

Terms of Reference

Type of Contract:	Special Service Agreement (SSA)
Position:	National evaluation Consultant
Location (Duty Station):	Chisinau, MOLDOVA
Post Level:	National Consultant
Languages Required:	English, Romanian
Application Deadline:	1 November 2016
Expected Start Date:	10 November 2016
Expected Duration of Assignment:	up to 21 working days during November 2016 – January 2017

I. Background (programme/project context)

The Country Office (CO) Strategic Note (SN) is the main planning tool for UN Women's support to normative, coordination and operational work in Republic of Moldova. The CO has been operational in Moldova since 2014. This evaluation will consider the Strategic Notes covering the period 2014--2017. The current Strategic Note will end on December 2017, and a new Strategic Note is due to be developed starting on January 2017.

The Strategic Note is linked to the UN Women Global Strategic Plan 2014-2017, Moldova's UNPF/UNDAF for 2013-2017, the National Program on Gender Equality for 2010-2015, CEDAW Concluding Observations from 2013, the relevant recommendations from the UPR and other existing key policies and strategies of the Republic of Moldova. The CO Strategic Note supports the following Goals contained in UN Women's Strategic Plan 2014-2017:

- SG1: Women's leadership and political participation;
- SG2: Women's economic empowerment;
- SG3: Ending violence against women.

UN Women's mandate (GA resolution 64/289) is to lead, coordinate and promote accountability of the UN system to deliver on gender equality and the empowerment of women with the primary objective of enhancing country-level coherence, ensuring coordinated interventions and securing positive impacts on the lives of women and girls, including those living in rural areas.

The United Nations-Republic of Moldova Partnership Framework/UNDAF (UNPF) 2013-2017 is the core framework for UN Women to fulfil its coordination mandate. It builds on Moldova's national strategies and international commitments to define three areas of UN cooperation: 1) democratic governance, justice, equality and human rights; 2) human development and social inclusion; and 3) environment, climate change and disaster risk management. Through this Framework the Government of Moldova joins over 30 governments in a global reform effort of the UN development system - "Delivering as One".

UN Women Moldova is a member of the UN Country team, supporting gender mainstreaming across thematic groups and/or leading the interagency gender thematic group.

The Strategic Note is grounded in the standards, principles and obligations of the Convention to Eliminate all forms of Discrimination Against Women (CEDAW), Beijing Declaration and Platform for Action,

Concluding Observations of the Commission on the Status of Women, SCR 1325, Millennium Development Goals, and Committee and Universal Periodic Review (UPR) Recommendations (2011), CEDAW Concluding Observations on the combined 4th and 5th periodic reports, Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention) CAHVIO.

Moldova is a low middle income country in transition and remains the poorest country in Europe.¹ As of 2014, Moldova's Human Poverty Index (HPI) was 5.9%. Although poverty has steadily declined throughout the last decade, concerns about its inclusiveness and economic sustainability remain. Potential opportunities related to European Union integration create an environment conducive to modernization and positive change.

The Republic of Moldova has made positive legislative steps to address gender inequality, including through laws, policies, as well as public institutions and media. Nevertheless, women still face discrimination and inequality due to low access to decision-making, they are disadvantaged economically and are subjected to violence. Moldova's third and fourth periodic state reports, presented to CEDAW committee on 01 October 2013, highlighted the following key issues of gender inequality: 1) women's representation in politics and decision making processes; 2) economic empowerment and access to the labor market and decent jobs; 3) efforts made towards combating violence against women and family violence; 4) availability of sex disaggregated data for decision-making process and sector budget development; 5) reproductive health and rights of women; 6) protection of migrant women; and 7) inclusion of Roma women.). Women's representation in politics and at the decision-making level is below existing international benchmarks. Women hold 21% of seats in Parliament. The Cabinet of Ministers comprises 6 women out of 21 members of the current Cabinet (as of July 2015). Women are also underrepresented at the local level holding 20.4% of mayoral seats, 17.9% in district and Municipal Councils, 26.9 % in local councils and 18.8% as heads of Districts. Women from particular groups, such as Romani women, women with disabilities and others, are virtually excluded from representation in public life. Women are also underrepresented in decision-making bodies in the private and civil society sectors, as well as within the tripartite mechanism

Although unemployment is a challenge for both women and men, women face specific barriers in the labour market. These include discriminatory practices such as significant payment gap disparities. Women in Moldova earn less than men and in 2013 women's average salary represented 88.96%, out of the average salary of a man. National data reveals women are employed in lower-paid jobs and in the most "feminized" sectors of the economy which include public administration, education, health and social assistance (71.44%), and trade, hotels and restaurants (59.65%). Women also have unequal access to state funded programs on business and entrepreneurship development. The nationwide share of women entrepreneurs is only 27.5% and significantly lower in rural areas (14.9%). Women also have unequal access to the state funded programmes on business and entrepreneurship development. This leaves Romani women and women with disabilities often excluded from the formal labour market. Women's equal participation in the labour market and women's economic empowerment are crucial factors for sustainable development, pro-poor growth and the achievement of Moldova's 2020 targets in the context of the Sustainable Development Goals. Widespread poverty and the lack of job opportunities has caused many Moldovans to look for employment outside the country, which resulted in an increase in migration. There are an estimated 600,000 Moldovans residing abroad, and roughly 340,000 migrants are thought to still have families in Moldova, causing far-reaching consequences for families and children left behind. According to the data of Bureau for Diaspora Relations, some 100,000 children are left behind by one or both parents,

¹ According to HDR report 8.1% of the population was living below the international poverty line of US\$ 1.25 a day in 2000-2007 and 48.5% of the population was living below the national poverty line in 2000-2006.

who migrated for jobs. 58% of women migrants expressed their interest to return to their places of origin, villages and communities. At the same time, it is observed that women migrants who intend to return are not informed about the opportunities that exist in their localities, including employment and entrepreneurship as well as child care opportunities.

According to the National study “Violence against Women in the Family”, carried out by the National Bureau of Statistics and commissioned by the UN in Moldova in 2011, 63% of women experienced some type of violence (psychological, physical or sexual) from husbands/partners in their lifetimes, and one in ten women mentioned that she experienced economic violence at least once in her lifetime. Rural women, elderly women and those separated or divorced reported the highest prevalence rate of multiple forms of violence². Violence against women and girls leads to a wide range of social, health and economic problems, affecting families, communities and society. The high incidence of VAW also hampers the economic empowerment of women, their participation in decision-making and impedes the achievement of social and economic safety and well-being and global development goals, thus perpetuating under-development and poverty.

II. Description of the programme/project

The total planned budget of the Strategic Note for the period of 2014-2017 was 3.4 mln USD. As of September 1, 2016 the total resources mobilized were 0 USD and expenditure was 2.5 mln USD.

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

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;
2. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work:** entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

The main interventions undertaken under the Strategic Note are:

Normative	Coordination	National programmes	Regional programmes	Global programmes
Support the state with the realization of recommendations from the Commission on the Status of Women (CSW), CEDAW, the Beijing Platform for Action (BPfA), UPR and other	Leads Donors Coordination group on Gender and Gender Theme Group (GTG). Lead agency on WHR and GE; leads gender statistics, women in politics, VAW, gender mainstreaming, gender and migration, women's	Impact Area 1: Women Lead and Participate in decision Making at all levels: Enhancing Women's Political Representation through improved capacity and enhanced support in Moldova		

² Violence against Women in the Family in the Republic of Moldova”, 1st Edition, 2011
(<http://www.statistica.md/pageview.php?l=en&id=3626&idc=350>)

<p>treaty body and charter based bodies' at the country level.</p> <p>Support the state to lead key national level processes stemming from the international agenda.</p>	<p>economic empowerment and other areas of joint UN work.</p> <p>Chair of Operations Management Team of the UN.</p> <p>Chairing SDG /M&E group of the UN in Moldova.</p> <p>Member of the UNCT, SMT, UNPF/UNDAF. Results Groups, and Communications Groups.</p> <p>Member of the Donors group.</p> <p>Member of the Government/Donors Board on</p> <p>1. Decentralization, 2. Transnistria, 3. Elections, 4. Social Protection, 5. Statistics.</p>	<p>(„Women in politics”) WIP (2014-2017).</p>		
		<p>Impact Area 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development.</p> <p>Joint Integrated Local Development Programme (JILD).</p> <p>Enhance Women's Economic Empowerment in communities on both banks of Nistru River in the Republic of Moldova 2013-2014.</p>	<p>Promoting Gender Responsive Policies in South East Europe and the Republic of Moldova, Phase II” regional project (2013 -2016).</p>	<p>Promoting and Protecting Women Migrant Workers' (WMWs) labour and human rights: Engaging with international, national human rights mechanisms to enhance accountability.</p>

		Women's Economic Empowerment through increasing employability in Moldova (WEE) 2009-2014.		
		Impact Area 3: Women and Girls Live a life free from Violence: Innovating for EVAW initiatives 2016.		

The implementation status of these interventions is:

Completed	Ongoing/Planned	Cancelled/Revised
Enhance Women's Economic Empowerment in communities on both banks of Nistru River in the Republic of Moldova.	Enhancing Women's Political Representation through improved capacity and enhanced support in Moldova („Women in politics”) WIP (2014-2017.)	
Joint Integrated Local Development Programme (JILDLP).	Promoting Gender Responsive Policies in South East Europe and the Republic of Moldova, Phase II” regional project (2013 -2016).	
Women's Economic Empowerment through increasing employability in Moldova (WEE).	Promoting and Protecting Women Migrant Workers' (WMWs) labour and human rights: Engaging with international, national human rights mechanisms to enhance accountability.	

A draft stakeholder analysis has been undertaken by the CO. This is expected to be reviewed and updated by the evaluation team as part of the inception meeting.

Stakeholding role	Specific groups (gender disaggregated)	Main contributions
To provide a forum to enable mutually beneficial consultations between UN Women and civil society and draw upon the rich and diverse expertise, experience, outreach and networks, perspective and	CSAG members representing target group of rights holders.	foster strategic dialogue and engagement by lobbying for the policy revision, with a view of addressing the root causes of gender inequalities and advance goals of gender equality and women's empowerment. Serve as a consultative forum to agree on national priorities and develop joint strategies on gender equality. Contribute with analysis on the socio-economic and political environment in the country and how it impacts on gender equality and women's rights issues and advise on

knowledge that civil society can offer on a timely and effective basis.		<p>key strategic areas for intervention that will address existing gender inequalities.</p> <p>Contribute to the development of the statistical briefs on Women</p> <p>Provide feedback on UN Women's work, including how to streamline through participation at annual retreats and having a dialogue with UN Women Representative.</p>
Coordination of the implementation of GEWE agenda at the national level.	Ministry of Labour Social Protection and Family	<p>Support in aligning priorities with National Gender Policies and Action Plan.</p> <p>working on the alignment of national legislation to international standards in the field of women's rights.</p> <p>Coordinate the implementation of national action plan on gender equality.</p> <p>Coordinate the implementation of national program on combating violence against women.</p> <p>Coordinate the implementation of national program on inclusion of returned migrant workers.</p>
support further advancement of gender equality in the country, mainly in all three domains covered by the SN.	Government Committee on Gender Equality.	High level decision for the promotion of Gender Equality and WHR agenda
Provide qualitative statistical gender desegregated data for better gender mainstreamed policies.	National Bureau of Statistics.	<p>Ensure collection of gender desegregated data,</p> <p>Improve tools for gender data visualization (<i>Web pages, stat bank</i>).</p>
Promote and sustain the women economic empowerment.	Ministry of Economy.	<p>Elaborate gender sensitive policy for development of SMIs.</p> <p>apply international standards to advance women's rights in laws and policies in entrepreneurship and ICT.</p> <p>Initiate and implement national program for women economic empowerment (financial support for women migrant workers, youth).</p>
Promote Women's Empowerment Principles (WEPs) with private companies in Moldova.	ODIMM	Promoting WEPs through SMEs and get their engagement on concrete actions.

Promote economic empowerment of young girls from the target groups (Roma women, migrants, rural areas).	TEKEDU	Capacitated young girls (especially Romani, with disabilities, and those affected by migration and violence in and through ICT).
Implement actions for women human rights protection.	Local public authorities.	Provide services to women from various vulnerable and excluded groups through increased coordination (Joint Information and Services Bureaus). Commit to concrete action on elimination violence against women and men (localized COMMIT initiative). Promote women in decision making.
Expand outreach of CO interventions and replicate approaches. Act as Gender Ambassadors	Mass media organizations	Promote success stories of women from political economic and social activities. Promote gender equality in media and elimination of sexism in advertising.
Funding and strategy support	SIDA	Support gender equality at high level and act as ambassador on GE and a partner of UN Women Provide funding for implementation of enhancing women's political representation (Women in politics).
Funding and strategy support	EU	Provide funding for implementation of action: promoting and protecting women migrant workers labour and human rights.
Funding and strategy support	Austrian Development Agency (ADA)	Financial support for promoting gender responsive policies in Moldova.

The main rights holders' and duty bearers' capacities that the SN is attempting to develop are: increasing women's leadership and participation in decision making in public and private sectors, securing women's access, especially from rural areas, to productive resources and services, focusing on the most excluded groups of women such as Roma and disabled women and leading concerted efforts for EVAW. In this respect the results are planned in the areas of Women in Leadership, Women's Economic Empowerment, and EVAW, where engendering policies, plans and budgets is a cross-cutting tool.

In line with UN Women's commitment to Results Based Management, a Development Results Framework (DRF) was developed with performance indicators. This includes basic assumptions, but a full theory of change will need to be reconstructed by the evaluation team through a participatory process.

A mid-term review of SN was undertaken in September 2015 and based on this, a key was the decision was taken to orientate the Moldova programme around three corporate FPIs (against previous five), relating to women's participation in politics and decision making, economic empowerment of women and ending violence against women and girls. It is important to note here that this decision is fully in line with the recommendations from earlier conducted evaluations and reviews of UN Women programmes and initiatives in Moldova. For instance, the evaluation of the largest program "Women's Economic

Empowerment” implemented during 2010-2014 pointed to the fact that “while good progress was made, there is an acute necessity to support women in accessing economic resources and micro-credit schemes, in order to ensure full economic empowerment of women and increase their employability”.

In line with the MTR, and as detailed above, UN Women’s on-going programmes are aligned with three corporate FPIs and the implementation started in 2016. UN Women’s corporate FPIs are high-impact, scalable programmes that reflect UN Women’s global approach to implementing its Strategic Plan in the context of the Sustainable Development Goals. They aim to consolidate and scale up UN Women’s programming while increasing its focus and results orientation. They serve as platforms for improving coordination and cooperation with partners. This alignment of the currently on-going and planned work of UN Women in the country with the FPIs offers the opportunity to improve results orientation leading to greater impact on the lives of women in Moldova through improved coordination and cooperation at central and local levels among all key stakeholders and increased volume of funding for programmes.

The Country Office is based in Chisinau, Moldova, with a staff of 9 staff. In addition to this, UN Women has 3 programme and 10 support staff located in Chisinau with staff presence.

The Strategic Note includes an Organisational Effectiveness and Efficiency Framework (OEEF) with performance indicators. The evaluation is expected to use this to assess organizational performance.

The work of UN Women is framed by the Convention on the Elimination of All Forms of Discrimination Against Women, which is often called the “international bill of women’s rights”, and the Beijing Platform for Action, which sets forth governments’ commitments to enhance women’s rights. The spirit of these agreements has been affirmed by the Millennium Development Goals; UN Security Council resolutions on women, peace and security and on sexual violence in conflict³; Economic and Social Council agreed conclusions 1997/2 and resolution 2011/5; and the UN System Chief Executives Board for Coordination policy on gender equality and women’s empowerment and its corresponding system-wide action plan.

III. Evaluation Purpose

Evaluation in UN Women is guided by the normative agreements described below to be gender-responsive and utilizes the entity’s strategic plan as a starting point for identifying the expected outcomes and impacts of its work and for measuring progress towards the achievement of results. The UN Women Evaluation Policy and the UN Women Evaluation Strategic Plan 2014-2017 are the main guiding documents that set forth the principles and organizational framework for evaluation planning, conduct and follow-up in UN Women. These principles are aligned with the United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, Standards for Evaluation in the UN System⁴ and Ethical Guidelines.⁵

The key principles for gender-responsive evaluation at UN Women are: 1) National ownership and leadership; 2) UN system coordination and coherence with regard to gender equality and the empowerment of women; 3) Innovation; 4) Fair power relations and empowerment; 5) Participation and inclusion; 6) Independence and impartiality; 7) Transparency; 8) Quality and credibility; 9) Intentionality and use of evaluation; and 10) Ethics.

³ UN Security Council resolutions on women, peace and security and on sexual violence in conflict include: 1325 (2000), and 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), and 2122 (2013);

⁴ UNEG, “Norms for evaluation in the UN system”, 2005, available online at: <http://www.unevaluation.org/document/detail/21>, and “Standards for evaluation in the UN system”, 2005, available online at: <http://www.unevaluation.org/document/detail/22>.

⁵ UNEG, “Ethical guidelines”, 2008, available online at: <http://www.unevaluation.org/document/detail/102>.

Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results with respect to gender equality at the country level.

The UN Women portfolio responds to three core mandates, which include normative, operation and coordination work. The CPE focuses on their individual and combined success in advancing gender equality in the countries covered by the CO. It uses the Strategic Note as the main point of reference.

This CPE is being primarily commissioned by the Country Office (CO) as a formative (forward-looking) evaluation to support the CO and national stakeholders' strategic learning and decision-making for the next Strategic Note, due to be developed in [insert date]. The evaluation is expected to have a secondary summative (backwards looking) perspective, to support enhanced accountability for development effectiveness and learning from experience.

It is a priority for UN Women that the CPE will be gender-responsive, and will actively support the achievement of gender equality and women's empowerment.

The primary intended users of this evaluation are: CO, Regional ECA Office, and UN Women HQ.

Primary intended uses of this evaluation are:

- a. Learning and improved decision-making to support the development of the next Strategic Note 2017
- b. Accountability for the development effectiveness of the CO Strategic Note 2014-2016 in terms of UN Women's contribution to gender equality and women's empowerment;
- c. Capacity development and mobilisation of national stakeholders to advance gender equality and the empowerment of women.

IV. Objectives (evaluation criteria and key questions)

The evaluation has specific objectives:

1. Assess the relevance of UN Women contribution to the intervention at national levels and alignment with international agreements and conventions on gender equality and women's empowerment;
2. Assess effectiveness and organizational efficiency in progressing towards the achievement of gender equality and women's empowerment results as defined in the Strategic Note;
3. Support the UN Women CO to improve its strategic positioning to better support the achievement of sustained gender equality and women's empowerment;
4. Analyse how human rights approach and gender equality principles are integrated in the design and implementation of the Strategic Note;
5. Identify and validate lessons learned, good practices and examples of innovation that supports gender equality and human rights;
6. Provide insights into the extent to which the UN Women CO has realized synergies between its three mandates (normative, coordination and operations);
7. Provide actionable recommendations with respect to the development of the next UN Women CO Strategic Note.

The evaluation will apply four OECD/DAC evaluation criteria (relevance, effectiveness (including normative, and coordination mandates of UN Women), efficiency, and sustainability) and Human Rights and Gender Equality as an additional criterion.

The evaluation will seek to answer the following key evaluation questions and sub-questions:

Key Criteria	Key Questions	Sub Criteria	Sub Questions
Relevance	Are we doing the right things?	Alignment	Is the portfolio aligned with national policies and international human rights norms?
		Human Rights and Gender Equality	Is the choice of partners most relevant to the situation of women and marginalized groups? Is the choice of interventions most relevant to the situation in the target thematic areas? Do interventions contribute to target the underlying causes of gender inequality?
Efficiency	Are we doing things right?	Organizational Efficiency	To what extent does the management structure support efficiency for implementation? Does the organization have access to the necessary skills, knowledge and capacities needed to deliver to portfolio? Has a Results Based Management system been established and implemented?
		Coherence	Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team? Is the balance and coherence between programming- operational, coordination and policy-normative work optimal? What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?
		Human Rights and Gender Equality	Which groups is the portfolio reaching the most, and which are being excluded? Has the portfolio been implemented according to human rights and development effectiveness principles: a. Participation/empowerment; b. Inclusion/non-discrimination; c. National accountability/ transparency.

Effectiveness	Are the things we are doing working?	Achievements	<p>To what extent have planned outputs been achieved on time?</p> <p>Are interventions contributing to the expected outcomes? For who?</p> <p>What unexpected outcomes (positive and negative) have been achieved? For who?</p> <p>What has been the contribution of UN Women's to the progress of the achievement of outcomes?</p> <p>What are the main enabling and hindering factors of observed outcomes?</p>
		Human Rights and Gender Equality	<p>Is the portfolio addressing the root causes of gender inequality?</p> <p>To what extent is the portfolio changing the dynamics of power in relationships between different groups?</p>
		UN Coordination	<p>What contribution is UN Women making to UN coordination on GEEW?</p> <p>To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?</p>
		Normative	<p>To what extent have lessons learned been shared with or informed global normative work and other country offices?</p> <p>What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?</p>
Sustainability	Will the Changes last?	Capacity development	To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
		Ownership	<p>Is there national ownership and are there national champions for different parts of the portfolio?</p> <p>What local accountability and oversight systems have been established?</p>

As part of the inception meeting the evaluation team is required to review agreed indicators for answering each evaluation question. A model template will be provided to the evaluation team for this purpose. All indicators are encouraged to include the following elements:

1. A pre-defined rubric for evaluative judgement in the form of a definition of success, a benchmark, or a minimum standard;
2. Mainstreaming gender-responsiveness (where appropriate):
 - a. Gender-disaggregated;
 - b. Gender-specific (relating to one gender group);
 - c. Gender-redistributive (balance between different gender groups).
3. Mainstreaming a human rights based approach (where appropriate):
 - a. Reference to specific human rights norms and standards (including CSW concluding observations);
 - b. Maximising the participation of marginalised groups in the definition, collection and analysis of indicators.

The evaluation is expected to take a gender-responsive approach. Gender-responsive evaluations use a systematic approach to examining factors related to gender that assesses and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:

1. Determining the claims of rights holders and obligations of duty bearers;
2. Assessing the extent to which the intervention was guided by the relevant international (national and regional) normative frameworks for gender equality and women's rights, UN system-wide mandates and organizational objectives;
3. Comparing with existing information on the situation of human rights and gender equality in the community, country, etc;
4. Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of the individual);
5. Integrating into the analysis the context, relationships, power dynamics, etc;
6. Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion;
7. Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximized in the interventions planning, design, implementation and decision-making processes;
8. Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.);
9. Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue);
10. Comparing the results obtained with the original plan (e.g., through the application of the evaluation matrix);
11. Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers.

The preliminary findings obtained through this process should be validated through a stakeholder workshop with evaluation management and reference groups towards the end of the primary data collection stage.

V. Scope of the evaluation

The timing of this Country Portfolio Evaluation is intended to assess the effectiveness and lessons as we approach the end of the current Strategic Note.

The period covered by the evaluation will be 2014-2016. All activities included in the Strategic Notes 2014-2017 will be considered.

The CPE will focus on all activities undertaken by the CO under the Strategic Notes, including general support to normative policy and UN coordination. Programme work will be considered based on the thematic areas established by the UN Women Strategic Plan 2014-2017.

The evaluation will not consider impact (as defined by UNEG) as it is considered too premature to assess this. The evaluation team are expected to establish the boundaries for the evaluation, especially in terms of which stakeholders and relationships will be included or excluded from the evaluation. These will need to be discussed in the Inception Workshop.

Joint programmes and programming is within the scope of this evaluation. Where joint programmes are included in the analysis, the evaluation will consider both the specific contribution of UN Women, and the additional benefits and costs from working through a joint modality.

The evaluation is expected to consider the main cultural, religious, social and economic differences when analysing the contributions of UN Women.

The evaluation will seek to minimize potential overlaps with the final evaluation of joint UN Women UNDP programme “Women in Politics”, particularly when it comes to assessing coordination or inter-agency work. CPE would use the information produced by the WIP final evaluation rather than asking similar set of questions.

The evaluation is recommended to apply the Women’s Empowerment Framework (developed by Sara Hlupekile Longwe)⁶ as a way to conceptualize the process of empowerment. This will help frame progressive steps towards increasing equality, starting from meeting basic welfare needs to equality in the control over the means of production⁷.

The evaluation team is expected to undertake a rapid evaluability assessment in the Inception. This should include the following:

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

The CO has undertaken an initial assessment and rated the availability of secondary data necessary for the evaluation:

⁶ [http://awidme.pbworks.com/w/page/36322701/Women%27s Empowerment Framework#_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s+Empowerment+Framework#_ftn1)

⁷ The five “levels of equality” in the Women’s Empowerment Framework include:

1. *Welfare*, meaning improvement in socioeconomic status, such as income, better nutrition, etc. This level produces nothing to empower women.
2. *Access*, meaning increased access to resources. This is the first step in empowerment as women increase their access relative to men.
3. *Conscientization*, involving the recognition of structural forces that disadvantage and discriminate against women coupled with the collective aim to address these discriminations.
4. *Mobilization*, implementing actions related to the conscientization of women.
5. *Control*, involving the level of access reached and control of resources that have shifted as a result of collective claim making and action

Data	Availability
Baseline data	Medium
Activity reports	High
Output results monitoring	High
Outcome results monitoring	High
Financial records	High
Management reports	High
Communications products	Medium

Where these constraints create limitations in the data that can be collected, these limitations should be understood and generalizing findings should be avoided where a strong sample has not been used.

In addition, cultural aspects that could impact the collection of data should be analysed and integrated into data collection methods and tools. Evaluators are expected to include adequate time for testing data collection tools.

VI. Evaluation design (process and methods)

The evaluation will use a theory-based⁸ cluster design⁹. The performance of the county portfolio will be assessed according to the theory of change stated in the Strategic Note 2016-2017. To achieve sufficient depth, the evaluation will cluster programming, coordination, and policy activities of the Country Office around the thematic areas stated in the UN Women Strategic Plan [years].

The evaluation will undertake a desk-based portfolio analysis that includes a synthesis of secondary results data for the Development Results Framework (see Annex [X]) and the Organizational Effectiveness and Efficiency Framework (see Annex [X]) of the Country Office. This will cover all activities undertaken by the Country Office.

The portfolio analysis will be triangulated through a mixed methods approach that will include:

1. Desk review of additional documentary evidence;
2. Consultation with all main stake holding groups; and
3. An independent assessment of development effectiveness using Contribution Analysis.

The evaluation is expected to apply a **gender responsive** approach to assessing the contribution of UN Women to development effectiveness. It should identify expected and unexpected changes in target and affected groups. It is anticipated that the evaluation will apply process tracing to identify the mechanisms of change and the probable contributions of UN Women.

The evaluation is expected to assess the strategic position of UN Women. It is anticipated that mixed qualitative/quantitative cases of different target groups will be developed, compared and contrasted. The evaluation team will identify which factors, and which combinations of factors, are most frequently associated with a higher contribution of UN Women to expected and unexpected outcomes.

The method should include a wide range of data sources (including documents, field information,

⁸ A theory based-design assesses the performance of the Strategic Note based upon its stated assumptions about how change happens. These assumptions can be challenged, validated or expanded upon by the evaluation.

⁹ A cluster evaluation assess a large number of interventions by 'grouping' similar interventions together into 'clusters', and evaluating only a representative sample of these in depth.

institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups).

The evaluation is particularly encouraged to use participatory methods to ensure that all stakeholders are consulted as part of the evaluation process. At a minimum, this should include participatory tools for consultation with stakeholder groups and a plan for inclusion of women and individuals and groups who are vulnerable and/or discriminated against in the consultation process (see below for examples).

The use of participatory analysis, video, photography or other methods are particularly encouraged as means to include rights holders as data collectors and interpreters. The evaluator should detail a plan on how protection of participants and respect for confidentiality will be guaranteed.

The evaluation is encouraged to use the following data collection tools:

- Interviews;
- Secondary document analysis;
- Observation;
- Multimedia (photography, drawing);
- Others.

The evaluator should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly and the data should be triangulated (cross-checked against other sources) to help ensure robust results.

The evaluators are encouraged to use the following data analysis tools:

- Synthesis of results data and evidence;
- Qualitative Comparative analysis.

The evaluation is expected to reconstruct the theories of change using a participatory process during the Inception Workshop. This should be critiqued based on feminist and institutional analysis

The evaluation will apply Contribution Analysis to assess the effectiveness of UN Women's country portfolio. This will use a model template to be provided to the evaluation team.

The evaluation will include a basic analysis of risks in the country portfolio based on the following framework: 1) potential fiduciary risks, 2) risks of causing harm, 3) reputational risks, 4) programme performance risks, 5) risks of entrenching inequity and 6) risks of doing nothing. This will use a model template to be provided to the evaluation team.

It is proposed that the evaluation will use a sampling unit based on the Strategic Plan Goals. The main interventions undertaken by the Country Office have been mapped into a sample frame for the evaluation:

Work Cluster	Projects and Activities
<i>Leadership</i>	„Women in politics” WIP (2014-2017)
<i>Economic Empowerment</i>	Joint Integrated Local Development Programme (JILDP) Enhance Women's Economic Empowerment in communities on both banks of Nistru River in the Republic of Moldova Promoting Gender Responsive Policies in South East Europe and the Republic of Moldova, Phase II” regional project (2013 -2016)

	Promoting and Protecting Women Migrant Workers' (WMWs) labour and human rights: Engaging with international, national human rights mechanisms to enhance accountability.
<i>Ending Violence</i>	Support national legislative revision towards CAHVIO an CEDAW provisions Prototyping EVAW initiatives with CSO.
<i>UN Coordination</i>	Leads Donors Coordination group on Gender and Gender Theme Group (GTG). Lead agency on WHR and GE; leads gender statistics, women in politics, VAW, gender mainstreaming, gender and migration, women's economic empowerment and other areas of joint UN work. Chair of Operations Management Team of the UN. Chairing SDG /M&E group of the UN in Moldova. Member of the UNCT, SMT, UNPF/UNDAF Results Groups, and Communications Groups. Member of the Donors group. Member of the Government/Donors Board on 1. Decentralization, 2. Transnistria, 3. Elections, 4. Social Protection, and 5. Statistics.
<i>Normative Support</i>	Support the state with the realization of recommendations from the Commission on the Status of Women (CSW), CEDAW, the Beijing Platform for Action (BPfA), UPR and other treaty body and charter based bodies at the country level. Support the state to lead key national level processes stemming from the international agenda.

The evaluation is expected to apply a purposive sampling design based on the following minimum standards:

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

VII. Stakeholder participation

The evaluators are expected to detail how the evaluation will ensure participation of stakeholders at all stages, with a particular emphasis on rights holders and their representatives:

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

Stakeholders should include:

1. Target groups, their households and community members;
2. Programme and project partners;
3. National government institutions;
4. Internal UN Women stakeholders;
5. Civil society representatives;
6. Private sector and trade unions representatives;
7. Political leaders and representatives;
8. Donors and development partners;
9. UN Country Team;
10. Others.

The following participation is expected in the evaluation:

Stakeholder	Role in portfolio	Gains from participation	Role in evaluation	Stage
UN Women CO	Management	Decision-making support	Management Facilitation Design Consultation Validation Evaluation Reference Group	All
National Women's Machinery	Implementation	Ownership and learning	Design Consultation Validation Evaluation Reference Group	Planning Implementation Reporting
Donors	Funding and strategy support	Influence	Consultation Evaluation Reference Group	Implementation Reporting

Project participants (CSOs, women migrant workers, MPs, elected women, Romani women, survivors of violence, girls)	Rights holders	Self-actualisation, accountability	Consultation Data collection Interpretation	Implementation
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The evaluators are encouraged to further analyse stakeholders according to the following characteristics:

1. System roles (target groups, programme controllers, sources of expertise, and representatives of excluded groups);
2. Gender roles (intersections of sex, age, household roles, community roles);
3. Human Rights roles (rights holders, principal duty bearers, primary, secondary and tertiary duty bearers);
4. Intended users and uses of the evaluation.

The evaluators are encouraged to extend this analysis through mapping relationships and power dynamics as part of the evaluation. It is important to pay particular attention to participation of rights holders—in particular women and vulnerable and marginalized groups—to ensure the application of a gender-responsive approach. It is also important to specify ethical safeguards that will be employed.

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

VIII. Time frame

The evaluation is expected to be conducted according to the following time frame (preliminary estimations), with the Inception Phase commencing in October 2016.

Task	Time frame	Responsible party
Inception workshop	2 days at the end of October 2016 prior to data collection	Evaluator/UN Women CO
Inception report and ERG and EMG comments	Submission 2 weeks after the inception workshop (1 week for commenting) October-November	Evaluators ERG, EMG
Data collection	3 week November-December 2016	Evaluator
Reporting stage (analysis and presentation of preliminary findings)	3 weeks (post final data collection) December 2016-January 2017	Evaluator
Evaluation Reference Group and Evaluation Management Group Comments	2 weeks – January 2017	ERG and EMG
Final Report	1 week	Evaluator

Use and follow-up	6 weeks post final report	UN Women RO
TOTAL	20 weeks	

The evaluators are expected to design and facilitate the following events:

1. Participatory inception workshop (including refining evaluation uses, the evaluation framework, stakeholder map, and theories of change);
2. In-country participatory data collection mission for UN Women staff and key stakeholders;
3. Findings, validation and participatory recommendations session.

IX. Expected deliverables

This section describes the type of products (reports, briefs or other) that are expected from the evaluation, who will use them and how they will be used.

Deliverable	Time frame for submission	Person responsible
Inception report Word format (including 2 rounds of revision)	20 November 2016	Evaluator (EMG and ERG feedback)
Draft report Word format (including 2 rounds of revision)	15 January 2017	Evaluator (EMG and ERG feedback)
Final report	30 January 2017	Evaluator (EMG and ERG feedback)
Management Response	10 March 2017	Moldova CO Director

A model Evaluation Report will be provided to the evaluator based on the following outline. The evaluation manager and the regional evaluation specialist will quality assure the evaluation report. The draft and final evaluation report will be shared with the evaluation reference group, and the evaluation management group for quality review. The final report will be approved by the evaluation management committee.

- 1) Title and opening pages;
- 2) Executive summary;
- 3) Background and purpose of the evaluation;
- 4) Programme/object of evaluation description and context;
- 5) Evaluation objectives and scope;
- 6) Evaluation methodology and limitations;
- 7) Findings: relevance, effectiveness (normative, coordination, operational), efficiency, sustainability, and gender and human rights;
- 8) Conclusions;
- 9) Recommendations;
- 10) Lessons and innovations.

ANNEXES:

- Terms of reference;

- Documents consulted;
- Lists of institutions interviewed or consulted and sites visited (without direct reference to individuals);
- Analytical results and methodology related documentation, such as evaluation matrix;
- List of findings and recommendations.

X. Management of the evaluation

At UN Women the evaluation phases are:

- ☐ Stage 1: Planning;
- ☐ Stage 2: Preparation: This includes the stakeholder analysis and establishment of the reference group, evaluation management group, development of the ToR, and recruitment of the evaluation team;
- ☐ Stage 3: Conduct: Inception workshop, data collection and analysis;
- ☐ Stage 4: Reporting: Presentation of preliminary findings, draft and final reports;
- ☐ Stage 5: Use and follow up: Management response, dissemination of the report, and follow up to the implementation of the management response.

This terms of reference covers stages 3 and 4 only.

This evaluation will have the following management structures:

1. UN Women Evaluation Task Manager and ECA Regional Evaluation Specialist (RES) for coordination and day-to-day management;
2. Evaluation Management Group for administrative support and accountability: Country Representative or Deputy Country Representative, M&E Manager; ECA RES;
3. Evaluation Reference Group for substantive technical support: UN Women programme staff, National government partners, Development partners/donors, UNCT representatives, Civil Society Advisory Group.

The main roles and responsibility for the management of the evaluation reports are:

Evaluation team	<ol style="list-style-type: none"> 1. To avoid conflict of interest and undue pressure, the members of the evaluation team need to be independent, implying that they must not have been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future; 2. Evaluators must have no vested interest and must have the full freedom to conduct their evaluative work impartially. They must be able to express their opinion in a free manner; 3. The evaluation team prepares all evaluation reports, which should reflect an agreed- upon approach and design for the evaluation from the perspective of the evaluation team, the evaluation manager and RES.
Evaluation manager	<ol style="list-style-type: none"> 1. Conducts a preliminary assessment of the quality of reports and comments for action by the evaluation team; 2. Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design; 3. Manages logistics for the field mission; 4. Initiates timely payment of the evaluation team; 5. Coordinates feedback on the draft and final report from the regional evaluation specialist, management and reference groups;

	6. Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments.
Evaluation management and reference groups (including the regional evaluation specialist)	<ol style="list-style-type: none"> 1. Provide substantive comments and other operational assistance throughout the preparation of reports; 2. Where appropriate, participates in meetings and workshops with other key partners and stakeholders before finalization of reports.

In order to maximize stakeholder participation and ensure a gender-responsive evaluation, the evaluation manager should support the evaluator(s) during data collection in the following ways:

1. Consult partners regarding the evaluation and the proposed schedule for data collection;
2. Arrange for a debriefing by the evaluator(s) prior to completion of data collection to present preliminary and emerging findings or gaps in information to the evaluation manager, evaluation management and reference groups;
3. Ensure the stakeholders identified through the stakeholder analysis are being included, in particular the most vulnerable or difficult to reach, and provide logistical support as necessary contacting stakeholders and arranging for transportation.;
4. Ensure that a gender equality and human rights perspective is streamlined throughout the approach, and that the evaluator(s) is abiding by the ethical principles outlined below.

XI. Evaluation team composition, skills and experiences

UN Women are seeking to appoint two qualified individuals to undertake the evaluation.

The team is expected to consist of 2 evaluators:

- An International Team Leader, to be recruited by UN Women Country Office based on this TOR;
- A Local Evaluation Expert.

The estimated number of person-days required for the evaluation is 44 days for the international team leader and 21 days for the national evaluator with breakdown as follows:

International Evaluation Team Leader

- Initial data collection and preparation of inception report: 14 days;
- In country data collection: 5 days;
- Remote data collection (Skype follow up interviews): 2 days;
- Preparation of draft report: 15 days;
- Preparation of final report: 8 days.

Local Evaluation Expert

- Initial data collection and preparation of inception report: 7 days;
- In country data collection: 5 days;
- Support to data analysis: 5 days;
- Preparation of draft report: 2 days;
- Inputs to final report: 2 days.

An interpreter/translator will be used from the existing LTA agreement on such services for the inception consultations, data collection during the field mission and translation of final report.

The Team Leader is expected to have significant experience in designing and conducting gender responsive evaluation.

The National Consultant must possess the following qualifications:

Education:

- Advanced University degree in sociology, international development, law, or other related areas.

Experience:

- Minimum 5 years of professional experience/technical knowledge in monitoring and evaluation methodologies;
- Experience in gender analysis and human-rights based approaches;
- Process management skills, including facilitation and communication skills with stakeholders.
- Data analysis skills

Language:

- Fluent in English and Romanian both written and spoken. Knowledge of Russian is an advantage.

Both Consultants should have proven commitment to the core values of the United Nations, in particular respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other.

XII. Payment Schedule

The Consultant shall be paid upon successful completion of each deliverable. The payment shall be made only if the deliverables of this TOR are submitted to UN Women Evaluation Manager within the timeframes stipulated in the TOR and they are approved by UN Women Evaluation Management Group. Without submission and approval of the deliverables, the Consultant shall not receive any payment even if he/she invests time for this assignment.

The deliverables will be submitted in English. International and National Consultants are jointly responsible for the timely completion of deliverables. Estimated lead time for UN Women Project Manager to review deliverables and give comments is 15 days. This time should be considered for finalization of the deliverables and completion of the assignment within the required contract duration.

The Consultant will be paid in MDL equivalent of USD in line with the estimative payment schedule below. USD/MDL conversion will be calculated using official UN exchange rate at the time of the payment.

Deliverables	Payment dates	Payment amount (Monthly)
Deliverable 1: Inception report	20 November 2016	30% of total contract amount (upon approval)
Deliverable 2: Draft report	15 January 2017	30% of total contract amount (upon delivery)
Deliverable 3: Final report	30 January 2017	40% of total contract amount (upon approval)

XIII. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form for evaluators that must be signed as part of the contracting process, which is based on the UNEG Ethical Guidelines and Code of Conduct. These documents will be annexed to the contract. The UNEG guidelines note the importance of ethical conduct for the following reasons:

1. Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation;
2. Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations;
3. Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluators are expected to provide a detailed plan on how the following principles will be ensured throughout the evaluation (see UNEG Ethical Guidance for descriptions): 1) Respect for dignity and diversity; 2) Right to self-determination; 3) Fair representation; 4) Compliance with codes for vulnerable groups (e.g., ethics of research involving young children or vulnerable groups); 5) Redress; 6) Confidentiality; and 7) Avoidance of harm.

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

1. A plan is in place to protect the rights of the respondent, including privacy and confidentiality;
2. The interviewer or data collector is trained in collecting sensitive information, and if the topic of the evaluation is focused on violence against women, they should have previous experience in this area;
3. Data collection tools are designed in a way that are culturally appropriate and do not create distress for respondents;
4. Data collection visits are organized at the appropriate time and place so as to minimize risk to respondents;
5. The interviewer or data collector is able to provide information on how individuals in situations of risk can seek support.

The evaluation's value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation.

The evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Application process

Qualified and interested candidates can view the vacancy and apply online at <https://jobs.undp.org/>. The system will only accept one document. The interested candidates must submit the following documents/ information to demonstrate their qualification:

- Letter of Intent with justification of being the most suitable for the work, vision and working approach, specifically indicating experience of carrying out evaluations and in producing out analytical reports, etc.;

- Duly filled Personal History Form (P11) and/or CV, including records on past experience in similar projects/assignments and specific outputs obtained.

Financial proposal (in USD) - specifying an all-inclusive daily fee, and the lump sum for the envisaged number of working days. The financial offer should include all costs related to completion of the task under the current Terms of Reference. In general, travel costs exceeding those of an economy class ticket shall not be accepted. The consultant will be provided with the necessary administrative and logistical support to enable them deliver on the expected outputs

Description of Activity	Unit of measure (e.g. day, month, etc.)	Unit price	No. of units	Total Price

Annexes:

Annex 1: Evaluation Team Selection Criteria

Evaluation Procedure

Initially, individual consultants will be short-listed based on the following minimum qualification criteria:

For local consultant:

- University degree in sociology, international development, law, or other related areas;
- Minimum 5 years of professional experience/technical knowledge in monitoring and evaluation methodologies.

The short-listed individual consultant will be further evaluated based on a cumulative analysis scheme, with a total score being obtained upon the combination of weighted technical and financial attributes. Cost under this method of analysis is rendered as an award criterion, which will be 30% out of a total score of 500 points.

Evaluation of submitted offers will be done based on the following formula:

$$B = T + \frac{C_{low}}{C} \times X$$

where:

- T is the total technical score awarded to the evaluated proposal (only to those proposals that pass 70% of 350 points obtainable under technical evaluation);
- C is the price of the evaluated proposal;
- C_{low} is the lowest of all evaluated proposal prices among responsive proposals; and
- X is the maximum financial points obtainable (150 points).

Technical evaluation will be represented through desk review of applications and, upon necessity, after interview of a shortlisted applicants.

Technical Evaluation: The technical part is evaluated on the basis of its responsiveness to the Terms of Reference (TOR).

For the national consultant:

#	Criteria for technical evaluation	Max. points
1	Advanced University degree in sociology, international development, law, or other related areas <i>University – 40 Master’s - 50 pts PhD – 60 pts</i> <i>Additional relevant trainings and certifications – 10 pts</i>	70

#	Criteria for technical evaluation	Max. points
2	Minimum 5 years of professional experience/technical knowledge in monitoring and evaluation methodologies <i>(5 years –60 pts, each year over 5 years – 10 pts, up to a max of 100 pts)</i>	100
3	Experience in gender analysis and human-rights based approaches	40
4	Process management experiences, including facilitation and communication with stakeholders	50
5	Data analysis skills	40
6	Fluent in English and Romanian both written and spoken. Knowledge of Russian is an advantage <i>20 pts - fluency in Ro, 20 pts –working English, 10 pts –working Russian)</i>	50
TOTAL		350

Financial evaluation:

In the Second Stage, the financial proposal of candidates, who have attained minimum 70% score in the technical evaluation (at least 245 points), will be compared.

WINNING CANDIDATE

The winning candidate will be the candidate, who has accumulated the highest aggregated score (technical scoring + financial scoring).

Annex 2 UN Women GERAAS evaluation quality assessment checklist.

UN Women Independent Evaluation Office website at

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

Annex 3 UN Women Evaluation Consultants Agreement Form.

UN Women Evaluation Consultants Agreement Form <http://gate.unwomen.org/> , UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system <http://www.uneval.org/document/detail/100>

Annex 4 UNEG Norms and Standards for evaluation.

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

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

Annex 5 UN Women Evaluation Handbook

UN Women Independent Evaluation Office website.

<http://genderevaluation.unwomen.org/en/evaluation---handbook>

Annex 6 Resources for data on gender equality and human rights.

UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index:
<http://uhri.ohchr.org/en>

UN Statistics – Gender Statistics: <http://genderstats.org/>

UNDP Human Development Report – Gender Inequality Index:

<http://hdr.undp.org/en/content/gender-inequality-index-gii>

World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>

Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index:
<http://genderindex.org/>

World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>

A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm