



ImpactReady™

An Empowered Future:

UN Women's Contribution to Women's
Economic Empowerment 2011-2014

SYNTHESIS REPORT

Volume II: Annexes (Background Information)

19 December 2014

Table of Contents

Annex A: Evaluation terms of reference	3
Annex B: List of consulted stakeholders	17
Annex C: References	23
Annex D: Evaluation team profile	33

United Nations Entity for Gender Equality and Women's Empowerment (UN Women)

Corporate Thematic Evaluation of UN Women's Contribution to Women's Economic Empowerment

2011-2014

Synthesis Report Volume II (Background)

Version 1.4 (19 December 2014)

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Annex A: Evaluation terms of reference

Corporate Thematic Evaluation Women's Economic Empowerment

I. Background

The international community has identified women's economic empowerment (WEE) as an objective that is critical not only for gender equality but also for overall development and poverty reduction. Improving the economic status of women can lead to better outcomes at the individual, family and community levels, and has ripple effects across society. Research shows that WEE affects not only the economic health of countries through increased productivity, but also overall health and well-being outcomes for the next generation, and better outcomes for institutions and policy choices. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) has thus prioritized WEE as an objective in its own right fundamental to achieving gender equality and women's empowerment.

In July 2010¹, the UN General Assembly established UN Women.² The creation of UN Women came about as part of the UN reform agenda, consolidating the organization's resources and mandates on gender equality for greater impact. The mandate of UN Women³ brings together four pre-existing entities⁴, calling on UN Women to have universal coverage, strategic presence and ensure closer linkages between the norm setting intergovernmental work and operations at the field level. It entrusts UN Women with a leading role in normative, operational and coordination work on gender equality in the UN system, including WEE. WEE is one of UN Women's core thematic priorities⁵ as reflected in Goal 2 in its strategic plans for 2011-2013 and 2014-2017 that aims "to increase women's access to economic empowerment and opportunities."⁶ In the area of WEE, UN Women reported a programme expenditure of 31.5 million U.S. dollars in 2011 and 37 million U.S. dollars in 2012, making this thematic area the third largest area of investment for UN Women.⁷

The mandate of UN Women is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the United Nations Millennium Declaration, relevant General Assembly, Economic and Social Council, Commission on the Status of Women (CSW) and other applicable UN instruments, standards

¹ UN Women was not operational until January 2011.

² United Nations, General Assembly Resolution 64/289: System wide coherence (A/RES/64/289), July 2010.

³ The mandate is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the UN Security Council Resolution 1325 on Women, Peace and Security, the Millennium Declaration, relevant General Assembly, Economic and Social Council (ECOSOC), Commission on the Status of Women (CSW) and other applicable UN instruments, standards and legislation.

⁴ The Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and the United Nations Development Fund for Women (UNIFEM).

⁵ Specific to the WEE area, the mandate is derived from General Assembly resolutions: 66/216 on women in development, 66/129 on the improvement of the situation of women in rural areas, and 66/128 on violence against women migrant workers.

⁶ The Strategic Plan 2014-2017 updated this goal/impact area to: "women, especially the poorest and most excluded, are economically empowered and benefit from development."

⁷ Implementation of the UN Women Strategic Plan 2011-2013—Data Companion for 2011 and 2012. In 2012, EVAW had the highest expenditure at 43 million U.S. dollars, followed by political participation at 38 million U.S. dollars.

and resolutions. The work of UN Women is focused on responding to its three core mandates⁸:

1. **Normative work:** to support intergovernmental bodies, such as the 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
3. **Coordination work:** entails both work to hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress, and also the broader role of the entity in mobilizing and convening key stakeholders and partnerships.

UN Women approach to supporting WEE

UN Women defines WEE as, “the ability of women to bring about positive changes in their lives and societies as a result of their participation in economic activities”.⁹ These activities include the ability of women to function effectively in the economy, participate in labour and product markets on equal terms with men, shape the gender division of labour within the households and the labour market, accumulate their own assets, and influence governance and institutional structures that inform the relationship between the market and the state and the processes that determine the pace of economic development. UN Women’s approach is grounded in human rights principles, identifying “agency” as a key means for women’s empowerment, as agency looks beyond the individual to the social norms and structures that impede or facilitate gender equality and WEE.

UN Women work in support of WEE is primarily organized according to the Strategic Plan—Development Results Framework—Goal 2: “to increase women’s access to economic empowerment and opportunities.”¹⁰ UN Women pursues this goal by:

1. **Supporting changes in or introduction of legislation, policies and strategies** (including those of the private sector) to strengthen WEE and access to resources.
2. **Supporting gender-responsive infrastructure and services** (transport, utilities, water, energy, etc.) to enhance women’s sustainable livelihoods.
3. **Working with gender equality advocates** to influence economic and labour policies and strategies.
4. **Supporting intergovernmental mechanisms** to ensure global policy and normative frameworks for WEE are reaffirmed and deepened.
5. **Working with the UN system and key international partners** (including multi-lateral development banks) to strengthen coordination.

In order to achieve its intended outcomes as outlined in the Strategic Plan, UN Women efforts are aimed to increase: knowledge through improved data and statistics, participation of gender advocates in key venues for policy and decision making, and training and educational opportunities for women. UN Women also administers the Fund for Gender Equality (FGE), the only global fund in the UN system that is exclusively dedicated to advancing women’s economic and political empowerment. FGE awards direct grants to civil society organizations and governmental agencies working collaboratively to implement gender equality commitments on WEE.¹¹

⁸ Based on “About us” accessed on www.UNWOMEN.org, 18 November 2013.

⁹ UN Women, Women’s Economic Empowerment Guidance Note, December 2012.

¹⁰ UN Women, Strategic Plan 2011-2013—Development Results Framework—Annex I. The Strategic Plan 2014-2017 updated this goal/impact area to include: “women, especially the poorest and most excluded, are economically empowered and benefit from development.”

¹¹ See: <http://www.UNWOMEN.org/en/trust-funds/fund-for-gender-equality>

UN Women indicators of progress are aligned with the MDG indicators on the topic, namely Targets MDG1 and MDG3, which entail indicators regarding women's employment and economic activities.¹²

At the global level, the **normative work** supported by UN Women in the area of WEE has included support to the 56th Session of the CSW that focused on the empowerment of rural women. As follow-up to the 56th CSW, UN Women has supported the CEDAW committee in efforts to expand Article 14 of the convention on the rights and well-being of rural women. Additionally, UN Women provides substantive support on WEE to the UN General Assembly, Economic and Social Council (ECOSOC), 2nd and 3rd Committees, such as the most recent Secretary-General report on the improvement of the situation of women in rural areas (A/68/179), which is expected to result in a resolution. UN Women has also supported global policy efforts to advocate for WEE as a key priority, for example in the post-2015 development goals and Rio+20 discussions.

Coordination work at the global level includes efforts to establish a system-wide strategy and action plan on WEE through the Inter-agency Network on Women and Gender Equality, and membership in UN Water, the Global Migration Group, UN Global Compact and the Social Protection Floor Initiative.¹³

Operational work at the global level includes the development and dissemination of guidance and research on WEE and working with partners to pilot initiatives that have potential for scaling-up. Examples of activities include the Knowledge Gateway for WEE¹⁴, a recently launched website that promotes information and knowledge sharing and collaboration and learning on WEE and gender equality, and the Evidence and Data for Gender Equality (EDGE) Initiative, in which UN Women is collaborating with the UN Statistics Division to develop indicators for measuring progress on WEE and other issues. Pilot initiatives of UN Women include the collaboration with International Fund for Agricultural Development (IFAD), Food and Agriculture Organization (FAO) and World Food Programme (WFP) on the economic empowerment of rural women, implemented in Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda.

At regional and country levels work on WEE is conceptualized and implemented through strategic notes and annual work plans. The preliminary analysis of strategic notes/annual work plans identified that on an aggregate basis, the majority of UN Women WEE outcomes are focused on **supporting legislation, policies and strategies** to strengthen WEE and access to resources, supporting **gender-responsive infrastructure and services** (i.e., transport, utilities, water, energy, etc.) to enhance women's sustainable livelihoods, and **working with gender advocates**, including providing training.

The FGE is part of UN Women's operational work in support of WEE. In addition to the financial support provided through grants, FGE provides technical support to build the operational capacities of implementing partners in the field, both from civil society and governments.

UN Women work on WEE is also supported by the UN Women strategy with the private sector. The private sector has identified women's empowerment as a key business sustainability issue and UN Women partnerships with the corporate world is seen as a driver for economic empowerment in a socially responsible manner that takes into consideration the enabling environment that needs to be created for women to flourish and assume greater leadership representation in business, as well as society. More than 250 corporations have

¹² UN Women (2011). Strategic Plan 2011-2013, Annex I Development Results Framework.

¹³ More details can be found at: www.socialprotectionfloor-gateway.org.

¹⁴ www.empowerwomen.org

signed the Women's Empowerment Principles, indicating that there is indeed strong potential to engage with the private sector in support of WEE.

The WEE thematic area is linked inextricably to other thematic areas of the UN Women Strategic Plan. Therefore it is important to identify the synergies that exist across all thematic areas. There is a strong connection between WEE and efforts to strengthen the responsiveness of national plans and budgets to gender equality (Strategic Plan Goal 5), and women's participation in decision making is also key for ensuring policies and actions are gender equality responsive and take into consideration strategies for WEE (Strategic Plan Goal 1). For instance, through efforts to support gender responsive budgeting (GRB) UN Women aims to strengthen the linkages between economic and social policy outcomes, support gender mainstreaming in macroeconomics and strengthen civil society participation in economic policymaking.¹⁵ Similarly, ensuring peace and security of women in post-conflict situations (Strategic Plan Goal 4) and ending violence against women (Strategic Plan Goal 3) are imperative for enhancing economic opportunities—and vice versa, enhancing women's economic opportunities can be an enabling factor for women to break free from violence and/or contribute to sustainable peacebuilding efforts. UN Women efforts to address these cross-cutting issues include the Safe Cities Initiative, which is creating safe spaces for women to engage in market activities in Papua New Guinea, and UN Women work to incorporate explicit targets for women's economic recovery in post-conflict situations, for example in Yemen through the national transition roadmap.

As with other thematic areas, WEE is supported by most units across UN Women. The **Policy Division—EE Section** is the entity's focal point for this thematic area. The following offices/divisions/sections have been identified as having specific roles in support of WEE: country/multi-country/regional offices, Programme Division, FGE, Policy Division, Intergovernmental Support Division, Resource Mobilization Division, and the Coordination Division.

Key stakeholders identified by UN Women at the global level include Member States (including bilateral donors), United Nations entities, development banks (World Bank, etc.), intergovernmental mechanisms (CEDAW, ECOSOC, etc.), civil society, foundations and non-governmental organizations, academia, and the private sector. Stakeholders at the regional level include regional intergovernmental mechanisms (i.e., Association of Southeast Asian Nations [ASEAN], Economic Community Of West African States [ECOWAS], etc.); and at the national level include such entities as the ministries of agriculture, labour, trade, finance, and gender, employers' associations, chambers of commerce, local investment banks, networks of women entrepreneurs and professional associations, and private sector companies.

II. Purpose, scope and objectives of the evaluation

The UN Women Independent Evaluation Office (IEO) conducts corporate thematic evaluations to assess UN Women's contribution to gender equality and women's empowerment development results at global, regional and country levels. The IEO reports directly to the Executive Director and to the Executive Board through its annual report on the evaluation function. The direct reporting line safeguards its independence from management, thus enabling it to conduct its work with impartiality. The IEO committed in its 2012-2013 work plan to conduct a corporate evaluation of UN Women work in the thematic area of WEE.

¹⁵ UN Women (August, 2012). Revised Theory of Change for GRB; accessed on the UN Women intranet: [https://intra.unwomen.org/GNP/SubThemes/Theory%20of%20Change%20for%20GRB%20\(revised%20August%202012\).docx](https://intra.unwomen.org/GNP/SubThemes/Theory%20of%20Change%20for%20GRB%20(revised%20August%202012).docx) ; These linkages are more explicit in the 2014-2017 strategic plan, which specifies that work under the WEE thematic area will support the implementation of national budgets and justice mechanisms to strengthen WEE; disaster risk reduction and climate change are also identified as key areas to address for WEE.

The main purpose of this corporate thematic evaluation is to contribute to enhancing UN Women's approach to WEE for the implementation of the 2014-2017 Strategic Plan. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability, as well as for the generation of knowledge on what works and what doesn't to advance gender equality. The evaluation is also expected to feed into UN Women efforts to promote WEE components of a gender equality goal in the post-2015 development framework and inform Beijing +20 discussions.

The evaluation will be presented to the Annual Session of the Executive Board in 2015. The targeted users of the evaluation are the UN Women Executive Board, UN Women senior management and staff, and key stakeholders in the area of WEE.

Given that the area of WEE in UN Women is relatively new and its implementation is ongoing, the evaluation will be *formative*. Formative evaluations are usually conducted during the development of a programme or its ongoing operation. They provide feedback for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. "Formative evaluations assess and assist with the formulation of goals and priorities, provide direction for planning and assessing alternative courses for action and draft plans, and guide programme management by assessing implementation of plans and interim results."¹⁶ Formative evaluations often form the basis for the *summative* evaluations when the programme is matured.

This formative evaluation will analyse planning and implementation of WEE programmes and initiatives, as well as assess progress towards UN Women's strategic goal to increase the economic empowerment of women during the **time period 2011 through the first quarter of 2014**. It will take into consideration the approach for WEE identified in the new Strategic Plan for 2014-2017 and ongoing efforts by UN Women to re-formulate its strategic vision/approach for this area with the aim of providing strategic input to this process.¹⁷ The scope of the evaluation is global and will include all dimensions of UN Women work, namely its mandates to support normative and intergovernmental, operational and coordination work at global, regional and country levels. In an effort to identify and assess WEE linkages with other thematic areas of work and synergies or possible overlap/duplication within the entity, the evaluation will include a review of programmes/initiatives with explicit cross-cutting linkages within its scope, such as the area of gender responsive budgeting and the economic empowerment programmes of the FGE.

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions will have a special attention in this evaluation. A specific evaluation objective on human rights and gender equality is included as well as considered under each evaluation criterion.

The objectives of this formative evaluation are to:

- 1) Assess the **relevance** of UN Women's WEE approach at global, regional and national levels, as well as UN Women's comparative advantage/added value in the WEE thematic area as compared with key partners, for example, UN system and Bretton Woods institutions

¹⁶ Stufflebeam DL, Shinkfield AJ, *Evaluation Theory, Models, and Applications*, John Wiley & Sons, p. 25, 2007.

¹⁷ In November, 2013 a thematic dialogue and internal consultation on WEE were organized by UN Women with the objective to "examine UN Women's work in this area, and discuss the best ways to operationalize the Strategic Plan in order to maximize opportunities for addressing women's poverty and economic exclusion... to review and recalibrate its vision, priorities and goals to advance women's economic empowerment." The EE Section began mapping UN Women efforts in WEE based primarily on a review of 2014 Annual Work Plans in November 2013. The report is expected to be completed by the end of December 2013. Programme Division (PPGU) also began mapping the WEE thematic area based on draft Annual Work Plans for 2014. However, this document is currently being revised based on the updates to the Annual Work Plans and is not expected to be finalized until 1st or 2nd quarter of 2014.

- 2) Assess **effectiveness and organizational efficiency** in progressing towards the achievement of results, as defined in the 2011-2013 and 2014-2017 strategic plans, including the organizational mechanisms to ensure efficient linkages/feedback loop between HQ and the field
- 3) Analyse how human rights approach and gender equality principles are integrated in WEE area of work
- 4) Identify and validate lessons learned, good practice examples and innovations of work supported by UN Women
- 5) Provide **actionable recommendations** with respect to UN Women WEE strategies and approaches

Key evaluation questions:

Relevance:

- To what extent has UN Women established a relevant, realistic, strategic, innovative and clear approach (covering normative, operational and coordination roles) for its work in support of WEE?
- To what extent is UN Women strategically positioned to enhance WEE?
- To what extent does UN Women's approach complement and add value to that of its key partners?
- Are there areas where UN Women should/should not be working, given the expertise of its key partners?
- How can the UN Women approach to WEE be enhanced to better contribute to current development priorities such as poverty reduction, the post-2015 development framework and Beijing +20 discussions?
- To what extent are the WEE activities undertaken by UN Women addressing the underlying causes of inequality and discrimination?

Effectiveness:

- What is the progress towards results (normative, operational and coordination) at global, regional and national levels that UN Women, including the FGE, has contributed to so far? Are there opportunities for up-scaling good practices and innovative approaches?
- To what extent are norms for WEE used and inform UN Women's operational work and to what extent does UN Women operational experience inform work on norms and standards in this area?
- What are enabling and limiting factors that contribute to the achievement of results, and what actions need to be taken to overcome any barriers that limit the progress?
- To what extent has UN Women's approach for engaging with key partners (UN system, World Bank, CSOs, foundations and the private sector) been effective?
- To what extent are human rights based approach and gender equality incorporated in the design and implementation of WEE interventions?

Organizational efficiency:

- What operational mechanisms are needed to make UN Women's approach to WEE more efficient and effective?
- To what extent is learning from initiatives implemented in the field (including FGE) feeding into the global approach and vice-versa?
- Were there any constrains (e.g., political, practical, bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?

Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the corporate, regional and country levels. The evaluation will be

based on gender and human rights principles, as defined in the UN Women Evaluation Policy¹⁸ and adhere to the UN norms and standards for evaluation in the UN system.¹⁹ The evaluation methodology will employ mixed methods and an innovative approach for capturing results, such as through the use of participatory video to ensure that the views of the most excluded groups of women are represented in the evaluation. An important component of this evaluation will be the assessment of UN Women's results logic and approach for enhancing WEE. The logic model based on UN Women strategic plans 2011-2013 and 2014-2017 will be used to assess whether or not this area is on the right track and whether or not the proposed interventions have the potential to achieve proposed outcomes in the suggested time frame. The analysis of the application of human rights and gender equality principles in WEE interventions will be an integral part of the final evaluation report.

The evaluation will have three levels of analysis and validation of information. *Level 1* will start with a desk review of information sources on WEE available through corporate UN Women reporting and information systems such as annual UN Women reports, existing portfolio analyses of WEE programming developed by UN Women, and relevant evaluations. *Level 2* will involve more in-depth WEE portfolio analysis of a representative sample of 25-30 UN Women offices or "country cases". *Level 2* analysis will be primarily based on a document review and supplemented with additional online/Skype interviews with the key stakeholders of WEE programmes. *Level 3* will involve field visits in a representative sample of five countries and will deploy a number of evaluation methods ranging from document review, interviews, rapid assessment surveys, observation and participatory video methods in a selected country. The qualitative comparative case study analysis²⁰ will be applied to systematically compare and analyse data from *level 2* and *level 3* case studies to identify necessary characteristics and factors for the progress towards results to occur.

In addition, at HQ level, a case study on global initiatives will be conducted, including global programmes, partnerships and normative work. The case studies are intended to illuminate how the work of UN Women is implemented, and to assess UN Women's contribution towards results as well as to identify lessons and good practices for future replication and scale-up. Finally, a comparative analysis of key UN partner's mandates/activities in the area of WEE will be completed as part of the assessment of UN Women's comparative advantage in this thematic area.

The following data sources will be utilized and data will be triangulated to ensure validity and reliability:

- Review of key documents: strategic plans; intergovernmental mandates; UN Women annual reports; available WEE portfolio analyses; monitoring/reporting information, including donor reports for specific global programmes and initiatives; evaluations; guidance notes, etc.
- Interviews and focus groups with a purposive sample of UN Women staff, UN system partners, civil society partners (NGOs, academia, foundations, etc.), multilateral banks, Member States (both donors and national level partners in the field), and private sector partners
- Survey of key partners and staff to assess UN Women's comparative advantage in WEE
- In-depth document review of a representative sample of 25-30 UN Women COs, including strategic notes, annual reports, donor reports, relevant evaluations and monitoring and reporting information on specific WEE programmes and initiatives.

¹⁸ UN Women, Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UN WOMEN/2012/12).

¹⁹ United Nations Evaluation Group, Norms and Standards for Evaluation in the UN System, access at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4.

²⁰ For a discussion of configurational case study analysis see: Byrne and Ragin, *The Sage Handbook of Case-Based Methods*, Sage Publications, 2009.

The sampling criteria for the countries will include geographic representation, country income, fragile and conflict situations, investment and sub thematic representation.

- Five country case studies and one HQ based case study. A set of criteria for selecting case study countries will be developed by the Evaluation Team in consultation with UN Women IEO. Besides representation of different regions as relevant, the parameters may include the size of investment, sub thematic-representation, potential for scaling-up, variance of women's economic indicators, and feasibility of evaluation visit. However, a key criterion for the selection of case study countries is their potential to generate knowledge and learning on effective programming approaches.

Evaluation process

The evaluation process has five phases:

- 1) **Preparation:** gathering and analysing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the terms of reference (TOR), establishment of the reference groups, and recruitment of external advisers and the evaluation team
- 2) **Inception:** consultations between the evaluation team and evaluation office, programme portfolio review, stakeholder mapping, inception meetings with the reference groups, review of the result logic for this thematic area, finalization of selection criteria for country case studies for level 2 and level 3 country case studies, finalization of evaluation methodology and inception report
- 3) **Data collection and analysis:** desk research, in-depth review of global, country and regional level planning frameworks and programme documents, in-depth review of WEE portfolio of 25-30 COs and online interviews, staff and partner survey/s, visits to five case study countries and HQ and preparation of six case study reports
- 4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products
- 5) **Dissemination and follow-up:** the development of a Management Response, publication of the evaluation report, preparing the executive summary report for the Executive Board, uploading the published report on the GATE website²¹, and production of other knowledge products and learning events, such as a webinar

III. Evaluation management

The UN Women **IEO** is responsible for the management of this corporate evaluation, including the quality of the evaluation report and its presentation to the UN Women Executive Board. The IEO will hire an **external and independent evaluation firm** to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in the thematic area. The IEO will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support, including joining the evaluation team in selected field missions. The IEO will also support coordination and liaison with concerned sections at headquarters and field offices. The IEO will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group (UNEG) Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents (see Annex I).²²

²¹ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.UNWomenomen.org> .

²² United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the UN system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100 .

The establishment of **reference groups** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference groups will provide input at key stages of the evaluation: terms of reference, inception report, and draft and final reports. Two headquarters level reference groups will be established: one internal reference group and one external reference group, which will help to ensure a balanced perspective on the evaluation products. The internal reference group will be composed of senior managers/staff from across UN Women's key units responsible for the normative, operational and coordination work in the area of WEE. The external reference group will be composed of key global level partners spanning the UN system, international financial institutions and civil society. Additionally, country reference groups for the case studies will be established. The country reference groups will be composed of representatives of UN Women, UN system partners, and key governmental and non-governmental organization stakeholders at the country level, including women's groups as primary constituents.

External technical experts will also be recruited to provide external quality assurance of the evaluation process. The technical experts will include two evaluation experts and one technical expert in the area of WEE. The advisers will play an important role in providing technical and strategic inputs into the evaluation process and review of the main evaluation products: TOR, inception and evaluation reports.

IV. Evaluation team

The core evaluation team will be composed of four to five independent consultants from a firm with extensive experience in evaluation and in the thematic area of WEE. The team will include an experienced team leader, a senior WEE expert or feminist economist (preferably with evaluation experience), a senior evaluation expert and research assistants. All team members must sign the "Evaluation consultants' agreement form,"²³ based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system (see Annex 1). Detailed profiles of key team members are provided in Annex 2.

The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.
- Previous experience in conducting thematic evaluations as well as corporate and complex multi-stakeholder evaluations, preferably for the UN system.
- Knowledge of the relevant international frameworks pertaining to gender equality and WEE and WEE country level programming expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related UN mandates; experience/knowledge of women's movements.
- Strong experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Strong experience of knowledge management and knowledge about innovative approaches for WEE.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Experience in organizational development and change management processes.
- Fluency in English and other official UN languages, particularly, Spanish and French.
- Balance in terms of gender and regional representation is desirable.

²³ The form can be downloaded at: http://gate.UN_Womenomen.org/resources/docs/codeofconduct/UN_WOMENomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf.

V. Evaluation time frame and expected products

The proposed time frame and expected products will be discussed with the evaluation team and refined in the inception report. IEO reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by IEO and as set forth in UN Women's Guidance Note 8: Quality criteria for evaluation reports.

Activity	Product to be delivered by evaluation team	General time frame
Inception phase of evaluation		March – April 2014
Inception report (including two rounds of revision)	Based on inception-phase activities, the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with IEO and, based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with reference groups and external advisers for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	April 2014
Data collection phase of evaluation		May – July 2014
Case study reports (including country and HQ cases and two rounds of revisions)	The findings from the case studies will be summarized in a report format. The format of the case study report will be defined in the inception report. The case study reports will be shared with the case study reference groups established at country level. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final case study reports.	July 2014
Case study video/photo pilot	A video/photo approach will be utilized in at least one case study to illustrate results in a more innovative and engaging way. The approach will be outlined in the inception report. The video/photos will be consolidated into an innovative means for communicating results, which will be shared with the community/entity engaged in communicating their results and key stakeholders involved. The product	July 2014

	will also become part of the overall evaluation products for dissemination.	
Analysis and reporting phase		August – October 2014
Presentation of preliminary findings (one round of revision)	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with IEO for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.	August 2014
Draft report (including three rounds of revision prior to the final report)	A first draft report will be shared with IEO for initial feedback. The second draft report will incorporate IEO feedback and will be shared with the reference group and external advisers for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	September – October 2014
Final report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.	October 2014
Summary report (including two rounds of revision)	The evaluation purpose, methodology, key findings and recommendations will be summarized in an 8,000 word summary report.	
Evaluation brief	A dissemination product/pamphlet extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format.	October 2014
Dissemination and follow up	IEO is responsible for presenting the evaluation report to the Executive Board, and coordinating the management response and dissemination of the evaluation.	November 2014 – January 2015

ANNEX 1: Key evaluation guidance documents

(Click for hyperlink)

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women](#) (UN WOMEN/2012/8)
- [UN Women Guidance Note 8: Quality criteria for evaluation reports](#) (To be updated end Dec 2013)
- [Evaluation Consultants Agreement Form](#)
- [Standards for Evaluation in the UN System](#)
- [Norms for Evaluation in the UN System](#)
- [Integrating Human Rights and Gender Equality in Evaluation—towards UNEG Guidance](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)

Team members' profile

As indicated in the TOR, the evaluation team should be composed of four to five members that include an experienced team leader, a senior WEE expert (preferable with evaluation experience), a senior evaluation expert and research assistants. Ideally, the team leader should have expertise in UN programming processes, while the senior evaluator has strong knowledge of human rights and gender issues in evaluation. The team should be gender balanced and include regional evaluators, and preferably national researchers for the case studies of evaluation. Below is a more detailed description of the tasks and qualification requirements for each team member.

Team leader

The team leader, with at least 15 years of evaluation experience, will be responsible for delivering the key evaluation products. He/she will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the IEO task manager, he/she will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report. More specifically, the tasks of the team leader include:

- Conducting an inception mission and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR.
- Directing and supervising the research assistant(s) in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct of case studies and preparing case study reports.
- Overseeing and assuring quality in the preparation of the case studies and taking a lead in the analysis of evaluation evidence.
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on case study reports prepared by the team members, desk research, focus groups, surveys, etc.
- Preparing for meetings with the IEO task manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the IEO task manager on the evaluation through informal sessions and finalizing the report based on feedback from the IEO task manager.
- Preparing evaluation briefs, PowerPoint presentation and working with the report editor, responding to final edits on the evaluation report.

Qualifications:

- At least 15 years of practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in social research.
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team.
- Previous experience in conducting evaluations on WEE or related themes would be considered an asset.
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the country level, in development and conflict/post-conflict country contexts.
- Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women's movements.
- Experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system.
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders.
- Fluent in English and knowledge of other official UN languages.

Senior WEE expert

The senior WEE expert will provide substantive advice on the integration of WEE issues and analysis in evaluation. Under the overall supervision of the evaluation team leader, the senior WEE expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation briefs as necessary, and will support the team leader in the supervision of the research assistant/s work.

Qualifications:

- At least 10 years of professional experience in WEE field.
- Experience/knowledge on gender equality and women's empowerment issues, gender mainstreaming, gender analysis and thorough knowledge of the related mandates within the UN system and particularly that of UN Women's.
- Experience/knowledge of women's movements.
- Knowledge of current discourse of feminist political economy, including trade, financial governance, and globalization.
- Knowledge of the UN system, UN reform processes and UN programming at the country level.
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders.
- Fluent in English and knowledge of other official UN languages.

Senior evaluator

The senior evaluation expert will provide substantive advice on the design and implementation of evaluation methodology. Under the overall supervision of the evaluation team leader, the senior evaluation expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation briefs as

necessary, and will support the team leader in the supervision of the research assistant/s work.

Qualifications:

- At least 7-10 years of practical experience in conducting evaluation of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights-responsive, and mixed methods and background in social research.
- Strong knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system.
- Knowledge of the UN system, UN reform processes and UN programming at the country level, in development, conflict/post-conflict country contexts.
- Experience and knowledge in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system.
- Experience/knowledge of women's movements would be considered an asset.
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders.
- Fluent in English and knowledge of other official UN languages.

Qualifications of research assistant

- Strong analytical skills and ability to quickly grasp and synthesize information.
- Ability to work interactively with a team, often responding to varying requests under pressure.
- Good mastery of information technology required for organized presentation of information, including quantitative information and graphical presentations, and for organizing information and materials on the internal website.
- Excellent drafting skills in English.
- Deep knowledge and/or experience in the UN would be considered an asset.
- Working knowledge of other UN languages would be considered an asset.

Annex B: List of Consulted Stakeholders

Organization/Division	Number Consulted	Female	Male	Data Collection Method
UN Women				
UN Women Leadership (Executive Director, Deputy Executive Directors and Senior Advisors)	4	3	1	Semi-structured interviews (SSI)
Economic Empowerment Section	6	5	1	Focus Discussions and SSI (FGD)
Regional WEE Advisors	1	1	0	SSI
Regional Programme Advisors	5	2	3	SSI
Intergovernmental Support Division	2	2	0	SSI
Fund for Gender Equality	4	4	0	FGD
Research and Data Section	2	1	1	SSI
Strategic Partnerships Division	3	3	0	FGD and SSI
Coordination Division	1	0	1	SSI
Programme Division	1	1	0	SSI
Policy Division	1	1	0	SSI
PPGU	1	0	1	SSI
EVAW Section	1	1	0	FGD
Leadership and Governance Section	2	2	0	FGD
Governance and National Planning Unit	1	1	0	FGD
Peace and Security Section	1	1	0	FGD
Civil Society Section	1	1	0	SSI
Global Training Centre	1	1	0	SSI
Management and Administrative Division	1	1	0	SSI
Human Resources	2	1	1	SSI
Sub-total	41	32	9	
UN System				
DESA	1	1	0	SSI
FAO	1	1	0	SSI
IFAD	1	1	0	SSI

Organization/Division	Number Consulted	Female	Male	Data Collection Method
OHCHR	2	2	0	SSI
UNCDF	1	0	1	SSI
UNDP	1	1	0	SSI
UN Global Compact	1	1	0	SSI
UNICEF	2	2	0	SSI
UNIDO	1	1	0	SSI
UN Statistics	2	1	1	SSI
UN Water	1	0	1	SSI
WFP	1	1	0	SSI
Former UN Special Rapporteur	1	1	0	SSI
International Trade Centre	1	1	0	SSI
Sub-total	17	14	3	
UN Delegations and Governments				
Delegation of Poland to the UN (UN Women Executive Board Member)	1	1	0	SSI
Delegation of Switzerland to the UN	1	1	0	SSI
Government of Canada	1	1	0	SSI
Sub-total	3	3	0	
Multilateral Organizations				
World Bank	4	3	1	SSI
International Finance Center	1	1	0	SSI
Sub-total	5	4	1	
Civil Society and Academia				
One Economy	1	1	0	SSI
Women's World Banking	1	1	0	SSI
Global Forum on Agricultural Research	1	0	1	SSI
IOKO Credit	1	1	0	SSI
Women's Environmental and Development Organization (WEDO)	1	1	0	SSI
Women in Informal Employment: Globalizing and organizing (WIEGO)	2	2	0	SSI and written correspondence
International Association for feminist Economics (IAFFE)	1	1	0	SSI
Center for Global Women's Leadership, Rutgers University	1	1	0	SSI
Sub-total	9	8	1	
Private Sector				
The Coca-Cola Company	1	0	1	SSI
Microsoft	1	1	0	SSI

Organization/Division	Number Consulted	Female	Male	Data Collection Method
Sub-total	2	1	1	
Bolivia Country Case Study Stakeholders				
UN Women Bolivia Country Office	6	3	3	SSI and FGD
Office of the Resident Coordinator	1	0	1	FGD
UNDP	2	1	1	FGD
UNICEF	1	1	0	FGD
UNFPA	1	1	0	FGD
OHCHR	1	1		FGD
FAO	1	1	0	FGD
WFP	1	1	0	FGD
Pan-American Health Organisation	2	1	1	FGD
World Bank	1		1	SSI
JICA	3	2	1	SSI
DANIDA	2	1	1	SSI
Vice-Ministry of Equal Opportunities	3	3	0	SSI/FGD
Ministry of Productive Development	4	3	1	FGD
Vice-Ministry of Trade and Export (Ministry of Productive Development)	3	2	1	FGD
Ministry of Culture	1	0	1	FGD
National Fund for Social Investment	1	1	0	FGD/SSI
Plan Vida	3	1	2	SSI
Civil Society Organisations	8	6	2	
Beneficiaries UN Joint SEED Programme	12	12	0	FGD
Family and Community members not directly involved in the UN Joint SEED Programme	9	5	4	FGD
Local Government Officials	8	3	5	FGD
Community-Based Organisations	5	5	0	FGD
Sub-total	79	54	25	
Jordan Country Case Study Stakeholders				
UN Women Jordan Country Office	6	3	3	SSI and FGD
Office of the Resident Coordinator	1	0	1	FGD
UNDP	2	2	0	FGD
UNESCO	2	2	0	SSI
ILO	1	1	0	SSI
Ministry of ICT	1	1	0	FGD
Ministry of Labour	1	1	0	SSI/FGD

Organization/Division	Number Consulted	Female	Male	Data Collection Method
Ministry of Social Development	3	3	0	FGD
National Aid Fund	1	1	0	FGD
Jordan National Commission on the Status of Women	2	2	0	FGD/SSI
Civil Society	8	6	2	FGD
University Partners	3	2	1	FGD
Beneficiaries AEQ Programme	2	2	0	FGD
Beneficiaries (Poverty Pockets Programme)	10	10	0	FGD
Community-Based Organizations (Poverty Pockets Programme)	9	4	5	FGD
Private Sector Partners	2	1	1	FGD
Sub-total	54	41	13	

Moldova Country Case Study Stakeholders

UN Women Country Office	5	4	1	SSI/FGD
Social Insurance Office	1	1	0	SSI
National Employment Agency	1	1	0	SSI
Minister of Labour, Social Protection and Family	3	3	0	SSI
UNDP	1	0	1	SSI
Resident Coordinator Office	1	1	0	SSI
Bureau for Relations with Diaspora	2	1	1	SSI
E-Gov Centre	1	1	0	SSI
State Chancellery	1	0	1	SSI
Ministry of Economy	1	1	0	SSI
National Bureau of Statistics	2	2	0	SSI
Labour Inspection	4	0	4	SSI
Association of Women in Business	1	1	0	SSI
IOM	1	0	1	SSI
Calarasi District Administration	2	0	2	SSI
Media	1	0	1	SSI
Participatory video trainees	11	10	1	FGD
Community members	39	33	6	FGD/SSI
Swedish Embassy	1	0	1	SSI
Total Number of Stakeholders Consulted: 79	79	59	20	

Nepal Country Case Study Stakeholders

UN CO	5	4	1	Roundtable
Finland Embassy	1	1	-	SSI

Organization/Division	Number Consulted	Female	Male	Data Collection Method
DFID	2	1	1	SSI
GoN Ministries	10	1	9	Roundtable
Young Women	8	7	1	FGD
ADB	1	-	1	SSI
World Bank	1	1	-	SSI
UN Programme Partners (FAO, IFAD, WFP, IOM, UNDP)	6	3	3	Roundtable
Civil Society Advisory Group	7	6	1	Roundtable
Project Evaluators	2	-	2	Roundtable
WMWs/Rural women	8	8	-	FGD
Men and women indirectly affected by projects	8	3	5	FGD
Rural women/excluded women	6	6	-	FGD
Private sector	7	6	1	Roundtable
Trade Unions	4	1	3	Roundtable
UN Resident Coordinator	1	-	1	SSI
Expert Panel	4	2	2	Panel
Summit workshop	23	13	10	Workshop
Sub-total	104	63	41	
Zimbabwe Country Case Study Stakeholders				
UN Women Country Office	11	9	2	SSI
EMPRETEC	1	1	0	SSI
Self Help Development Foundation	1	1	0	SSI
ZWRCN	1	1	0	SSI
ILO	1	1	0	SSI
WLSA	3	3	0	SSI
Resident Coordinator Office	1	0	1	SSI
Ministry of Women Affairs	7	6	1	SSI
WLSA	3	3	0	SSI
WLSA Beneficiaries	10	10	0	FGD
JIMAT	1	0	1	SSI
ZUBO TRUST	1	1	0	SSI
TROPAG	1	1	0	SSI
KUNZWANA Women's Association	1	1	0	SSI
ZUBO TRUST	1	1	0	SSI
KUNZWANA Beneficiaries	10	10	0	FGD

Organization/Division	Number Consulted	Female	Male	Data Collection Method
KUNZWANA Beneficiaries	10	5	5	FGD
DFID	1	1	0	SSI
Global CSOs/Civil Society Advisory Group	6	6	0	FGD
GTG	4	4	0	SSI
National Reference Group	6	5	1	FGD
Sub-total	83	72	11	
South Africa Rapid Assessment (TCCC)				
UN Women MCO	2	2		Interview
Coca Cola South Africa	2	1	1	Focus Group/Workshop
UN Women HQ	3	3		Interview
TCCC HQ	1		1	Interview
ABI (bottlers)	1		1	Interview
Hand in Hand	4	3	1	Interview
Government	1	1		Interview
Women entrepreneurs	13	13		Focus Groups
Sub-total	27	23	4	
Total Evaluation Stakeholders	501	372	129	

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Annex D: Evaluation team profile

Jo-Anne Bishop, Co-Team Leader

Jo-Anne has more than 15 years of experience in results-based programme management and programming, with extensive knowledge about human rights and gender issues. For more than 10 years she has held senior positions as Head of Tolerance and Non-Discrimination Department for the OSCE Office for Democratic Institutions and Human Rights, Director of the Canadian Governance Support Office in Afghanistan, and Adviser to the Secretary of State for the Promotion of Equality in Timor-Leste. Her experience also includes work with IOM, UNDP and the Afghanistan Independent Human Rights Commission to develop strategic plans and performance monitoring frameworks. Her evaluation experience includes leading a highly rated regional evaluation for the UN Women Sub-Regional Office in Central and South East Europe on GRB and conducting programmatic and utilization-focused evaluations for UNDP and national governments.

Joseph Barnes, Co-Team Leader

Joseph has more than 10 years of experience in managing for development resources, having designed and led evaluations for UN agencies, donors (DFID and Irish Aid), and international NGOs (including NRC). Joseph has also played central roles in the Evaluation Report Quality Assurance systems for UNICEF and UN Women. He has developed multiple international impact assessment frameworks, including for the UN Convention to Combat Desertification, WTO Aid for Trade Enhanced Integrated Framework, and DFID's International Anti-corruption Portfolio. Joseph specializes in fragile contexts and human rights based programming. He has designed successful multi-million dollar programmes for WFP, UNICEF and UNDP in East and West Africa. In 2011, Joseph founded ImpactReady to help bridge the gap between evaluation, programme design, and social business.

Rashmi Agrawal, Evaluation Quality Guardian and Applied WEE Practitioner

Rashmi has more than 35 years of experience in implementing, monitoring and evaluating international development, human resources development, and gender research. Currently a Member of the Board of IDEAS, Rashmi was the chairperson of the sub-group on competency standards for evaluation commissioners and managers, and chairperson of Thematic Group of IDEAS on Utilisation of Evaluations. She is a founder member and a member of Steering Committee for the Community of Evaluators, and a task team leader for COE on developing a Model Evaluation Policy for South Asian Region. As Director of the Institute of Applied Manpower Research in India, Rashmi has developed and delivered multiple evaluation training programmes. She is also a faculty member of the International Programme for Development Evaluation Training (IPDET) survey methodologies module.

Stephanie Seguino, Senior Expert on Women's Economic Empowerment

Stephanie Seguino is Professor of Economics at the University of Vermont, United States of America, and Professorial Research Associate at the School of Oriental and African Studies

(SOAS), University of London, United Kingdom. Prior to obtaining a PhD from American University, she served as economist in Haiti for several years in the pre- and post-Baby Doc era. Her current research explores the relationship between intergroup inequality by class, race, and gender, on the one hand and economic growth, and development on the other. She has also explored the economics of stratification, including the gender and race effects of contractionary monetary policy. She has been an instructor in the African Programme for Rethinking Development Economics (APORDE) in South Africa, Associate Editor of *Feminist Economics* and *Journal of Human Development and Capabilities*, and a member of the editorial board of *Review of Keynesian Economics*, as well as past president of International Association for Feminist Economics. More recently, she was guest editor of a special issue of *Feminist Economics* on the global economic crisis. She has consulted with a wide variety of international organizations, including the UNDP, UNRISD, UNCTAD, World Bank, AFL-CIO, USAID, and African Development Bank.

Silvia Grandi, Senior Evaluation and Gender Expert

Silvia is a monitoring and evaluation specialist with more than eight years of experience, working for several multilateral and bilateral organizations, including UNICEF, UNFPA, UN Women, UNIFEM, the World Bank, the OECD, the Canadian International Development Agency, and international NGOs. She has planned, conducted and managed more than 15 large-scale program evaluations and organizational assessments in the international development sector, with a strong focus on gender equality and women's empowerment. These have included (co)leading an evaluation of UN Women's Partnership with the International Conference for the Great Lakes Region a Joint Evaluation of the UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting, and the Thematic Evaluation of UNIFEM Action to End Violence against Women in the Central Africa Sub-Region. She was also one of the principal evaluators on several assignments having a strong focus on WEE, including the midterm evaluation of the World Bank Adolescent Girls Initiative and the final evaluation of the World Bank Gender Action Plan.

Soledad Muñiz, Participation and Gender Expert

Soledad is a leading participatory video (PV) and head of PV M&E at InsightShare. In addition to leading and managing participatory evaluations for international NGOs (including Oxfam and Mercy Corps) and the MDG Fund, she has published more than 20 papers on the use of Participatory Video in M&E and social change. Soledad is a Member of the Advisory Board of the Communications for Development (C4D) Network, and is a multilingual trainer in PV methods both online and face-to-face.

Jane Linklater, Evaluation Utilisation Facilitator and Organisation Development Expert

Jane has more than 20 years of experience working with senior executives and change leaders in public, private and not-for-profit organizations in more than 20 countries. Her experience of working at a senior level has included leading her own consulting firm for 15 years. She draws on this experience to enable leaders, teams and organizations to achieve their personal and mission goals. Jane's practice is grounded in organizational and systemic thinking. Her recent clients include UNICEF, DFID, Save the Children, major private companies, and public bodies in the United Kingdom. Jane trained in family systems therapy and group relations at the Tavistock Clinic. She is a full Member of the Association for Coaching, a Myers Briggs practitioner, and her professional work is supervised by a group analyst from the Institute of Group Analysis.

Maria Borisova, Evaluation Coordinator and Media Expert

Maria is a founder and Senior Partner in ImpactReady. She has more than 10 years of experience in the private and media sectors, including leading teams producing socioeconomic country reports for the *Economist*, *Foreign Policy*, *Forbes*, *Le Monde*, *The Daily Telegraph*, and *USA Today*. Maria is currently focusing her research with Staffordshire University on critical paradigms in media development, including feminist approaches.

Sophia Greeley, Evaluation Researcher and Fuzzy Sets Expert

Sophia was the first graduate of ImpactReady's fellowship scheme. She has led fuzzy set analyses of WFP food assistance and international earthquake response, and coordinated the first national perception survey of young people in Sierra Leone for UNDP. Sophia previously supported UNICEF's meta-synthesis of humanitarian evaluations, and has extensive experiences of working with financial institutions in the City of London.

Ekram Malik, Evaluation Researcher and Human Rights Expert

Ekram is a prolific evaluator and trainer in the Middle East, working with international organizations including NGOs, UNICEF and the British Council. She has researched gender issues and women's empowerment in both active conflict zones in Iraq and in response to the Syrian Refugee crisis.