

UNICEF Regional Office for South Asia

Terms of Reference for Individual Consultant or Individual Contractor

Section/Unit and supervisor the consultant or contractor reports to	ROSA Evaluation Function/Rose Thompson Coon
Title of the Consultancy/Contract	Real Time Evaluation of Gender Integration in the UNICEF COVID-19 Response in South Asia (Gender Consultant)
Duty Station	Home-based
Duration of the Consultancy/Contract	28 th September 2020 to 31 st October 2021
Expected Travel	NA
Work Plan Activity/related outcome	WBS: 297R/A0/10/002/014/027/ 297R/A0/10/002/014/028
Budget Code for the Consultancy/Contract	WBS: Grant: Non-Grant BMA/ COVID- 19 Response/Emergency
Budget Code for the Insurance	WBS: Grant: Non-Grant BMA/ COVID - 19/Response/Emergency

For temporary staff-like functions, or functions that require daily attendance at the office, the appropriate contract modality is that of an Individual Contractor, not Consultant. Consultants TOR must be delivery-based with tangible products to be completed at set dates. Please choose which category this TOR falls under (*required*):

Individual Contractor:

Individual Consultant:

1. Rationale:

In the recent years, the Regional Office in South Asia (ROSA) has further invested in efforts to strengthen gender-transformative programming. UNICEF in South Asia promotes and advocates for gender equality within its six key Regional Headline Result areas. In 2018, the Gender Toolkit and Enhancing Gender in Humanitarian Response checklist, were launched to strengthen the institutional and individual capacity to undertake gender mainstreaming in UNICEF's programmes and to advance policy commitments on gender equality.

While early studies suggest men with COVID-19 are at higher risk for worse health outcomes - particularly higher death rates, measures to control the pandemic have had significant impacts on women and girls. For example, lockdowns have curtailed women and girls' access to their informal peer support networks, health and protection services as well as earning opportunities. Further, lockdown measures have heightened the risk of gender-based violence, including intimate partner violence in the home and school closures place adolescent girls at particular risk of drop out. 'The consideration and redressal of gendered barriers in the overall response to covid-19 will help to alleviate the disproportionate burden women and girls face due to the pandemic while seeding

actions that aim to transform harmful gender roles, norms and power relations. Overall, it is important to look at gender-specific data, disparities and discrimination related to COVID-19 from both female- and male perspectives.

There are three key factors driving this evaluation:

- *Documentation and strengthening of gender integration of the response:* Given the current projections on the protracted nature and long-term impacts of the COVID-19 pandemic and considering that women and girls are in many ways at the epicenter of the pandemic (as caregivers, primary health responders, users of interrupted sexual, reproductive and maternal health services to name some) the efforts to scale up the effectiveness of the response from a gender perspective are critical. For this purpose, there is a need to evaluate the gender elements and effectiveness of the response measures taken thus far to ensure adequate, real-time feedback loops for improving policy and programmatic responses as the crisis evolves and unfolds.
- *Lack of evaluation evidence and learning on integrating gender in humanitarian response at UNICEF.* While UNICEF has gathered a considerable body of evidence on its humanitarian action, gender has not been a key enquiry area. The ‘Synthesis of UNICEF Evaluations of Humanitarian Action 2010 – 2016’ considers gender under the cross-cutting issue of equity and found gender to be one of the identified gaps. UNICEF does not have evaluative evidence on its gender performance in past health emergencies. The ‘Evaluation of UNICEF’s response to the Ebola outbreak in West Africa 2014–2015’ did not consider gender-sensitive responses or place gender in the evaluation framework. Gender was also not considered in the key guiding questions in the ‘UNICEF Response to the Cholera Outbreak in Yemen’ evaluation in 2018.
- *Guide future investments both in gender in emergencies and investments in gender mainstreaming at the nexus of development programming across all programming areas.* ROSA is highly committed to promoting gender equality in programmatic action. The current pandemic provides an opportunity to assess how the overall response has been able to capitalize on the accumulated experience and investments in humanitarian context/emergency settings and how these translate into integrating gender in the COVID-19 response and beyond at the nexus of development programming. In 2020 ROSA is also establishing a Gender Reference Group for the region, with an objective to support gender-focused learning as a region and to finetune programming and institutional effectiveness. The simultaneous Real Time Evaluation enables maximum complementarity and intra-region learning for improved gender transformative programming.

2. Purpose, scope and objectives:

The scope of the evaluation will cover programming in all the eight countries including the Regional Office and will thematically cover the ROSA priority areas: health response, responding to the socio-economic impact of the pandemic on children as well as continuation of key services. Some enquiry elements would have a region-wide scope and some enquiry areas would be limited to a sampling approach, such as the assessment areas focusing on gender integration in protracted, layered crisis. The selection of the interventions to be included and sampled for the evaluation will be done during the inception phase and finalized as part of deliverable 1.

The evaluation period will cover March 2020 to October 2021 and key deliverables phased in the following manner:

Deliverable 1: The evaluation will commence with a rapid operational review of gender integration measures in the COVID response in South Asia. The objective of the operational review is to ensure that systems, procedures and policies provide an enabling environment for the effective gender integration and to ensure the evaluability of the gender effectiveness in the overall response. The rapid review and evaluability period will cover the normative framework established, guidance issued, and response measures initiated at the onset of the pandemic in SA and during the lockdown and curfew phases.

Deliverable 2: The work for the second deliverable will be initiated simultaneously with the first deliverable and will focus on assessing the extent to which gender was integrated to the responses, broader institutional response elements, enabling the in-depth evaluative insights over adaptive management and capacity.

Deliverable 3: The third deliverable will focus on the programming outcomes from gender effectiveness perspective and key learnings from the response, which will require a longer-term perspective.

Deliverable 4: Final overall evaluation report which consolidates the previous deliverables as well as recommendations from each phase, including cross-country and intra-region learning on integration gender in the response. The fourth deliverable will be due end of October 2021.

The evaluation will look at the COVID-19 response measures both at the RO level and in the Country Office (CO) level. In the former, the scope will broadly include assessment of the leadership, technical and management support on gender extended from the RO to the COs as well as programming rolled out from the RO, and the latter will look at the gender integration in the CO-level programmatic and policy responses. While the focus of the evaluation is on the COVID-19 response, the evaluation will also blend in non-emergency programming context where it is deemed appropriate – e.g. in those cases where the response is more hybrid and the response in the form of regular programming adapting to COVID-19 context and vice-versa, the response programming adapting back to regular, non-emergency programming.

The enquiry areas for the evaluation will draw from, but not be limited to (given the SA specific focus areas on gender, such as the value of the girl child) the UNICEF ROSA key focus areas for COVID-19 response (Public Health Response; Continuity of Services; Responding to the Socio Economic Impact) and UNICEF Five Actions for Gender Equality in COVID-19 Response Technical Note, issued by the HQ in April 2020.¹ The technical note prioritizes five core programmatic and advocacy actions, namely (i) care for caregivers; (ii) preparations for increased GBV cases; (iii) maintaining core health and education services and systems; (iv) engaging with existing women’s and youth rights networks to support connectivity and vital information flow (socio-economic impact) and (vi) ensuring gender data are available, analyzed and actionable. The evaluation will also focus on identifying initiatives working with men and boys as champions of gender equality and identify areas where men and boys have been adversely impacted by the crisis warranting a more gender-responsive response.² The

¹ The concept note also draws from the ‘Gender-Responsive Social Protection during COVID19: Technical note’ which UNICEF issued in April 2020.

² <https://unicef.sharepoint.com/sites/EMOPS-HKR/SitePages/CCC-E-Resource.aspx>

evaluation also reflects and directly addresses the recommendations made in the independent evaluation of the UNICEF's two successive Gender Action Plans during the period 2014–2019, completed in 2019.³

The main objectives of the evaluation are:

- To establish the operational preparedness of integrating gender and measuring gender effectiveness of the COVID-19 response in SA by reviewing the enablers, normative and accountability frameworks set up at the onset of the response period;
- To assess the extent to which gender has been integrated to the response measures;
- To evaluate the gender effectiveness of the of the response measures by using the gender scale/diagnostic tool⁴ and against organizational/regional priority actions, for further improving UNICEF and host government's policy and programmatic responses;
- To document lessons, good practices and successful initiatives and partnerships for improving UNICEF and host government's gender integration and outcomes in policy and programmatic responses and develop a set of recommendations for each phase, for improving UNICEF SA and key partners' capacity to deliver gender transformative results;, with particular focus on gender in emergency programming

3. Evaluation criteria

The evaluation scope will not attempt to cover the criterion of efficiency or impact, but rather look at the criteria which are more suitable for hybrid emergency-development response. *Relevance* will be incorporated under *coherence*. The selected criteria will help assess the gender integration in the COVID-19 response as a more formative, forward-looking exercise with special features related to a hybrid emergency-development context. *Sustainability* of the response initiatives, while not a stand-alone enquiry area, is an important consideration, especially from the emergency-development nexus point of view whereby host government awareness and capacity for gender-responsive action should be strengthened. The *Connectedness* and *Coherence* criteria will help to examine the interface between emergency and development responses from a gender perspective as well as the added value UNICEF's programming brings to the COVID-19 response platforms. Through these criteria the evaluation will look at inter alia: internal coordination on gender in emergencies, adding value and positioning gender and promotion of gender equality in inter-agency collaboration, and leveraging and developing partnerships with UN partners, governments, civil society and private sector to ensure that commitments on gender equality are adhered to and advanced during pandemic response and recovery. The question of *relevance* of the response interventions will be looked at with a gender lens - were designed interventions consistent with the policy and practical guidance documentation⁵, relevant vis-à-vis existing and foreseen gender issues and were these interventions

³ The evaluation findings highlight positive gains made over the past four years, including informing UNICEF's programmatic efforts on gender integration and target gender results, as well as investments in HQ/RO/CO gender architecture and monitoring mechanisms. The evaluation also noted the limited gender investment beyond gender-based violence (GBViE) in humanitarian programming, and the need to invest in gender capacity as well as more transformative programming.

⁴ Please see Annex 2: UNICEF Gender Diagnostic Tool

⁵ Gender Toolkit 2018, Enhancing Gender in Humanitarian Response checklist, Gender and COVID-19 – Considerations for South Asia Response, 'How to Checklist' for Gender into COVID-19 response, GAP, IASC's Gender Equality and the Empowerment of Women and Girls in Humanitarian Action Policy etc. see full list of UNICEF resources on gender

informed by partner agencies' and government efforts, guidance tools and available gender analysis, data and evidence.

Effectiveness – while it might be difficult in the short-term to assess the effectiveness of the gender elements of the COVID-19 response, some of the enquiry areas for effectiveness include: Has gender integration contributed to the achievement of the planned results and outcomes and if not, what changes need to be made? Was contextualized gender analysis developed on the impact of the COVID-19 on women, men, girls and boys and to what extent were the interventions designed using existing/available gender analysis? To what extent did budget allocations for gender improve or negatively affect the results? Has the gender-disaggregated data translated to improved programming for better gender results (gender transformative outcomes related to agency, relations and structures). The key questions related to gender effectiveness would attempt to assess selected responses against the gender scale (from potentially gender-blind to gender-transformative).

4. Methodology.

The evaluation approach is learning focused and aims at contributing to accountability for results of a hybrid emergency-development response over a limited timeframe (18 months). The continuous learning approach will adopt selected real-time evaluation (RTE) methods.

The evaluation will mix and blend qualitative methods, including workshops, perception feedback surveys, semi-structured interviews, iterative/interactive peer reviews and self-assessment tools. Closely aligned with the RTE methodology, the workshop deliberations, self-assessment and rapid review findings with actionable recommendations are intended to be disseminated immediately to enable strengthening gender lens in analysis, design and reporting on COVID-19 related response.

While the evaluation is planned as primarily desk-based exercise with focus on using remote data collection tools with key informants, partners and stakeholders, the option of piloting other relevant tools could be considered in a selected country context. The evaluation will be implemented in close coordination with the Real Time Assessment of the UNICEF response to COVID-19 in South Asia, which is planned simultaneously. This is to create synergies with the two evaluations but also to avoid duplication of work and overburdening Country Offices by overlapping requests for data and information.

Several over-arching evaluation questions (see Annex 1) require a structured method to review a selection of samples across the UNICEF South Asia responses at RO and CO level. As of June 2020, all UNICEF SA countries had developed a COVID-19 response plan, over 50 surveys and studies around the COVID-19 response have been initiated, and a mapping of the advocacy and programmatic responses is ongoing. The latter together with the surveys, monitoring efforts and studies would form the sampling frame for the evaluation.

The following learning-focused methods are suggested for the evaluation methodology, due to their appropriateness for complex processes such as evaluation and subsequent improvement of gender equality programming. These include (i) the Fly on the Wall technique for selected case studies; (ii)

periodic debriefing and self-assessment from the Country Office gender focal point and selected section networks; and (iii) descriptive and content analysis for understanding the context, and to analyze documents, qualitative and quantitative data for identifying emerging trends and patterns for answering key evaluation questions. Measuring the gender effectiveness of the response by using the gender scale/diagnostic tool would also require finetuning and contextualization of the diagnostic tool (see Annex 2). The concept note developed for this evaluation, along with key supporting documents will be provided to the short-listed candidates for this assignment.

5. Key Assignments/Tasks:

The deliverables under this ToR are intended for the Gender Consultant for the evaluation assignment. The work will be expected to be done in close coordination with the Team Leader, and the UNICEF ROSA evaluation function will also participate in data collection and analysis. The total number of invoiced fee days against the Gender Consultant role is foreseen at 45. The Team Leader is expected to provide overall quality assurance for the final deliverables and coordinate the work with the Junior Consultant. The key deliverables for the Gender consultant are noted as drafts, as the overall responsibility for the final outputs will be with the Team Leader.

Tasks

(Deliverable 1 Inception phase

Briefing Meetings (remote)

Preliminary interviews with UNICEF staff

Final evaluation framework and tool development

Draft Inception Report including strategy for evaluating gender integration in SAR COVID-19 response

Inputs to the Inception Report with finalized tools and methodology

Deliverable 2 Operational review

Interviews and meetings remotely (RO, CO, selected partners)

Desk review and analysis of normative framework and evaluability of gender in SAR COVID-19 programming

Presentation of the preliminary findings

Deliverable 3 Assessment of the level of gender integration

Secondary and primary data collection remotely (RO, CO, government, partners)

Desk review and analysis of gender integration in COVID-19 response interventions and preliminary recommendations

Presentation of the preliminary findings

Remote participatory workshop support for SA gender and evaluation networks

Deliverable 4 Assessment of the Gender effectiveness

Secondary and primary data collection remotely (RO, CO, government, partners, implementing partners)

Analysis of emerging evidence on gender effectiveness using the gender diagnostic tool

Development of evaluative case studies on agreed programming examples

Presentation of the preliminary findings and recommendations

(Remote) participatory workshop support for ROSA gender and evaluation networks

Deliverable 5 Final overall evaluation report Support for consolidation of the previous deliverables as well as final recommendations from phase 3 and 4, including cross-country and intra-region learning, best practices and case studies into one report.

Support for final workshop for UNICEF HQ/RO/CO and relevant partners

Support to development of a programming brief for measurable gender effectiveness in emergencies.

3. A) Key Deliverables (for consultants only)

Deliverables	Estimated number of working days	Due date/latest date for completion of deliverable
1. Coordination support and inputs to the inception Report + ppt for inception workshop with final methodology and tools.	10	7 th October 2020
2. Draft Report on the operational review and normative framework + ppt for validation workshop	10	15 th November 2020
3. Draft report on Assessment of the Gender integration + ppt for validation workshop	10	30 th December 2020
4. Draft report on the Gender Effectiveness of the response in SA + ppt for validation workshop	10	30 th July 2021
5. Outline and draft content of the overall consolidated evaluation report + ppt for disseminating results + programming brief for measurable gender effectiveness in emergencies	10	15 th September 2021

Due dates may shift due to unforeseen circumstances and with agreement of the supervisor/manager without need for amendments as long as the overall fee remains the same.

The language of the deliverables will be English.

4. Evaluation Governance

The evaluation will be managed by ROSA evaluation function, in close coordination with the ROSA gender section. The evaluation will be technically supported by an Evaluation Reference Group, which will include internal (CO, ROSA and HQ) and external expertise (from the SA gender network and/or UN sister agencies) for maximizing the relevance and quality assurance elements of the evaluation process and outputs.

Given the criticality and cross-cutting nature of integrating gender in programming during COVID-19 response, the evaluation management will closely collaborate (inform on the process, outputs and results and consult for relevant inputs) with the Regional Management Team and the Regional Gender Reference Group. Also, close coordination with the other COVID-19 evidence generation activities is expected, such as the Real-Time Assessment of the UNICEF response to COVID-19 in South Asia.

5. Planned Budget:

A) Professional Fee (Lump Sum): **16 000** currency _ USD _

This estimate is based the following considerations: The anticipated professional fee for the Gender Consultant is @320 USD/day with the anticipated number of days 50.

B)

Total Estimated Cost of the Consultancy/Contract:

Fee 16000 = Total **16000**USD

*The Gender Consultant is expected to be supervised by a Senior Team Leader as they closely coordinate to complete the assignment.

6. Proposed Fee schedule for payment:

Payments are due upon timely completion of each deliverable or contracted function certified as satisfactory by the supervisor/manager.

- The consultant will be paid upon satisfactory completion of assigned tasks and receipt of key deliverables and as certified by the Supervisor/Manager. A contractor will be paid as per the agreed schedule for performance of the contracted functions or activities.
- UNICEF reserves the right to withhold payment or partial payment for deliverables that are of poor quality or that do not meet the deadline stated in the contract.
- If deliverables are submitted before the end of the contract, payment will be processed.
- Final payment may not be less than ten per cent of the total value of the contract.
- The final payment will be processed within 30 days of the expiry date of the contract upon confirmation of satisfactory delivery of services.

Payment schedule:

Deliverables	Invoiceable Amount	Due date
Deliverables 1 & 2 (Inception report inputs and draft operational review report)	6400USD	15 th November 2020

Deliverable 3 (Draft report on Assessment of the Gender integration + ppt for validation workshop)	3200USD	30 th December 2020
Deliverable 4 & 5 (Draft report on gender effectiveness and outlines for the final consolidated report and programming brief, and the ppts)	6400USD	15 th September 2021
Total	16000USD	

7. Working Conditions:

Consultant/contractor will

- Work remotely and no office space is required.
- Work from ROSA office and office space is required (hiring office must contact Operations Section before committing to contract dates).
- Has particular IT, logistics, transport, insurance and security requirements that apply:

Provide details here on the particular needs marked above

Budget code for ICT equipment: [Click or tap here to enter text.](#)

For *contractors* only:

The contractor's attendance requirements are:

Specify attendance requirements, if any. Include any time-off, for example 1 ½ days per month for a 5 day work week, that was agreed to with the contractor (which must be considered in the fee calculation if it was based on working days). [Click or tap here to enter text.](#)[Click or tap here to enter text.](#)

8. Minimum Requirements:

A) Education:

Bachelor's degree minimum, in any social science field.

B) Work Experience:

At least 5 years of international development experience working in the fields of Evaluation and Gender

Experience with evaluating UNICEF or other multi-lateral/INGO gender programming essential Gender in Emergency or conflict situation Experience f

C) Competencies:

Knowledge of gender in development programming, with experience of examining gender issues via evaluations, studies and research highly preferred

Team working skills

Demonstrated concise and analytical writing skills



Data visualization skills highly desirable

D) Language Proficiency:

English

Please note that the hiring manager is required to review profiles of eligible candidates from the spouse and partner employment/dual career support roster maintained by ROSA. Recommended candidates will be vetted against the United Nations sanctions lists.

Clearance and Endorsement

	Name	Signature	Date
Submitted by (Section Chief)	Esther Kaggwa Regional Evaluation Adviser		September, 22 2020
Cleared by (Human Resources) (HR will put in name of approver)	Ogechi Onuoha Human Resources Specialist		
Reviewed/comments by Operations	Thierry Dentice Regional Chief of Operations		
	Comments		
Endorsed by (DRD / RD)	Jean Gough Regional Director		

ANNEX I: Overarching, indicative evaluation questions

- (i) To be answered with deliverable 1 covering RO and CO levels:
- Does the RO and the COs have the necessarily and adequate accountability measures and normative frameworks in place to ensure gender effective response programming for COVID-19?
 - To what extent are gender analysis, equality issues or awareness of gender-based vulnerabilities reflected in the response plans at programming, policy and advocacy levels?
 - Is the COVID-19 socio-economic impact monitoring data sex, age and disability disaggregated and are mechanisms in place to analyze the data with a gender lens and for real-time feedback loops to programming?
- (ii) To be answered with deliverable 2 covering RO and CO levels:
- Have specific gender considerations been integrated in ensuring the continuity of core services, including but not limited to education, health and protection services? Have efforts for preparedness for increased GBV stepped up? To what extent have the adolescent girls been heard and included in the response interventions?
 - RO and CO focus: Have existing women's networks, social and community platforms and youth networks been supported and activated to ensure connectivity, information flow and inclusive participation, for all women and girls?
 - Have gender equality issues been actively promoted in dialogue and joint COVID-19 response planning with the host Governments?
- (iii) To be answered with deliverable 3 with an attempt to use the gender scale:
- CO and RO focus: Has gender integration contributed to the achievement of the planned results and outcomes and if not, what changes need to be made?
 - To what extent have the COVID-19 responses supported by UNICEF been gender transformative?
 - Did the gender-focused evidence and advocacy generated or supported by UNICEF positively influence host government COVID-19 programming?
 - To what extent did budget allocations for gender improve or negatively affect the results? Has the gender-disaggregated data translated to improved programming for better gender results (gender transformative outcomes related to agency, relations and structures)
- (iv) For deliverable four which includes the final reports:
- CO focus: Are there gender-specific lessons from the COVID-19 response programming in compounded, layered crises? (e.g. Afghanistan and Cox's Bazaar). Does UNICEF's participation in the inter-agency coordination system, including clusters and sectors, strengthen the gender-responsive COVID-19 programming?
 - What is the level of inter-agency (UN, NGO) collaboration at regional and country level on COVID-19 related gender equality issues and are there any commendable coordination or collaboration examples to replicate or scale up? Conversely, are there any unsuccessful initiatives to learn from?
 - During the COVID-19, has the HQ and RO gender guidance and capacity building on gender translated to better understanding of gender and to action at RO and CO level? Do the COVID-19 response measures in South Asia region reflect organizational actualization on gender issues? Has the guidance provided from HQ and RO been relevant for the SA gender context?

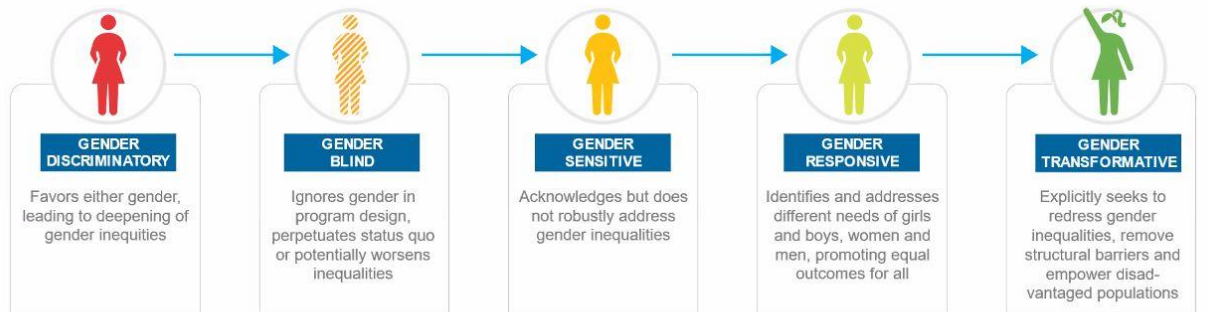
Is there a trend pattern on strengthened gender capacity and effectiveness of results during the COVID-19 response period⁶

ANNEX II: Gender Diagnostic Tool

BUILDING BACK BETTER USING TRANSFORMATIVE APPROACHES

Gender-transformative programming tackles root causes of gender inequality and moves beyond self-improvement among girls and women to **address power dynamics and structures** that reinforce gender inequalities

 UNICEF applies the **Gender Continuum diagnostic tool** to evaluate the effectiveness of a development or humanitarian intervention in addressing gender inequalities in program design, implementation, monitoring or evaluation



⁶ This could be examined by using the socio-ecological model for gender-transformative programming developed for the Ending Child Marriage Programme: <https://www.unicef.org/media/58196/file>