |
| Previous Experience of the organization: |  |
| Minimum 7 years of relevant experience in utilization-focused research/evaluation, with gender and human rights responsive and mixed methods. | Eligibility and Qualification Form (Online Form) / Technical Proposal |
| Minimum 3 contracts of similar value, nature and complexity implemented over the last 3 years, or  *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).* | Eligibility and Qualification Form (Online Form) |
| Knowledge of the relevant international frameworks pertaining to gender equality and women’s empowerment and WPS agenda; expertise in gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related UN mandates. | Eligibility and Qualification Form (Online Form) |
| Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates. | Eligibility and Qualification Form (Online Form) |
| Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders. | Eligibility and Qualification Form (Online Form) |
| Experience in Arab States region. | Eligibility and Qualification Form (Online Form) |
| Financial Standing: |  |
| Liquidity: the ratio Average current assets / Current liabilities over the last 3 years must be equal or greater than 1. Vendor must include balance sheets (audited or certified) in their Proposal covering the last three years. | Copy of financial statements for the last three years. / Eligibility and Qualification Form (Online Form) |

**Technical Evaluation Criteria**

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| --- | --- | --- | --- |
| **Section 1. Vendor’s qualification, capacity and experience** | | | **Points** |
| 1.1 | **Reputation of organization and staff credibility / reliability / industry standing**  Offeror shall provide a brief description of the organization, including the year and country of incorporation, and types of activities undertaken | | 20 |
| 1.2 | **General Organizational Capability**  Offeror shall: | | 80 |
| a) Outline General Organizational Capability which is likely to affect implementation (i.e. management structure, financial stability (including annual turnover for the last three years) and project financing capacity, size of the organization, strength of project management support e.g. project management controls, global networking, financial stability). | 20 |
| b) Include a description of past and present experience and relationships that have a direct relationship to the performance of the Terms of Reference. Include relevant collaborative efforts the organization may have participated in. | 20 |
| c) Explain any partnerships with local or other organizations relevant to the performance of the Terms of Reference. Special attention should be given to providing a clear picture of roles, responsibilities, reporting lines and accountability. Letters of commitment from partners and an indication of whether some or all have worked together previously. | 20 |
| d) Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the role of roles, responsibilities, reporting lines and accountability. | 20 |
| 1.3 | **Relevance of specialized knowledge and experience on similar engagements done in the region / country**  Offeror shall: | | 30 |
| a) Provide information confirming relevance of:  - Specialized Knowledge on evaluation  - Experience on Similar Programme / Projects  - Experience on Projects in the Region | 10 |
| b) Describe the experience of the organization performing similar goods, services or works. Experience with another UN organizations/ major multilateral / or bilateral programmes is highly desirable. | 10 |
| c) Provide at least 3 references with the following information:  - Client  - Contract value  - Period of performance (from/to)  - Role in relation to undertaking the goods/services/works  - Reference Contact Details (Name, Phone, Email) | 10 |
| 1.4 | **Quality assurance procedures, risk and mitigation measures**  Offeror shall describe the potential risks for the performance of the Terms of Reference that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks and ensure quality assurance. Provide certificate (s) for accreditation of processes, policy e.g. ISO etc. | | 10 |
| 1.5 | **Organization Commitment to Sustainability**  Offeror shall inform whether:  • Organization is compliant with ISO 14001 or ISO 14064 or equivalent  • Organization is a member of the UN Global Compact  • Organization demonstrates significant commitment to sustainability through some other means (for example internal company policy documents on renewable energies, disability inclusion or membership of trade institutions promoting such issues)  • If applicable, submit Compliance Certificates, Accreditations, Markings/Labels, and other evidence of the Vendor’s practices which contributes to the ecological sustainability and reduction of adverse environmental impact (e.g. use of non-toxic substances, recycled raw materials, energy-efficient equipment, reduced carbon emission, etc.), either in its business practices or in the goods it manufactures. | | 10 |
| **Total Points** for Section 1 | | | 150 |
| **Section 2. Proposed methodology approach and implementation plan** | | | **Points** |
| 2.1 | **Analysis Approach, Methodology**  Offeror shall: | | 300 |
| a) Provide in sufficient detail a description of the organization’s approach and methodology for meeting or exceeding the requirements of the Terms of Reference; | 100 |
| b) Explain the organization’s understanding of UN Women’s needs for the goods/services/works and how the different service elements shall be organized, controlled and delivered; | 100 |
| c) Describe the available performance monitoring and evaluation mechanisms and tools and how they shall be adopted and used for a specific requirement; | 100 |
| 2.2 | **Management - timeline, deliverables and reporting**  Offeror shall provide a detailed description of how the management of the evaluation will be implemented to achieve the requirements of the Terms of Reference. The activities in the implementation plan should be properly sequenced, logical and realistic. | | 80 |
| 2.3 | **Sustainability-related approach to the service/work required**  Offeror shall:  a) Provide a detailed description of the methodology for how the organization/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions, project environment and sustainability considerations. | | 70 |
| **Total Points** for Section 2 | | | 450 |
| **Section 3. Management Structure and Key Personnel** | | | **Points** |
| 3.1 | **Composition of the team**  The offeror shall: | | 50 |
| a) Describe the availability of resources in terms of personnel and facilities required for the Terms of Reference. | 10 |
| b) Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each. | 15 |
| c) Provide an organigram illustrating the office location (city and country), reporting lines, together with a description of such organization of the team structure, should be submitted. | 10 |
| d) For each of the key personnel provide the CV using the format provided [delete if not applicable]. | 10 |
| 3.2 | **Gender Profile**  The offeror shall provide information on the gender profile of the organization:  - Women-owned Business status – whether the entity is owned, controlled or managed by at least 51% women;  - Proportion of women in managerial position;  - Gender balance of the proposed project/team;  - Policies in place that contribute to gender equality;  - Details of any women-owned or women-led subcontractors that will be engaged in the project, including at different tiers of their supply chain;  - Gender parity policy in place;  - Commitment to the Women’s Empowerment Principles (www.weps.org/join) - if more than 10 employees;  - Agreement to signing of the Voluntary Agreement to Promote Gender Equality and Women’s Empowerment in case of contract award - if less than 10 employees;  *The total for all sub-criteria below shall not exceed 3% of the total technical points (max. 20 of 700 points).*  Good practices of gender-responsive companies can be found here: <http://weprinciples.org/Site/CompaniesLeadingTheWay/> | | 50 |
| **Total Points** for Section 3 | | | 100 |
| **TOTAL POINTS** | | | 700 |

1. <http://www.unevaluation.org/document/detail/1914> [↑](#footnote-ref-2)
2. <https://um.fi/documents/35732/0/Guideline+for+the+Cross-Cutting+Objectives+in+the+Finnish+Development+Policy+and+Cooperation.pdf/e9e8a940-a382-c3d5-3c5f-dc8e7455576b?t=1618230452564> [↑](#footnote-ref-3)
3. <https://um.fi/documents/35732/48132/human_rights_based_approach_in_finlands_development_cooperation___guidance> [↑](#footnote-ref-4)
4. <https://um.fi/middle-east-and-north-africa> [↑](#footnote-ref-5)
5. [Social Relations Approach](http://awidme.pbworks.com/w/page/36323005/Social%20Relations%20Approach) [↑](#footnote-ref-6)
6. [Evaluation of UNDP’s Contribution to Gender Equality and Women’s Empowerment (2008–2013)](http://web.undp.org/evaluation/evaluations/thematic/gender.shtml) [↑](#footnote-ref-7)
7. https://www.betterevaluation.org/en/resources/tools/Unique\_Methods\_Advocacy\_Evaluation [↑](#footnote-ref-8)
8. ibid [↑](#footnote-ref-9)
9. https://www.betterevaluation.org/en/plan/approach/outcome\_mapping [↑](#footnote-ref-10)
10. https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Process-tracing.pdf [↑](#footnote-ref-11)
11. https://www.betterevaluation.org/resources/guide/social\_network\_analysis-ADB [↑](#footnote-ref-12)
12. https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Most-significant-change.pdf [↑](#footnote-ref-13)
13. [PACT\_capacity\_development](https://www.betterevaluation.org/en/resources/example/pact_capacity_development) [↑](#footnote-ref-14)
14. [Kirkpatrick's Four-Level Training Evaluation Model](https://www.mindtools.com/pages/article/kirkpatrick.htm) [↑](#footnote-ref-15)
15. UN Women would welcome proposals from the evaluation team depending on the company’s capacity and field presence [↑](#footnote-ref-16)
16. Legally registered commercial entity – entity with legal status as a firm(s) with a valid registration to enter into a binding commercial contract with UN Women. [↑](#footnote-ref-17)