

NATIONAL EVALUATION EXPERT-UN Women Rwanda Country Office Strategic Note 2019-2024



Advertised on behalf of:

Title	Kigali with field visit, RWANDA
Application Deadline:	15-July-2023
Type of Contract:	Individual Contract
Post Level	National Consultant
Languages Required:	Kinyarwanda English
Starting Date: (date when the selected candidate is expected to start)	06-November-2023
Duration of Initial Contract:	6 months
Expected Duration of Assignment:	6 months

Background

The [Rwanda Country Office](#) Strategic Note is the main planning tool for UN Women's support to normative, coordination and operational work in Rwanda. This evaluation will consider the Strategic Note covering the period January 2019 – December 2024¹ as a precursor action to the development of a new Strategic Note which will start in February 2024.

The Strategic Note is linked to the UN Women Global Strategic Plan and country-level [United Nations Development Assistance Framework 2019-24](#). The Rwanda Country Office Strategic Note supports and contributes towards the following [UN Women 2022-25 Strategic Plan](#) Impact and Systemic outcomes:

Impact	Outcomes
1. Governance and participation in public life	1: Global normative frameworks, and gender-responsive laws, policies and institutions
2. Women's economic empowerment	2: Financing for gender equality
3. Ending Violence Against Women	3: Positive social norms including by engaging men & boys
	4: Women's equitable access to services, goods and resources
	5: Women's voice, leadership and agency
	6: Production, analysis and use of gender statistics and sex-disaggregated data

The strategic note is aligned to Rwanda's national development plans, including the National Strategy for Transformation 2017-2024, the 2030 UN Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the African Union Agenda 2063, and the East African Community (EAC) Vision 2050.

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, Sustainable Development Goals, and the AU Protocol on the Rights of Women in Africa, among others.

I. Description of country portfolio

The Strategic Note (2019-2023) includes a Development Results Framework (DRF) and an Organizational Effectiveness and Efficiency Framework (OEEF), both with performance indicators. The evaluation is expected to use these to assess organizational performance.

The original total planned budget of the Strategic Note was USD 15.5m, of which USD 1.9m was budgeted from core, \$3.0m from Institutional Budget and USD 10.6m from non-core. As of the end of 2022, non-core resources to be mobilized for 2023 was close to USD 0.6m². The Country Office is based in Kigali, with 22 personnel, as of January 2023.

The work of UN Women responds to its three core mandates (normative, coordination and operational/programming). UN Women is a member of the UN Country Team, supporting gender

¹ The strategic note 2019-23 was extended to 2024, to align with the extension of the UNDAF to 2024.

² Strategic Note budget from annual plans on RMS Resource mobilized and expenditure from oneapp.

mainstreaming across thematic groups. The main interventions undertaken under the Strategic Note are set out in Annex 1.

The overarching Theory of Change (ToC) of the Strategic Note states that if **(1)** women and girls participate and lead in decision-making processes; if women’s empowerment and gender equality commitments are translated into practice at national and local governance levels; and if women in urban and rural settings, including the most vulnerable ones, have equal access to and control over economic resources; then **(2)** women and girls will be able to fully benefit from and contribute to political and economic opportunities; because **(3)** women and girls will have decision making powers, gender specific needs will have been accounted for in all spheres of governance and barriers will have been removed for women to attain economic autonomy.

The main rights holders’ and duty bearers’ capacities that the Strategic Note is attempting to develop are:

- **Duty bearers:** Government stakeholders across different ministries, including the National Gender Machinery.
- **Right holders:** Urban/peri-poor women, women leaders and gender advocates, civil society, religious and cultural leaders, and youth.

The country office extended the duration of the original strategic note for an additional one year to end in 2024 in order to ensure that it aligns with the UNSDCF Rwanda time frame following a decision made by the UNCT to extend the Cooperation Framework’s life to 2024.

The Country Office has identified the following key lessons learned.

- **Importance of collaboration:** Need to deepen and leverage strategic partnerships, and broaden partnerships, by working systematically with non-government institutions including civil society, private sector, religious leaders, men and boys, the media and international NGOs. Need to better leverage UN Women’s coordination mandate.
- **Programmatic focus:** Need to deepen the impact of programmes interventions by focusing on a few but potentially transformative priorities such as women’s economic empowerment and social norms that have the tendency to be overlooked in part because of the positive narrative on Gender Equality and Women’s Empowerment in Rwanda. Additionally, holistic support packages (including livelihood support, capacity building, knowledge enhancement and access to services) developed and implemented with partners have proved to be impactful.

II. Purpose, objectives and use of the evaluation

The [UN Women Evaluation Policy](#) and the [UN Women Evaluation Strategic Plan 2022-25](#) 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 and Standards for Evaluation in the UN System](#) and [Ethical Guidelines](#).

The CPE has seven 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, organizational efficiency** and **coherence** in progressing towards the achievement of gender equality and women’s empowerment results as defined in the Strategic Note.
3. Enable the UN Women Country Office 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 can be scaled up and replicated to support gender equality and human rights.
6. Provide insights into the extent to which the UN Women has realized **synergies** between its three mandates (normative, UN system coordination and operations).
7. Provide **actionable recommendations** with respect to the development of the next Strategic Note.

The Country Portfolio Evaluation (CPE) is a systematic assessment to validate the contributions made by UN Women Country Office’s portfolio of interventions to development results with respect to Gender Equality and Women’s Empowerment at the country level. It also assesses the Country Office’s organisational effectiveness and efficiency in delivering the planned results. It uses the Strategic Note (including the DRF and OEEF) as the main point of reference.

The intended uses and users of this evaluation are:

Target Uses	Primary Users	Secondary Users
Learning: Formative (forward-looking) on effective, promising and innovative	the UN Women Rwanda country office and East and Southern Africa regional office, who will use the	The UN Country Team and other UN agencies and other stakeholders delivering similar interventions in-country, to derive

Target Uses	Primary Users	Secondary Users
strategies and practices, to support improved decision-making	evaluation findings to inform the design of the new Strategic note	learning on effective and promising practices.
Accountability: Summative (backward-looking) for UN Women's contribution to gender equality and women's empowerment.	UN Women HQ, regional and country offices, national partners, rights holders and donors, to support accountability for development effectiveness.	

The evaluation will be utilization-focused, tailored to the needs of the organization through a participatory approach from the inception through to the development of recommendations.

III. **Criteria and evaluation questions**

The evaluation will use selected OECD DAC evaluation criteria for the CPE. The table below sets these out, along with indicative evaluation questions.

Criterion	Indicative Evaluation Questions
Coherence – The extent to which there is internal coherence within UN Women, as well as coherence with the work of other key stakeholders to advance gender equality and the empowerment of women.	<ol style="list-style-type: none"> 1. To what extent has the Country Office leveraged its coordination mandate to achieve internal and external coherence to strategically position itself and influence other UN entities and key development partners to advance Gender Equality and Women's Empowerment in Rwanda? <ol style="list-style-type: none"> 1.1 What is the Country Office's comparative advantage in Gender Equality and Women's Empowerment compared with other UN entities and key partners? 1.2 To what extent did UN Women collaborate with other UN Agencies to achieve the expected outcomes? 1.3 Are the interventions achieving coherence and synergies within the UN Women CO portfolio and the programmes (WEE, EVAW, WLPP) of the UN country team?
Effectiveness – The extent to which UN Women has contributed to achieving planned outcomes and mitigating negative externalities	<ol style="list-style-type: none"> 2. To what extent have the Country Office's contributions across UN Women's mandate advanced gender equality and the women's empowerment in Rwanda? <ol style="list-style-type: none"> 2.1 To what extent did UN Women contribute to the expected outcomes? What were the enablers and barriers? 2.2 What unexpected outcomes (positive and negative) have been achieved? For whom? 2.3 How effective were UN Women's coordination and partnerships, to reach target stakeholders and contributed to achieving results on gender equality and the empowerment of women?
Efficiency - The extent to which tactical decisions, organizational structures and management processes add to UN Women's productive capacity.	<ol style="list-style-type: none"> 3 Does UN Women have appropriate organizational structures, systems and capacity in place to ensure efficient use of resources (personnel and funding) to maximize results? <ol style="list-style-type: none"> 3.1 To what extent does the CO management structure support efficiency for resource mobilization?

Criterion	Indicative Evaluation Questions
	3.2 Does the organization have access to the necessary skills, knowledge and capacities needed to deliver the portfolio? 3.3 How well have resources and risks been managed to ensure results?

IV. Scope, secondary data and limitations

Scope:

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 from 2019-2024.

All activities included in the Strategic Note will be considered, including normative, coordination and operational work in all thematic areas. The scope of CPE also covers regional or global program activities in the country. Joint programs and programming are within the scope of this evaluation. Where joint programs 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.

CPEs focusses on outcome level results. Accordingly, they are **not** expected to:

- Collect output monitoring data;
- Analyse the achievement of impacts as defined by [UNEG](#);
- Focus on evaluating UN Women's corporate management or systems outside of the country context, such as regional architecture³.

During the inception phase, the evaluation team will further define the scope and sampling approach, to establish the evaluation boundaries, including which stakeholders and initiatives will be included or excluded from the evaluation. This will draw on the evaluability assessment (see section vi), the final evaluation questions and the availability of data.

V. Evaluation design (process and methods)

Evaluation Standards and principles, including gender and human-rights based approach

The evaluation will adhere to the the [UNEG Norms and Standards](#) (2016), the [UNEG Ethical Guidelines](#) (2020) and [UN Women Evaluation Policy](#) and [Handbook](#), observing the principles of integrity, accountability, respect and beneficence.

The evaluation will be gender-responsive meaning that both the process and analysis apply the key principles of a human rights-based approach. It will analyze the underlying structural barriers and socio-cultural norms that impede the realization of women's rights. The evaluation design will apply [Good practices in gender-responsive evaluations](#) and a suitable approach to assess the type, effectiveness and the quality of gender-transformative results achieved.

Data collection and analysis

The evaluation will employ a non-experimental, theory-based⁴ approach. The performance of the country portfolio will be assessed using contribution analysis, using the theory of change set out in the Strategic Note 2019-2024 as a basis. The evaluation will apply a mixed-method using qualitative and quantitative methods. The method will draw on data sources including documents, field information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials, community groups etc. The evaluation will employ the following data collection methods:

- **Document analyses** undertaken primarily during the inception phase will inform the evaluation approach;
- **Evaluability assessment** to identify gaps in secondary data which will be used to determine the evaluation approach, including an assessment of the Theory of Change, the conduciveness of the context to undertaking the evaluation, the management structure at the Country Office and the quality and completeness of the Development Results Framework and Operational Efficiency and Effectiveness Framework.
- **Contextual analysis** of the key external influencing factors affecting realization of women's rights in the country.
- **Portfolio analysis** of UN Women Strategic Note & Project Documents, synthesizing secondary results data for the Development Results Framework and the Organizational Effectiveness and Efficiency Framework of the Country Office.

³ Although they may make observations in this area, particularly in terms of how corporate systems enable or hinder, and where there is a clear implication for the design and implementation of the Country Office strategic note

⁴ 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.

- **UN Women financial analysis** of the budget, expenditure and trends in type of expenditures.
1. **Interviews and Focus Group Discussions** with key informants identified through the stakeholder analysis (across all stakeholder groups);
 2. **Surveys** of UN Women personnel and UNCT partners, including Civil Society Organisations and government stakeholders (should the context allow).

Data collection methods should be gender-responsive. 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. Data should be systematically disaggregated by sex and age and, to the extent possible, by geographical region, disability and migratory status. Specific guidelines should be observed⁵. Data should be triangulated to ensure valid findings.

Sampling approach

The evaluation is expected to apply a purposive sampling approach to take into account a diverse range of perspectives. The main interventions undertaken by the Country Office have been mapped into a sample frame for evaluation. In addition, up to two Case studies could be selected for an in-depth assessment of contributions to outcomes. This will be updated in consultation with the Evaluation Reference Group at the inception stage.

VI. Management of the evaluation

The CPE as a strategic function of the Country Office, will be under the overall strategic supervision of the Country Representative. This evaluation will have the following management structures:

Team Leader: The Regional Evaluation Specialist (RES) of IEAS will serve as the team leader supported by the Gender Statistics Technical Advisor as well as the Planning, Monitoring, Evaluation and Reporting Specialist (PMER) of the CO. The RES with support from the CO focal team is responsible for managing the coordination and day-to-day management of the CPE, leading the methodological approach, collection of data, analysis and report writing. As team leader, the RES will also be responsible for overseeing the work of the evaluation team members, managing the contracts and assuring quality of the work.

Evaluation team: Evaluation team members will include an evaluation expert to support the Team leader in designing and conducting the CPE and a national expert to provide key contextual information and support data collection in country.

Evaluation Reference Group (ERG): The ERG plays a critical role in ensuring a high quality, transparent process, providing insights on the key questions and approach, providing context and ensuring factual accuracy, ensuring gaps and misinterpretation of information is avoided. Two ERGs will be constituted:

1. The internal ERG will include the Country Representative, UN Women program leads and Country Office Evaluation focal persons.
2. The external ERG will include National government partners, Civil Society representatives, Development partners/donors and the, UNCT representatives to provide the stakeholder perspective.

VII. Duties and Responsibilities

Roles and responsibilities

The National expert is expected to provide key contextual information and perspective to design a robust utilisation-focused CPE. The national expert is also expected to support the in-country data collection process.

1. Support the team lead to design the Evaluation methodology including evaluation data collection tools
2. Support the team lead to facilitate the inception workshop and drafting the inception report
3. Under the supervision of the team lead, collect virtual/in-situ field visits for data collection
4. Coordinate and communicate with evaluation stakeholders, including for exit briefs and evaluation preliminary findings validation meetings etc.
5. Contribute towards the draft and final evaluation report

VIII. Time frame and deliverables

The table below sets out the indicative timetable.

⁵ namely the UNEG guidance on [Integrating Human Rights and Gender Equality in Evaluations \(2014\)](#) and [UN Disability Inclusion Strategy Evaluation Accountability \(2019\)](#).

Task	Time frame	Indicative month	Responsible party
Final Terms of Reference	2-3 weeks	April 2023	Team Lead, Country Office Management and IEAS leadership and peer reviewer
Recruitment of the Evaluation Team	4 weeks	Aug - Sept 2023	Head of Programs, PMER Specialist, IES with HR team
Inception Workshop	1 or 2 days	November 2023	Team Lead and Country Office Management
Portfolio analysis and draft Inception Report	3-4 weeks	Nov - Dec 2023	Evaluation Team
Review and finalisation of draft Inception report	2 weeks	December 2023	Evaluation Team, Evaluation Reference Group (ERG), IEAS leadership and Peer reviewer
Data collection and Data analysis	3 weeks	Jan- Feb 2024	Evaluation Team
Preliminary findings	3 weeks	February 2024	Evaluation Team
Draft report	1 week	March 2024	Evaluation Team
Presentation of the first Draft report reviews	1 week	March 2024	IEAS Leadership, ERG and peer reviewer
Final Report	1 week	March 2024	Evaluation Team
Final report presentation	½ day	March 2024	Evaluation Team and ERG
Report brief	2 days	March 2024	IES evaluation team and Country Office Management
TOTAL	23 weeks		

Initial data collection and preparation of inception report	5 days
In country data collection and data collection preparation	15 days
Support to data analysis	5 days
Preparation of draft report	5 days
Total	30 days

IX. Dissemination and uptake

During the inception phase, the country M&E focal point will work with the evaluation team to develop a dissemination plan. The plan will identify approaches to support dissemination and uptake for the target primary and secondary users of the evaluation, along with how this will be tracked. The evaluator will also be responsible for developing a short brief with key findings and recommendations that will be disseminated more widely.

Once the CPE report is signed off by IEAS management, the Country Representative leads the follow-up process to facilitate its use such as in the form of issuing a management response **within 6 weeks** of CPE report finalisation and other dialogue with the Country or regional management as deemed appropriate.

X. Competencies

Core Values: Respect for Diversity; Integrity; Professionalism.

Core Competencies: Awareness and Sensitivity Regarding Gender Issues; Accountability; Effective Communication; Inclusive Collaboration.

XI. Ethical code of conduct

UN Women has developed a UN Women Evaluation Consultants Agreement Form⁶ that evaluators must sign as part of the contracting process. The evaluators are also expected to provide a detailed plan on how the following principles⁷ will be ensured throughout the evaluation: 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.

⁶ based on the UNEG Ethical Guidelines and Code of Conduct.

⁷ see UNEG Ethical Guidance for descriptions

The evaluators must put safeguards to protect the safety of both respondents and those collecting the data. These should include:

1. A plan to protect the rights of the respondent, including privacy and confidentiality;
2. The interviewer or data collector is trained in collecting sensitive information;
3. Data collection tools are culturally appropriate and do not create distress for respondents;
4. The interviewer can provide information on how individuals in situations of risk can seek support

Required Skills and Experience

The National Consultant must possess the following qualifications:

Education:

- Master's degree in gender/women studies, sociology, international development, or related area; or
- A Bachelor's degree in gender/women studies, sociology, international development, or related area, with additional two years' experience

Experience:

1. At least 5 years of relevant work experience preferably in the area of monitoring, evaluation or research on gender equality, women's empowerment and human rights in Rwanda
2. Process management skills, including facilitation and communication skills with stakeholders
3. Knowledge of the role of UN Women or the UN system and its programming, coordination, and normative roles at country level is an asset.

Language:

Fluent in English and Kinyarwanda both written and spoken is mandatory.

Please note that applications without a completed and signed UN Women P-11 form will be treated as incomplete and will not be considered for further assessment.

UN Women Personal History form (P-11) can be downloaded

from <https://www.unwomen.org/sites/default/files/2022-07/UN-Women-P11-Personal-History-Form-en.doc>.

UNWOMEN is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

5. Application process

Interested applicants are requested to submit:

1. A brief summary setting out their relevant experience against the required experience section, no more than 100 words per requirement (education, experience and language)
2. 200 words setting out what challenges they anticipate facing as they deliver the evaluation, and how they would manage these challenges
3. A CV
4. Two examples of recent evaluation reports where the applicants played a key role in delivery
5. Daily rate in US\$
6. A statement to confirm their availability to deliver the assignment
7. A statement to confirm that they are independent, and that they have not been directly responsible for the design, or overall management of the subject of the evaluation, nor expect to be in the near future, and that they have no vested interest and have the full freedom to conduct their evaluative work impartially.