

Terms of Reference

Mid-Term Review of the UN Women Strategic Note 2019-2023

Organization: UN Women

Location: Rwanda

Type of contract: National consultant

Languages required: English, Kinyarwanda

Duration of initial contract: 25 days

Starting Date: 24 June to 20 September 2021

Application deadline: 20 June 2021

Background

The UN Women Strategic Note for Rwanda 2019-2023 was developed in 2018 and informed by rigorous participatory processes involving representatives of women organizations, the Civil Society Advisory Groups, research institutions, donors and Government agencies. The five-year Strategic Note (SN) contributes to the national development priorities in Rwanda, including Rwanda's Vision 2020 and 2050, and the National Strategy for Transformation (NST1 2017-2024). The SN is aligned to the United Nations Development Assistance Plan (UNDAP II) for Rwanda (2018-2023) and its related Gender Mainstreaming Strategy, the UN Women Global Strategic Plan (2018-2021), the SDGs, the UN Women Africa Strategy, and the Africa Agenda 2063. The programme also embraces the core principles of Leaving No One Behind (LNOB). Key lessons, evaluations, and recommendations from the previous Strategic Notes and programmatic interventions were also incorporated.

The Strategic Note developed in 2019 included the following two impact areas: 1) Women in Leadership and Decision Making, 2) Women's Economic Empowerment. As a result of additional funding earmarked to the Elimination of Violence Against Women and Girls (EVAWG), UN Women Rwanda added in its 2021 Annual Work Plan, a third impact area: 3) Ending Violence Against Women and Girls.

As part of the results-based management approach and UN Women procedures, UN Women Rwanda included a Mid-Term Review (MTR) of the SN in its Monitoring, Evaluation and Research Plan (MERP 2019-2023) of the Strategic Note. It will review the effectiveness and efficiency of the programme implementation and analyze whether the programme results are still relevant, on track or off-track to achieve the expected results and propose mid-term adjustments to the work plan for the remaining duration of the SN. Furthermore, the SN MTR comes at a time when One UN in Rwanda is finalizing the UNDAP2 MTR, allowing for lessons and findings to be drawn from the UNDAP2 MTR to which UN Women SN is contributing.

Another important coincidence is that the SN MTR will take place a year after the anniversary of several milestone in advancing Gender Equality: the 25th anniversary of the Beijing Declaration and Platform for Action; five years of implementation of the 2030 Agenda; 20 years of Security Council resolution 1325; and ten years of UN Women all of which have resulted in lessons, recommendations and set new forward-looking priorities. This is pertinent as these anniversaries gave an opportunity to review progress made for gender

equality and women's empowerment (GEWE) and to strategize on the way forward to advance the agenda. Considering those aspects is paramount for the Mid Term Review.

The MTR provides an opportunity to review performance and make adjustments to the strategic direction of UN Women Rwanda to inform the continuous implementation of the SN in 2022 and 2023, as well as feed into the development of the next SN.

Purpose of the Mid-Term Review

The purpose of MTR of the SN is to assess the progress made, identify lessons learnt and best practices and enable the UN Women Rwanda office to further adapt its strategic direction and programming for greater effectiveness. The mid-term review will determine progress made towards achieving outcomes, identify enablers contributing to effective implementation and provide recommendations to address potential bottlenecks. It will also assess new developments in the context of which UN Women Rwanda work in, including the COVID-19 crisis and research and assessment undertaken by UN Women in the recent years.

By assessing progress of the implementation of the SN to date and identifying key lessons learned, the MTR gives UN Women an opportunity to recalibrate its SN as needed for greater impact. The MTR will feed into the SN evaluation process at the end of the SN, conducted by the Independent Evaluation Services (IES).

The MTR should be focused on learning and reflection with the aim to measure progress, identify challenges and lessons learnt and provide recommendations to further adapt the strategic direction, programming and business. The MTR is not an evaluation, and the review is expected to take an inclusive and participatory approach, involving UN Women Rwanda staff throughout the process and through consultative dialogues with partners and stakeholders.

Objective and scope of the MTR

- To assess and document progress made in implementing the Strategic Note 2019-2023 to date.
- To assess the effectiveness of programmes and how to further improve delivery of GEWE.
- To assess how well we are communicating about UN Women's work and advocating for GEWE.
- To identify and document good practices and lessons learnt.
- Assess how on course we are with expected results and in what areas programmatic focus could be improved for greater impact.
- To assess the relevance of the SN's Theory of Change.
- To assess if resource mobilization is sufficient to achieve desired results.
- To assess the SN potential to respond to contingencies such as the emergence of COVID-19, climate change and other humanitarian threats as well as proposing adjustments if otherwise.
- To assess implications to the SN and propose necessary adjustments based on key developments, lessons learned, and recommendations generated through the Beijing +25 review process, Agenda 2030 etc., and research findings from studies and assessments by UN Women.
- To assess alignment with national development strategies.
- Analyse results measurement to better articulate the changes UN Women generates, including on Leaving No One Behind, and propose adjustments to targets and indicators of IRRF.
- To assess the effectiveness of partnerships with both implementing and technical partners and identify any gaps in delivering desired results.

- Contribute to lessons learned from normative, operational and coordination work by providing information about what is working well, what is not and the missed opportunities if any.

Duties and Responsibilities

The consultant will work under the overall guidance of the Country Representative and under direct technical supervision of the Head of Programmes and the M&E Officer for all day-to-day matters. The consultant will also benefit from insights and inputs from other UN Women staff in Programmes and Operations as needed for the following matters:

- Conduct a Desk Review of key documents relevant to the work of the Rwanda Country Office such as: SN 2019-2023; AWP (Annual Work Plans) 2019-2021; ARs (Annual Reports) 2019-2020; review relevant studies recently undertaken by UN Women (including those relating to COVID-19 and socio-economic impacts on women); UN Women Strategic Plan (2018-2021), Theories of Change for the different thematic areas; key developments, lessons learned, and recommendations generated through the Beijing +25 review process, Agenda 2030 etc.
- Review and consolidate position papers that will guide the discussions during the Mid-term Review meeting.
- Evidence and data gathering through a survey and consultative dialogues with UN Women staff and stakeholders as needed.
- In collaboration with UN Women staff, the Consultant will analyse and present the results of staff and partners' surveys and incorporate partners and staff feedback to reflect the results in the report.
- Facilitate the SN MTR meeting with UN Women staff and stakeholders.
- Develop a draft and final report of the SN MTR review based on findings, and propose adjustments to the Strategic Note, including DRF and OEEF, reflecting the mid-term review findings.

Key Deliverables

- **Develop an Inception Report:** Outlining the design, scope, methodology, data collection methods and tools (including questions for the surveys) and time frame including a Draft Report Template, reflections on methodological development, as well as key normative, coordination and programmatic developments.
- **Consolidate position papers:** The position papers will guide the discussion during the consultative SN MTR meeting. UN Women programme staff will draft the position papers for feedback and consolidation by the consultant.
- **Develop an Analysis report:** The report should be based on the findings from the online survey and consultations with UN Women staff and stakeholders.
- **Facilitate a consultative SN MTR meeting:** The consultants will facilitate a one-day workshop for the UN Women staff as well as stakeholders. The discussions and agenda will be guided by the position papers and the consultant will thereafter draft the MTR report based on the outcomes of the consultative meeting.
- **The MTR Draft Report:** The report should address the objectives specified, and use the format proposed in the inception phase. The report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations. The report should respond in detail to the key

focus areas described below. The draft report should be shared with UN Women for feedback before finalization of the report.

- **Submission of the Final Report to UN Women:** The report should at minimum include:
 - Key achievements and progress made in the implementation of the SN
 - Factors that have enabled or prevented programmatic results and coordination at different levels.
 - Adjustments needed based on new development in the global context, key normative and other developments, research findings etc.
 - Adjustments to strategies, targets and indicators.
 - Validity of UN-Women’s strengths and comparative advantages as outlined in the SN.
 - Opportunities for UN Women to achieve even greater programmatic focus.
 - Results measurement and communication strategies to better articulate the change UN Women makes.
 - Level of integration and application of the principle of LNOB across UN Women’s work.
 - Propose recommendations and adjustments of the Strategic Note.

Time plan

Deliverable	Timeline	Working days
Desk review and drafting of the inception report: <ul style="list-style-type: none"> • The report should include a structured questionnaire, draft agenda for the MTR meeting, etc. to be shared with the M&E officer, Head of Programmes and Operations 	June	4 days
Consolidate position papers: <ul style="list-style-type: none"> • Provide feedback and consolidate position papers to be shared with Head of Programmes, Operations and M&E officer 	July	1 days
Evidence gathering, analysis and review of developments including: <ul style="list-style-type: none"> • Conduct online survey for UN Women staff and stakeholders, including a findings report. • Consultations with UN Women staff and stakeholders (including field visits) • Draft an Analysis Report to be shared with UN Women staff 	July	10 days
Facilitate an MTR consultative meeting: <ul style="list-style-type: none"> • UN Women staff (1 days) • UN Women and stakeholders (1 day) 	End of Aug	2 days
Drafting and submission of the draft MTR report: <ul style="list-style-type: none"> • Submission of the draft report for feedback and validation 	6 Sept	5 days
Submission of the final MTR report:	20 Sept	3 days

Competencies

Core Values:

- Respect for Diversity
- Integrity
- Professionalism

Core Competencies:

- Awareness and Sensitivity Regarding Gender Issues
- Accountability
- Creative Problem Solving
- Effective Communication
- Inclusive Collaboration
- Stakeholder Engagement
- Leading by Example

Functional Competencies

- Good knowledge of gender equity and women's empowerment issues
- Demonstrated ability and excellent communication skills to facilitate group discussions.
- Demonstrated ability to produce high quality reports
- Facilitation skills and the ability to deal with multi-stakeholder groups.
- Excellent analytical and communication skills.

Recruitment Qualifications**Education**

- Master's degree (or equivalent) in international development, law, Human Rights, public administration, public policy, gender and development or other relevant social science field is required

Experience

- At least 5 years of working experience in planning, programming, reviews and/or evaluation experience, including planning/reviews in development programs related to human rights, gender, and results-based management.
- Knowledge and experience with the national development, policy and legislative frameworks.
- Experience with UN programming, especially the UNDAP and delivering as one is an asset.
- Experience working on gender equality, gender analysis is an added advantage.

Language Requirements

- Fluency in English and Kinyarwanda is required

Mode of applications

Interested candidates are requested to submit their detailed CVs and intent letter to rwanda.offers@unwomen.org not later than **20 June 2021**. Only pre-selected candidates will be notified.