

TERMS OF REFERENCE

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| Consultant – Evaluability Assessment (EA) and Baseline Study (BS) of Regional Programme “Win-Win: Gender Equality Means Good Business” | |
| Location: | Home-based, with travel to Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay |
| Deadline for application: | 27 May 2018 |
| Type of contract: | Special Service Agreement (SSA) |
| Language(s) required: | English, Portuguese and Spanish |
| Expected start date: | 4 June 2018 |
| Expected end date: | 30 September 2018 |
| Context | |
| <p>UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, 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.</p> <p>In partnership with the International Labour Organization (ILO) and with the European Commission (EC), UN Women is in the inception phase of the three-year regional programme “Win-Win: Gender Equality Means Good Business”. The programme aims to contribute to the economic empowerment of women, recognizing them as beneficiaries and partners of growth and development. The programme will increase commitment of private companies to gender equality and women’s empowerment, strengthen private companies’ capacities to implement these commitments and enable women’s labour force participation and entrepreneurship.</p> <p>The Programme will be implemented in six countries: Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay. It will also have a regional component under the responsibility of UN Women Brazil Country Office. The total project budget is € 10 million.</p> <p>Impact: Contribute to women’s economic empowerment and leadership for sustainable, inclusive and equitable growth</p> <p>Outcome 1: Women led business in Europe and Latin America and the Caribbean increase cooperation to expand opportunities</p> | |

Output 1.1: Networking platforms support expanded opportunities for women led businesses for Europe and Latin America and the Caribbean

Outcome 2: Sustainable model of gender-sensitive private sector engagement to support the Sustainable Development Goals achievement developed and adopted

Output 2.1: Improved capacities of companies to develop and implement gender equality practices and to genuinely integrate them into their corporate policy and practice

Output 2.2: Strengthened capacities and knowledge to support implementation of gender equality in the private sector

Output 2.3: Reporting platform enables companies to monitor and report implementation of their commitments to women's empowerment and gender equality

Output 2.4: Knowledge exchange enables companies to share and take up effective gender equitable business practices

Output 2.5: Business organizations capacity is enhanced to promote gender equitable employment and business practices

Outcome 3: Bi-regional women-led innovation and business ventures

Output 3.1: Impact investment facility established as innovative and sustainable financing model to attract additional private sector investments for gender equality, linked to SDG5 achievement

Theory of change: if companies have knowledge, training and tools; are driven by the demands and advocacy of women; have incentives, abilities and tools to be able to report on progress; and have the networks and platforms that they need for sharing; then sustainable business practices will be adopted and implemented, creating an enabling environment for businesses to contribute to advancing the gender dimension of the Sustainable Development Goals.

Duties and Responsibilities

Under the overall guidance and direction of the Programme Coordinator and the Monitoring and Evaluation Associate, the consultant (or team of consultants) will:

1. Conduct an Evaluability Assessment (EA) of the regional programme
2. Conduct the Baseline Study (BS) of the regional programme

1. Evaluability Assessment (EA)

The **purpose** of this EA is to provide:

- a) an assessment of whether the programme is likely to produce useful information and ready for quality mid-term and final evaluation;
- b) recommendations for improving programme design;
- c) a methodology and monitoring system.

The **objectives** of this EA are to:

- a) assess whether the programme has a sound design with coherence link between objectives, main activities and expected results;

- b) assess whether indicators are Specific, Measurable, Available/Achievable/Attributable, Relevant/Realistic, Time-bound;
- c) provide recommendations for improving the programme design, including the results framework;
- d) propose a gender-sensitive methodology and monitoring system for the programme, including plan and tools.

The **scope** of this EA is:

- a) Geographical coverage: The EA will cover the regional level and six countries: Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay
- b) Substantive scope: The EA will analyze the programme design and availability of information.

The EA should be able to answer the following **questions**:

Programme Design

1. Is the programme clearly aligned with the UN Women Strategic Plan, the ILO Strategic Plan and the European Union's Strategic Engagement on Gender Equality 2016-2019 and Gender Action Plan in External Relations 2016-2020?
2. Is the programme clearly contributing to the achievement of the Sustainable Development Goals?
3. Does the programme clearly identify the problem and target population?
4. Does the programme clearly articulates a theory of change?
5. Does the programme have clear outputs, outcomes and impact based on the logic results chain?
6. Are the results clear, realistic and measurable (quantitatively and qualitatively)?

Availability of information

1. Does the programme identify indicators to measure progress and results?
2. Are indicators specific, measurable, available, achievable, attributable, relevant, realistic, and time-bound?
3. Is there a monitoring system to gather and systematize the information with defined responsibilities, sources and periodicity?
4. What are the likely cost of such data collection and analysis in terms of financial and human resources?

The proposed **steps** for the EA are:

- a) Desk review of key programme documents.
- b) Review programme theory of change.
- c) Review programme results framework; including impact, outcomes, outputs, activities, indicators, risks and assumptions.
- d) Review sources of information (see Baseline Study below).
- e) Draw conclusions and make recommendations, including a **proposal of revised theory of change, of revised results framework and of a gender-based methodology and monitoring system** for the programme (including M&E framework, plan and tools), aligned with UN Women, ILO and EU requirements.

The proposed **assessment methods** for the EA are:

- a) Documents desk review
- b) Key informant interviews

Note on evaluation **ethics**: Evaluations in the UN will be conducted in accordance with the principles outlined in both UNEG Norms and Standards for Evaluation in the UN System and by the UNEG 'Ethical Guidelines for Evaluation'. These documents will be attached to the contract. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation.

2. Baseline Study (BS)

The **purpose** of this BS is to contribute to the programme's context/situation analysis in relation to women's economic empowerment and commitment of the private sector to gender equality and women's empowerment.

The **objective** of this BS is to provide detailed baseline data on key indicators:

- Proportion of women in managerial positions
- Proportion of informal employment in non-agriculture employment, by sex and race
- Average hourly earnings of female and male employees
- Unemployment rate, by sex and race
- Increase in national compliance of labour rights (freedom of association and collective bargaining) based on ILO textual sources and national legislation, by sex and race
- Amount of funding committed to public-private partnerships
- Number of barriers (for women) to market access, investment and business development which have been removed
- Amount of return on investment (ROI) of EU funds on the part of private sector partners for gender equality
- Number of processes related to the removal of barriers (for women) to market access, investment and business which have been influenced
- Number, size and type of formal networks established between women led businesses from Europe and Latin America and the Caribbean (country and regional levels)
- Number of women reporting increased capacities to access procurement opportunities
- Number and type of members of networking platform per region and per country
- Number of processes related to regional, multi-lateral partnership strategies and policy dialogues which have been influenced
- Number of companies signing on to the Women's Empowerment Principles (WEPs)
- Number of companies implementing the WEPs
- Percentage of participating EU/LAC companies who report having enhanced their knowledge
- Number of vocal champions advocating for WEPs implementation
- Number (and type) of knowledge-based products developed (including technical guidance, campaigns, training methodologies)
- Number of companies voluntarily reporting on WEPs implementation
- Number of companies reporting having enhanced their capacities based on incentives developed by the project
- Percentage of participating companies who report having enhanced their knowledge on reporting

- Number of EU/LAC companies participating in events (per country, regional, sub-regional)
- Number of written statements (with recommendations/ conclusions, etc.) emanating from events
- Number of press releases/policy briefs/opinion pieces etc. produced by gatherings of EU/LAC private sector
- Number of organizations (employers' and business membership organizations) reporting increased capacities to advocate for gender equitable employment and business practices
- Amount of financial resources leveraged and granted through innovative financing mechanism
- Number of women led-innovation projects supported

The indicators may be refined as part of the Evaluability Assessment process described above. Likewise, the Baseline Survey may contribute to the refinement of indicators.

The **scope** of this BS is:

- a) Geographical coverage: The EA will cover the regional level and six countries: Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay.

The proposed **steps** for the BS are:

- a) Desk review of key programme documents (part of the Evaluability Assessment above).
- b) Desk review of similar initiatives undertaken over the last 5 years in each of the countries covered by the baseline;
- c) Design **of a gender-based methodology and monitoring system** for collection of baseline data, including M&E framework, plan and tools (questionnaires, guidelines, tool for data entry, etc), aligned with UN Women, ILO and EU requirements (part of the Evaluability Assessment above);
- d) Data collection and analysis.

A mid-line and end-line survey will be conducted to allow for comparison and create three data points for measuring progress and results. These data points can contribute to ongoing monitoring of gender equality trends in the participating countries. In keeping with this aim, the follow-up survey's design, research methodology, questionnaires, fieldwork planning, fieldwork quality control, data processing, and data analysis will be replicated from the baseline survey as exactly as possible.

Products, Schedule and Payments

| Product | Deadline | Payment (%) |
|---|--|-------------|
| An Inception Report , containing detailed work-plan with activities and timelines agreed with UN Women; detailed description of the EA and BS methodologies, including ethical considerations and data collection tools to be developed in close consultation with UN Women. | 10 June (one week) | 0% |
| A draft Evaluability Assessment Report , including conclusions and recommendations, and proposed revised theory of change and results framework. A Reference Group will provide feedback to be incorporated by the consultants. | 18 June (two weeks from the expected start date) | 15% |
| A draft gender-sensitive Methodology and Monitoring System for collection of baseline data, including a proposal of M&E framework, plan and tools (questionnaires, guidelines for data collection, data cleaning and data entry, tool for data entry, etc) | 08 July (two weeks) | 0% |

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| for the programme. A Reference Group will provide feedback to be incorporated by the consultants. | | |
| A final gender-sensitive Methodology and Monitoring System for collection of baseline data, including a proposal of M&E framework, plan and tools (questionnaires, guidelines for data collection, data cleaning and data entry, tool for data entry, etc) for the programme. | 22 July (two weeks) | 30% |
| A draft Baseline Study Report . A Reference Group will provide feedback to be incorporated by the consultants. | 19 August (four weeks) | 15% |
| A final Baseline Study Report , incorporating feedback from the Reference Group; and a power point presentation with key findings. | 02 September (two weeks) | 40% |
| A final Evaluability Assessment Report , including conclusions and recommendations, and revised theory of change, and revised results framework, incorporating feedback from the Reference Group; and a power point presentation with key findings. | | |
| | | 100% |

All documents must be in United Kingdom (UK) English.

UN Women will review and provide feedback within 10 working days after receiving the product. UN Women will approve after feedback is incorporated and pay within 10 after receiving the original invoice.

Travel and Inputs

Travel costs to the six countries must be included in the consultancy.

Inputs for the consultancy, such as equipment and workplace will be the responsibility of the consultants.

Requirement

Required:

Education:

Master's Degree or equivalent in Social Sciences, Gender Studies, Development Studies, Human Rights, Sociology or related field.

Languages:

Fluency in English, Portuguese and Spanish.

Experience:

- A minimum of 05 years of progressively responsible and relevant experience in programme evaluation in a development context;
- A minimum of five years of progressively responsible and relevant experience in the fields of gender equality, human rights, social inclusion, or another area relevant to the requirements of this TOR;
- Experience in evaluating programmes focusing on gender equality.

Desired:

Education:

PhD or equivalent in Social Sciences, Gender Studies, Development Studies, Human Rights, Sociology or related field.

Experience:

- Experience conducting Baseline Studies.
- Experience developing methodologies and monitoring systems.
- Experience in evaluating programmes in Latin America and the Caribbean.
- Previous experience with UN agencies and/or international organizations.

Selection

Applications will be evaluated by the following criteria:

| Criteria | Weight |
|---|---------------|
| Master's or PhD Degree or equivalent in Social Sciences, Gender Studies, Development Studies, Human Rights, Sociology or related field. | 10 |
| Experience in programme evaluation in a development context. | 15 |
| Experience in the fields of gender equality, human rights, social inclusion, or another area relevant to the requirements of this TOR. | 15 |
| Experience in evaluating programmes focusing on gender equality. | 20 |
| Experience in conducting Baseline Studies. | 10 |
| Experience in developing methodologies and monitoring systems. | 10 |
| Experience in evaluating programmes in Latin America and the Caribbean. | 10 |
| Previous experience with UN agencies and/or international organizations. | 10 |
| Total | 100 |

Selection process

First phase: Shortlist of the applications based on the required qualifications.

Second phase: Analysis of the applications by a Selection Committee. Classification based on the criteria.

Third phase: Interview, if the Selection Committee considers it necessary.

At the end of the last phase, the selected applicant should provide the following documents:

- Copies of the diplomas and certificates listed in the P11 form.
- Copies of the identity document with picture and signature.
- Evidence of the ownership of a bank account.
- Vendor form completed and signed.

Applications

Applicants must send the following documents:

1. **UN Women Personal History Form (P11)** completed and signed.
2. **Questionnaire** (annex I) completed and signed.

3. **Technical proposal.**

4. **Financial proposal**, in a separate file, including the value of each product and the total value of the consultancy, in US dollars, according to the section “Products, Schedule and Payment”.

5. **Sample of** evaluation report, evaluability assessment report and/or baseline survey report.

Send **all the five documents** to unwomenbra.hr@unwomen.org until **27 May 2018**. Indicate in the subject line: “Evaluability Assessment (EA) and Baseline Study (BS) Consultant”

Applications with incomplete documentation will be not be considered.

Due to the large number of applications received, only the selected applicant(s) will be notified.

Questions should be sent to unwomenbra.hr@unwomen.org. Indicate in the subject line: “Question: Evaluability Assessment (EA) and Baseline Study (BS) Consultant”

Observations

Applicants with employment in public institutions will need to present evidence of leave without pay.

Applicants must not be related (mother, father, sister, brother, son or daughter) to United Nations staff members.

Applicants may choose to sub-contract a team of consultants. In this case, the Applicant must be the Team Leader and must comply with the requirements, except language, that may be compensated by other Team Members. The Applicant must also submit **UN Women Personal History Form (P11)** completed and signed for all Team Members.

QUESTIONNAIRE

Consultant – Evaluability Assessment (EA) and Baseline Study (BS) of Regional Programme “Win-Win: Gender Equality Means Good Business”

Candidate name:

1. Do you have a Master’s Degree or PhD or equivalent in Social Sciences, Gender Studies, Development Studies, Human Rights, Sociology or related field?

Yes/No (choose one)

If “Yes”, Briefly describe. (Max 100 words)

2. Do you have a minimum of five years of progressively responsible and relevant experience in programme evaluation in a development context?

Yes/No (choose one)

If “Yes”, Briefly describe. (Max 100 words)

3. Do you have a minimum of five years of progressively responsible and relevant experience in the fields of gender equality, human rights, social inclusion, or another area relevant to the requirements of this TOR?

Yes/No (choose one)

If “Yes”, Briefly describe. (Max 100 words)

4. Do you have experience in evaluating programmes focusing on gender equality?

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| Yes/No (choose one) |
| If "Yes", Briefly describe. (Max 100 words) |
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| 5. Do you have experience in conducting Baseline Studies? |
| Yes/No (choose one) |
| If "Yes", Briefly describe. (Max 100 words) |
| |
| 6. Do you have experience in developing methodologies and monitoring systems? |
| Yes/No (choose one) |
| If "Yes", Briefly describe. (Max 100 words) |
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| 7. Do you have experience in evaluating programmes in Latin America and the Caribbean? |
| Yes/No (choose one) |
| If "Yes", Briefly describe. (Max 100 words) |
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| 8. Do you have experience with UN agencies and/or international organizations? |
| Yes/No (choose one) |
| If "Yes", Briefly describe. (Max 100 words) |
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