



TERMS OF REFERENCE

PROGRAMME LEVEL EVALUATION OF GENDER MAINSTREAMING IN UNECE

I. Purpose

The purpose of this evaluation is to assess the relevance, effectiveness, efficiency, and sustainability of gender mainstreaming (GM) in UNECE, and the related results on gender equality and the empowerment of women (GEEW).

II. Scope

This evaluation will assess the progress, extent, and the influence of the UNECE Gender Policy (2016), and the UNECE Gender Action Plans for 2016-2017 and 2018-2019 on GEEW in the Organization, and in all the areas of work of the eight subprogrammes. The evaluation will consider the institutional level approach, together with the efforts undertaken at the subprogramme level, in meeting the objectives of the UNECE Gender Action Plans.

The universally recognized values and principles of human rights and gender equality will be integrated at all stages of an evaluation, in compliance with the United Nations Evaluation Group's revised gender-related norms and standards.

III. Background

The Policy for GEEW: Supporting the SDGs implementation in the UNECE region, UNECE Policy for GEEW (2016-2020) was endorsed by the UNECE Senior management at Directors' meeting on 13 June 2016 and welcomed by EXCOM in September 2016 (ECE/INF/2016/1).

The objectives of the UNECE Gender Policy are: (a) to advance women's equal participation with men as decision makers in the Organization and in all its areas of work; (b) to mainstream a gender perspective in the substantive work of the Sectoral Committees; and (c) to contribute to reducing gender inequalities in its member States, including in access to and control over the resources and benefits of development in the pertinent areas of UNECE's work.

The key priority areas identified for the effective and coherent implementation of the UNECE Gender Policy include: (a) GM at cross-sectoral and divisional levels; (b) gender and economy as a specifically targeted range of actions; (c) organizational culture and gender parity, (d) accountability. (e) building capacity; and (f) working in partnership.

EXCOM approved the Biennial Evaluation Plan for 2018-19 which established one programme level evaluation, to review the effectiveness and impact of GM in all eight UNECE subprogrammes (A/72/6 (Sect.20) para. 20.20). The General Assembly further approved the evaluation theme via approval of the Programme Budget 2018-2019 in its resolution 72/261.

Following the rollout of the UN-SWAP 2.0 framework in 2018, UNECE decided to broaden the scope of the evaluation to review both the impact of GM and the results on GEEW in the Organization and in all its areas of work. While the evaluation of GM will take into account that UNECE policy for GEEW

was developed as per UN-SWAP 1.0 Performance Indicators, it will also draw conclusions and recommend adjustments in accordance to the UN-SWAP 2.0 framework.

IV. Issues

The evaluation criteria are relevance, efficiency, effectiveness and sustainability

Relevance:

- i. What is the role of UNECE in promoting GEEW and GM results at the country, regional and global levels?
- ii. Was the UNECE's support to GEEW relevant to the needs of member States, and the organization's mandate?
- iii. Has UNECE been responsive to shifts in the context (e.g. adapting to diverse social, economic, cultural, academic, traditional, religious country realities) and need to realign GEEW work accordingly to ensure its continued relevance?
- iv. To what extent did detailed contextual analysis of gender equality inform policy and programme development (e.g. sex-disaggregated data, gender analysis, and input of local staff/partners)?
- v. How is GM supported in the Organization (through accountability mechanism, rewards)? Are the mechanisms considered relevant by staff?

Efficiency:

- i. How have funds been allocated for gender mainstreaming and standalone GEEW work: has it increased, remained level or decreased over time? What were the drivers of increased/decreased attention to GM and gender equality? Taking in consideration UNECE's overall funding, are these budgets sufficient to fully integrate gender into programming and policies?
- ii. To what extent does the gender architecture support an efficient use of resources to enhance attention to GM and GEEW in the institution?
- iii. To what extent are collaborations and inter-agency cooperation contributing to greater efficiency, if at all?

Effectiveness:

- i. Was UNECE successful in reaching its GM policy/plan objectives? In what ways?
- ii. In what institutional areas were the strongest results and most progress made, e.g. in policies/plans, organizational culture, gender parity, resource tracking, leadership, accountability, and monitoring and evaluation? In what institutional areas did we see the least progress?
- iii. What factors contributed to progress and what factors inhibited progress?
- iv. Were there particular tools or strategies that made more of a difference in integrating attention to GEEW compared to others?
- v. To what extent has gender mainstreaming strengthened the link between institutional change and programme results?
- vi. How has the entity used partnerships to promote GEEW at global, regional and national levels?

Sustainability:

- i. Which results are not likely to be sustained without continued investment, either technical, financial, or through other activities?
- ii. What conditions have been put in place to ensure that GM elements and attention to GEEW are sustained beyond individual staff and management? How effective are these processes after staff and leadership transitions?
- iii. In what ways, if at all, has the entity learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels?

V. Methodology

The methodology will follow the UN-SWAP framework, taking in account that UNECE policy was developed using UN SWAP 1.0 indicators. Recommendations will be further developed based on the UN-SWAP 2.0. indicators and the Guidance on Evaluating Institutional Gender Mainstreaming, as released by UNEG in April 2018, in particular in Annex B.

Methods that are highlighted in the UN-SWAP framework include document review, database creation and analysis, comparative analysis with other UN entities, participatory focus groups, interviews, surveys, and using the Most Significant Change Technique and Outcome Harvesting. The evaluation will employ a mixed method approach, including a combination of desk review, use of electronic questionnaires, and selected interviews.

The document review will consider:

- i. All relevant documents including the UNECE Gender Policy and Gender Action Plans
- ii. Case study examples of selected extrabudgetary projects
- iii. The Strategic Framework, terms of reference and the Gender Action Plans
- iv. Relevant decisions of UN & UNECE member states and other documents promoting GM and GEEW (e.g. Commission and EXCOM decisions, previous relevant evaluations, etc.)
- v. Current policies/mechanisms for cooperation with partners
- vi. Other documents as relevant.

The questionnaires will target:

- vii. UNECE Management, and all UNECE staff to assess actual GM implementation in the respective subprogrammes and identify opportunities for improving cooperation in the future
- viii. Member States, through EXCOM delegations, as well as stakeholders involved in the case studies
- ix. Focal points from UN WOMEN as appropriate

Interviews with selected internal and external stakeholders will be identified through discussions between the evaluation managers (PMU) and the evaluation consultant.

Data collection activities and protocols should be gender sensitive and evaluators should ensure equitable participation regardless of gender, status, and other social identities.

VI. Evaluation Schedule

See below

VII. Resources

An expert consultant with experience in conducting gender evaluations will conduct the evaluation under the management of the PMU. The P-4 Programme Officer in PMU will manage the consultant and coordinate requests for information from the subprogrammes.

VIII. Intended Use/Next Steps

The results of the evaluation will be used to enhance the effectiveness of the Policy for GEEW (2016-2020) and the UNECE Gender Action Plans for 2016-2017 and 2018-2019. It will help to prepare the 2020 plan and the implementation of UN-SWAP 2.0 requirements. The evaluation will assess what

approaches have been successful to date and develop recommendations on how to further promote GM across the Organization and obtain results in GEEW.

A management response to the evaluation will be prepared by UNECE, and relevant recommendations implemented by end of 2019. Progress on implementation of recommendations will be monitored by the PMU on a quarterly basis by the PMU. The final evaluation report and the progress on implementation of the recommendations will be available on the UNECE public website.

IX. Criteria for Evaluators

Evaluators should have:

- An advanced university degree or equivalent background in relevant disciplines
- Specialized training in areas such as evaluation, project management, social statistics, advanced statistical research and analysis.
- Demonstrated relevant professional experience in design, management and conduct of evaluation processes with multiple stakeholders, survey design and implementation, and project planning, monitoring and management.
- Demonstrated methodological knowledge of evaluations, including quantitative and qualitative data collection and analysis for end-of-cycle project evaluations.
- Fluent in written and spoken English. Knowledge of another language (for example Russian) may be desirable depending on the countries included in the project (for the purpose of being able to seek inputs from national authorities in their native tongue).
- Evaluators should declare any conflict of interest to UNECE before embarking on an evaluation project, and at any point where such conflict occurs.

Provisional Timetable for the Review¹

Timeline	Action
November 2018	Launch of ToR process
10 January 2018	TOR approved by Directors
30 January 2019	Evaluator selected
20 February 2019	Contract signed. PMU briefs evaluator and evaluator starts work on desk review
15 March 2019	Evaluator begins survey development – and distribution
Mid-April – 07 May 2019	After Commission Session, evaluator conducts interviews with staff and relevant organizations, and conducts analysis
7 June 2019	Evaluator submits draft report to PMU Draft report shared with Directors for comments
20 June 2019	Evaluator submits the final report to PMU
15 September 2019	Management response prepared by OES, and approved by ES
October 2019	Management response and report and submitted to EXCOM for information

¹ Final timetable to be agreed following engagement of the evaluator