

# TERMS OF REFERENCE: Local or International Consultant - Mid-Term Review of Brazil Country Office Strategic Note

| Location:                 | Home-based                |
|---------------------------|---------------------------|
| Deadline for application: | 4 December 2019           |
| Type of contract:         | Special Service Agreement |
| Language(s) required:     | English                   |
| Duration:                 | 4 months                  |
| Expected start date:      | 15 December 2019          |
| Expected end date:        | 14 April 2020             |

# I. Background

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.

The UN Women Brazil Country Office (CO) Strategic Note 2017-2021 (the UN Women "country programme") is proposed in the framework of the international commitments to gender equality, empowerment of women and women's rights of which Brazil is signatory (CEDAW, CERD, Beijing Platform for Action, Durban Action Plan, UN Security Council Resolution 1325 and Agenda 2030). It aligns with the United Nations Partnership Framework for Sustainable Development (UNPFSD) 2017-2021, and with national priorities. It also aligns with four Outcomes of the UN Women Global Strategic Plan (2018-2021):

- 1. Women lead, participate in, and benefit equally from governance systems
- 2. Women have income security, decent work and economic autonomy
- 3. All women and girls live a life free from all forms of violence
- 4. Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action

The CO is looking for an independent consultant to conduct a mid-term review (MTR) of the CO's Strategic Note 2017-2021. The **purpose** of the MTR is to provide assessment and recommendations for **learning** and **decision-making** in relation to programme **design**, **management**, **accountability and performance** to date.

# II. Description of the programme

In December 2016, the UN Women Brazil Country Office (CO) approved its Strategic Note for the period of 2017-2021, in alignment with the United Nations Partnership Framework for Sustainable Development (UNPFSD) 2017-2021. The CO's Strategic Note is planned for a period of **five years**, and a total amount of **\$25 million** (twenty-five million United States dollars). In December 2017, UN Women approved its global Strategic Plan 2018-2021, which required some adjustments to the CO's Strategic Note to ensure alignment. Thus, the CO's Strategic Note 2017-2021 aligns with four Development Outcomes of the UN Women Global Strategic Plan 2018-2021:

- 1. Women lead, participate in, and benefit equally from governance systems
- 2. Women have income security, decent work and economic autonomy
- 3. All women and girls live a life free from all forms of violence
- 4. Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action

## 1: Women lead, participate in, and benefit equally from governance systems

The CO works with key institutions and with gender equality advocates to promote Parity Democracy. It is expected that if (i) state institutions have the capacity to promote Parity Democracy, and if (ii) gender equality advocates participate in spaces of power and decision-making to protect and promote women's rights, then (iii) legal frameworks, policies and strategies will promote Parity Democracy. The CO also promotes gender and race responsive plans, policies, programmes and/or budgets at national and subnational levels, including through South-South cooperation. It is expected that if (i) key government institutions and women machineries at national and subnational levels have the capacity to use a gender and race equality perspective and if (ii) intersectoral dialogue promotes the participation of gender and racial equality advocates in decision-making then, (iii) gender and race responsive plans, policies, programmes and budgets will be adopted, implemented and monitored.

### 2: Women have income security, decent work and economic autonomy

The CO works with public and private institutions and companies and with gender equality advocates to strengthen women's economic rights and opportunities. It is expected that if (i) key public and private institutions and companies have the commitment and the capacity to promote decent work, social protection and entrepreneurship for women, if (ii) women entrepreneurs, businesses and associations are able to influence policies and strategies, and if (iii) gender equality advocates and women's organizations engage in dialogues with decision-makers, then (iv) policies and strategies will strengthen women's economic rights and opportunities.

### 3: All women and girls live a life free from all forms of violence

The CO contributes with innovative prevention and response strategies to end violence against women and girls. It is expected that if (i) women, girls, men and boys have the knowledge about rights and services and if (ii) national and sub-national authorities and partners have the capacities to respond, then (iii) there will be a more enabling legal, policy and social environment to end violence against women and girls.

4: Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action

The CO will contribute to engendering the national response the humanitarian emergency related to the Zika, Chikungunya and Dengue epidemics and to the Venezuelan migration. It is expected that if (i) national and sub-national partners have the capacities to incorporate the voice of affected women, then (ii) the national response will include a perspective of women's rights.

The CO's Strategic Note 2017-2021 also aligns with four Organizational Effectiveness and Efficiency Outputs of the UN Women Global Strategic Plan 2018-2021:

- 1. To drive more effective and efficient United Nations System coordination on gender equality and women's empowerment
- 2. To institutionalize a strong culture of innovation, results-based management, reporting, knowledge management and evaluation
- 3. To enhance organizational effectiveness, with a focus on management of financial and human resources in pursuit of results
- 4. To leverage partnerships and resources in support of UN-Women's mandate

UN Women traditionally works closely with the Brazilian Government, especially with the national women's machinery. Over the years, UN Women has strengthened its partnership with women's institutions in the National Congress, with institutions in the judiciary sector; and with the national research and statistics offices. At local level, UN Women has established partnerships with local women's machineries in several states and municipalities and with law enforcement institutions (security and judiciary sectors). UN Women has a strong partnership with the organized civil society, especially with the women's movement in its diversity, including through a Civil Society Advisory Group. UN Women leads and coordinates UN efforts to promote gender equality and women's empowerment through the Inter Agency Thematic Group on Gender, Race and Ethnicity; and implements joint initiatives/programmes with ILO, IOM, PAHO, UNDP, UNESCO, UNFPA, UNHCR, UNIC, UNICEF and UNOPS; and with the Resident Coordinator Office. UN Women has consolidated partnerships with key private and public sector companies (and their foundations or institutes) through their signature of the Women's Empowerment Principles (WEPs) and has consolidated partnerships with news agencies, media groups and advertising companies.

Over the **30 months** of implementation of the CO's Strategic Note (January 2017 to June 2019) that are under review, there have been significant contextual, programmatic, operational and coordination changes that have affected the programme logic, underlying assumptions, strategies and partnerships.

## III. Purpose and use

The **purpose** of the MTR is to provide assessment and recommendations for **learning** and **decision-making** in relation to programme **design, management, accountability and performance** to date. The information will be used by the UN Women Brazil Country Office staff to adjust the programme design and management to the contextual, programmatic, operational and coordination changes; to strengthen the information/data collection (around 30 reports submitted in 2017, 2018 and 2019); to contribute to the elaboration of the United Nations Sustainable Development Cooperation Framework (UNSDCF) in Brazil; and to prepare the programme to generate all the conditions necessary for a final evaluation.

# **IV.** Objectives

The **objectives** of the MTR are:

- 1. To assess the **relevance**, **appropriateness and coherence** of the CO's Strategic Note at national level, considering the **contextual**, **programmatic**, **operational and coordination changes**;
- 2. To examine programme accessibility and adequacy of relevant information;
- 3. To assess **stakeholder involvement** in programme design, implementation and monitoring;
- 4. To assess **effectiveness and efficiency** in progressing towards the achievement of results as defined in the CO's Strategic Note;
- 5. To assess sustainability prospect;
- 6. To analyse how human rights approach and gender/racial equality principles are integrated in the CO's Strategic Note;
- 7. To identify lessons learned, good/promising practices and innovations;
- 8. To formulate recommendations on the **purpose, scope, timing and design** of the CO's Strategic Note final evaluation.

The MTR should answer the following **questions**:

## 1. Relevance, appropriateness and coherence

- a. What have been the major **contextual**, **programmatic**, **operational and coordination changes** and how have they affected the programme logic, underlying assumptions, strategies and partnerships?
- b. To what extent is the CO's Strategic Note aligned with relevant **normative frameworks** for gender equality and women's empowerment?
- c. To what extent is the CO's Strategic Note aligned with the **United Nations Sustainable Development Cooperation Framework** (UNSDCF)?
- d. To what extent is the CO's Strategic Note aligned with the **national priorities** for gender/racial equality and women's empowerment?
- e. To what extent is the CO's Strategic Note aligned with UN Women's global priorities?
- f. To what extent does the CO's Strategic Note promote the principle of "**leaving no one behind**"?
- g. What is UN Women's **comparative advantage** in each outcome area compared with other UN entities and key partners?
- h. To what extent does the CO's Strategic Note balance UN Women **composite triple mandate** (normative, operational and coordination)?
- i. Does the CO's Strategic Note have a clear **theory of change**? Is it still valid? What changes are needed to adjust it to the contextual, programmatic, operational and coordination changes?
- j. Does the CO's Strategic Note have clear and feasible **goals, objectives and results**? Are they still valid? What changes are needed to adjust it to the contextual, programmatic, operational and coordination changes?
- k. Does the CO's Strategic Note appropriately articulate **strategies**, **activities and financial resources**? Are they still valid? What changes are needed to adjust it to the contextual, programmatic, operational and coordination changes?
- I. Are the **component projects** (ProDocs) aligned with the CO's Strategic Note?
- 2. Accessibility and Adequacy
  - a. Does the CO's Strategic Note have **SMART indicators**? What changes are needed?
  - b. Does the CO's Strategic Note have **baseline information**? What changes are needed?

- c. Does the CO's Strategic Note have a **monitoring system** and/or **monitoring tools** to gather and systematize information/data with defined responsibilities, resources and periodicity? Do they provide the necessary information? Are they efficient? Are additional tools required? What changes are needed?
- d. Does the CO's Strategic Note have a **risk analysis** with appropriate **mitigating actions**? What changes are needed?

## 3. Stakeholder involvement

- a. What is the level of stakeholders' involvement in programme **design**, implementation and monitoring?
- b. What are the **perspectives** of stakeholders towards the CO's Strategic Note?
- c. To what extent does the CO's Strategic Note articulate a **partnership strategy**? Are the partners the most relevant?

### 4. Effectiveness and Efficiency

- a. To what extent is UN Women contributing to the **achievement of the expected results**? What are the challenges?
- b. Does the CO's Strategic Note have a clear management/governance structure? Are the responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner?
- c. To what extent does the CO's **management/governance structure** and **human resources** support efficiency for programme implementation?

## 5. Sustainability

a. To what extent is the CO's Strategic Note creating the elements for sustainability in each outcome area?

## 6. Gender/Racial Equality and Human Rights

- a. To what extent have gender/racial equality and human rights considerations been **integrated** into the programme design and implementation? How to better incorporate them?
- b. How has attention to/integration of gender/racial equality and human rights concerns **advanced** in each outcome area?

## 7. Lessons learned, good/promising practices and innovation

- a. What are the **lessons learned**, considering the contextual, programmatic, operational and coordination changes; and how can they be incorporated into the CO's Strategic Note?
- b. What are the **good/promising practices** emerging from the implementation of the CO's Strategic Note with potential for scale up and/or replication?
- c. What are the **innovations** emerging from the implementation of the CO's Strategic Note?

## 8. Final evaluation

a. What are recommendations on the **purpose, scope, timing and design** of the CO's Strategic Note final evaluation?

## V. Duties and Responsibilities

Under the overall guidance and direction of the National Programme Officer, the consultant will:

- 1. Conduct desk review of key documents:
  - a. UN Women Global Strategic Plan 2018-2021, including the theory of change, the Integrated Results and Resources Framework and the Common Chapter of UNDP, UNFPA, UNICEF and UN Women
  - United Nations Partnership Framework for Sustainable Development (UNPFSD) 2017-2021

- c. Plano Pluri-Annual 2020-2023
- d. National report, compilation of UN information, summary of stakeholders' information and outcome document of the Universal Periodic Review (2017)
- e. Comprehensive National-Level Review Report on the Implementation of the Beijing Declaration and Platform for Action (2019)
- f. UN Women Brazil Strategic Note and Annual Work Plan
- g. UN Women Brazil quarterly and annual reports (2017, 2018 and 2019)
- h. UN Women composite projects (ProDocs) (around 20 projects ongoing in 2017, 2018 and 2019)
- i. UN Women Brazil reports to donors (around 30 reports submitted in 2017, 2018 and 2019)
- j. UN Women relevant Corporate and Regional evaluations
- k. Relevant UN Women Policies, Procedures and Guidance
- I. Other documents as needed
- 2. Review information/data collection and analysis tools; and monitoring systems;
- 3. Conduct interviews with CO staff;
- 4. Finalize stakeholder analysis;
- 5. Prepare a draft inception report that includes:
  - a. Proposed methods and analysis framework
  - b. Data collection procedures and sources
  - c. Review of documentation, scoping conducted and theory of change (for the CO's Strategic Note and for each development outcome area)
  - d. A work plan with associated activities, deliverables, timetable, roles and responsibilities
  - e. Annexes
    - i. final stakeholder analysis
- 6. Incorporate feedback to draft inception report and finalize inception report
- 7. Conduct surveys and interviews with selected partner UN agencies, the Resident Coordinator Office, donors, government partners, private sector partners, implementing partners, CSO partners, CSAG members, among others;
- 8. Prepare a draft MTR report that includes:
  - a. Executive summary
  - b. Introduction (including context, scope, methodology and limitations)
  - c. Findings and conclusions
  - d. Recommendations
  - e. Summary on challenges, lessons learned and best practices
  - f. Annexes
    - i. list of documents reviewed
    - ii. list of interviewees
    - iii. revised theory of change (for the CO's Strategic Note and for each development outcome area)
    - iv. revised results (outcomes and outputs) and indicators
    - v. draft ToR for final evaluation
    - vi. other, as needed
- 9. Incorporate feedback to draft report and finalize MTR report

# VI. Products, Schedule and Payments

| Product                              | Deadline    | Payment (%) |
|--------------------------------------|-------------|-------------|
| Draft inception report (seven weeks) | 31 January  | 20%         |
| Final inception report (two weeks)   | 14 February | 20%         |
| Draft final report (six weeks)       | 27 March    | 30%         |
| Final report (two weeks)             | 10 April    | 30%         |
|                                      |             | 100%        |

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

UN Women will review and provide feedback within 5 working days after receiving each product. UN Women will approve after feedback is incorporated and considered final and pay within 10 working days after receiving the original invoice.

# VII. Travel and Inputs

Travel is not expected. Inputs for the consultancy, such as equipment and workplace will be the responsibility of the consultant.

## VIII. Requirement

### **Required qualification:**

### Education:

Master's Degree in Development Economics, Development Studies, Social Sciences, Gender/Women's Studies, Human Rights or related field.

### Languages:

Fluency in English.

### **Experience:**

At least 5 years of experience in gender programming, monitoring and/or evaluation in the UN and/or international;

Experience in managing or conducting gender-responsive evaluations.

### **Desirable qualification:**

### Languages:

Fluency in Portuguese (if the applicant is not fluent in Portuguese, s/he should include translation costs in the financial proposal).

### **Experience:**

Experience working to promote racial/ethnic equality.

# IX. Selection

Applications will be evaluated by the following criteria:

| Criteria  | Weight |
|---|--------|
| Master's Degree in Development Economics, Development Studies, Social   | 10     |
| Sciences, Gender/Women's Studies, Human Rights or related field         |        |
| At least 5 years of experience in gender programming, monitoring and/or | 40     |
| evaluation in the UN and/or international                               |        |
| Experience in managing or conducting gender-responsive evaluations      | 30     |
| Experience working to promote racial/ethnic equality                    | 20     |
| Total   | 100    |

The criteria will be evaluated based on the documents listed in the "Application" section (below).

## 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:

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

## X. Application

Applicants must complete the online Application Form and send the following documents:

- 1. UN Women Personal History Form (P11) completed and signed.
- 2. Supporting documentation as evidence of requirements (proof of Master Degree; a sample evaluation report; a sample of mid-term review; proof of proficiency in English and Portuguese; etc).
- 3. **Technical proposal,** briefly outlining conceptual framework; proposed methodology, methods and approaches; proposed activities and timeframe.
- 4. **Financial proposal**, in a separate file, with the proposed value of the consultancy.

Send to unwomenbra.hr@unwomen.org until **4 December 2019**. Indicate in the subject line: "Consultant – Mid-Term Review"

Applicants that do not complete the online Application Form or do not send **all** 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: Consultant – Mid-Term Review"

# XIII. Observations

Applicants with an employment at a public institution may only be hired if they present evidence of unpaid leave or a letter of non-objection to the execution of the consultancy, issued by the public institution of employment. If the applicants' relationship is with a research institution and universities, it is sufficient to present a letter of non-objection issued by the public institution of employment.

Applicants may not have an active contract or pending matters with UN Women.

Applicants must not be directly related (mother, father, sister, brother, son or daughter) to employees of the United Nations system.

Link to the online Application Form: https://forms.gle/vZhMYL2vpxEudqi19 Link to UN Women Personal History Form (P11): http://prod.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-p11-personalhistory-form.doc?la=en