**UNITED NATIONS DEVELOPMENT PROGRAMME**

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**Terms of Reference**

**LTA Individual Contractor**

**Beth Woroniuk**

**Terms of Reference[[1]](#footnote-1) for UNDP Gender Equality Seal Assessment**

**Background**

The Gender Equality Seal is a corporate certification process that recognizes good performance of UNDP Country Offices (COs) in delivering transformational gender results. It is a tool for empowering managers and accelerating changes needed to support countries’ gender equality goals. The Gender Seal establishes minimum acceptable quality standards. Country offices are certified based on a review of their gender equality accomplishments. The Seal is also a learning platform that supports learning and innovative thinking on gender mainstreaming.

Four years and two successful pilot phases after the Seal was launched in 2011, 32 out of 177 UNDP country offices (17.51%) applied to the Gender Seal pilot phase 2. Whilst 29 (16.38%) completed the process, 25 (14.12%) were fully certified, receiving gold, silver or bronze Seals. 3 received gold (Cuba, Egypt, Nicaragua).[[2]](#footnote-2) This year (2015-16) 28 countries are taking part in the Seal and 24 are taking part in the Baseline preparation exercise for the Seal. The Seal has come to be recognized in the organization as a tool for resolving the question of fragmented gender mainstreaming efforts/successes by providing a holistic framework for integrating all UNDP’s domains of work in order to support learning, organizational change and sustainable development results. It’s also recognized as a tool for empowering managers and accelerating changes needed to support countries’ gender equality goals.

We would like to assess whether the Gender Equality Seal is a tool to accelerate internal, institutional change only; or if the Seal’s holistic approach has a real impact on both internal transformation that in turn improves development results. The GADN Theory of Change[[3]](#footnote-3) is useful for framing this. The assessment will focus on the process of the Gender Seal, the strengths and challenges of the process and lessons learned for rolling out as a corporate certification initiative. It will also assess what impact the institutional changes have had on development results. The focus of the assessment will be on learning from the Seal and the changes it has brought about, in order to improve the Seal as a corporate certification process in the future. We would also like to learn from the Seal experience of countries in crisis/ post-crisis situations in order to strengthen the Seal.

The mandate for this assessment is found in the 2015 Gender Evaluation of the Gender Equality Strategy.[[4]](#footnote-4)

**Purpose**

To examine the impact of the gender equality seal certification process in order to learn from the process and help develop the Seal as a corporate certification initiative strategically and sustainably in the future.[[5]](#footnote-5)

**Objectives**

* To assess the Seal’s contribution to improve programming/development results for gender equality through internal transformation.
* To document and learn from the process until now, including the methodology, resources required, sustainability of seal interventions and recertification
* To analyze the supporting factors necessary for COs to achieve the gold seal

A useful way of conceptualizing the assessment and TOR is Gender@Work’s framework connecting organizational change; institutional change and gender equality. For an organization intervening to change gender-biased institutions, change must happen outside the organization and within. The organization itself must have certain capabilities and cultural attributes. An analysis of what we are trying to change within the organization and how the organization has changed towards this ideal is important. The framework can guide an assessment of what changes the organization has experienced in each of 5 spheres (including Politics; organizational politics; Institutional culture; organizational process; programmatic interventions). Where these conditions are present, we can assume that it makes it more likely that the organization will promote gender equality and improve its impact and development results.[[6]](#footnote-6)

**Key research questions**

* What is the Seal’s contribution to improving programming and development results for gender equality through internal transformation/changes?
* How can we strengthen the certification process (including the timing, benchmarking tool, three levels system, etc.)?
* What are the factors of success of this initiative?
* What are the recommendations for future sustainability of the Seal and the changes it brings about?

**Methodology**

An important initial exercise will be to develop a Theory of Change for the Gender Seal’s contribution to Gender Equality during the time frame. This will highlight the logic underpinning the approach, its assumptions and risks.

The assessment will take a participatory, learning approach. As we are looking at the changes brought about as a result of the Seal, much of this is based on a qualitative assessment of staff’s perceptions and also review of relevant documentation.

We will include user-friendly participatory tools, and a mix of methods for triangulation, within the constraints of the budget and practicalities of what can be done over the phone/ online. We can ask staff to tell a story reflecting on the most significant changes, using visual methods such as timelines. We will also pay attention to who we interview including a mix of participants including top management, res rep, programme staff, those who are and are not part of the seal team, to understand change from different perspectives. The approach will enable people to reflect on change at an individual and institutional level. For example:

* As a result of the Seal, what has changed for you and your way of thinking?
* How are these changes affecting your work and the organization? (special attention to development results)
* If this process were to continue, what do you see as the next change needed?
* Given your organizational and country context, do you see the changes you have identified actually happening in the future? What more do you think will happen?

Analyzing the way people articulate the changes, will enable an understanding of how people are talking about gender and whether there has been a shift in understanding towards a systemic approach. In reflecting on the process, people will share the strengths and challenges.

The data collection approach likely to include (*most appropriate* *methods and sampling to be finalized by consultant*):

1. **Stakeholder analysis**. An important initial exercise will be to identify the institutional entities and individuals within UNDP involved in planning, management and implementation of Gender Seal activities; the primary target groups of Seal initiatives; and different partners.
2. **Documentation reviews**. The assessment will review the information produced by the gender seal process, both by the gender team, regional offices and from the COs, particularly using information already collected on sharepoint/gender seal intranet, including webinars (veteran country seal talk), journey report etc
3. **Review of tools** such as the benchmarking matrixes, certification reports, guidelines, online self-assessment tool, etc.
4. **Focus group with gender team** We will carry out a focus group to raise key questions and test survey (include key change story)
5. **Survey.** (see appendix of countries and appendix of questions) Four years and two successful pilot phases after the Seal was launched in 2011, 28 countries have been certified at varying levels of achievement. We will survey a total of 32 COs that applied for the Seal in Phase 2 and Phase 1. This includes 29 COs that completed the process. 25 currently hold the seal. 3 gold (Cuba, Egypt, Nicaragua); 3 high silver (Cambodia, Nepal and Somalia); 11 Silver (Bahrain, DRC, El Salvador, Fiji MCO, Lesotho, Madagascar, Moldova, Montenegro, Morocco, Nigeria and Peru) and 8 bronze (Afghanistan Belarus, Guinea, Kosovo, Niger, Programme of Assistance for the Palestinian People, Rwanda, and Sudan). 4 countries (Ethiopia, Jamaica, Mozambique, Zambia) did not receive enough scores to achieve certification and they will also be included.

In addition, those that had formerly held the seal, but where this had lapsed, will also complete a survey. The surveys will explore the organization and workforce profile, motivation for seeking the seal, assessment experience, benefits of achieving the seal, reasons for not continuing with the seal (where appropriate), and overall satisfaction. (*sampling to be finalized as part of design*)

1. **Country/regional telephone interviews**. Follow-up interviews with a cross section of COs that currently or formerly held the Seal to supplement the predominantly quantitative data captured by the survey. The follow-up interviews will focus on the organizational journey through the process of achieving the Seal including preparation, assessment, feedback and improvement. Interviews will seek to understand the motivations and benefits of achieving the Seal and reasons why some COs decide not to continue with the seal.
2. **Consultations/ interviews.** Interview gender team (regional and HQ)
3. **Consultations/ interviews** Interview independent assessors (consultants) who work as seal assessors to explore their perspectives on the seal process, the impact of the seal certification and barriers and enablers to accreditation within the current seal.
4. **CO visit** to carry out focus groups, interviews for a more in depth understanding of staff perceptions and the changes that have taken place on the ground.

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| Timeframe for the assessment process | | | |
| Activity | **Responsible** | | Timeframe 2016 |
| Preparation, Desk Review and Inception Phases | | | May-June 2016 |
| TOR Developed and reviewed by Gender team *and any necessary approvals* | JH, RL | | April/ May |
| Recruit Consultant | JH, RL | | May |
| Preparatory desk review | Consultant, | | May |
| Draft assessment design : | Consultant, | | 15 June |
| Work on instruments | Consultant/ JH | | Late June-e July |
| Session with Seal team – finalise design, instruments, interviews/ focus groups with Seal team and others in NY | Consultant | | -e July |
| Data collection and Analysis Phases | | | July-Sept 2016 |
| Data collection (document analysis, interviews, sessions with COs etc ) | Consultant, JH | | July/ Aug |
| 2 CO visits | Consultant | | Early Sept |
| Data analysis | Consultant, JH | | Sept |
| Report Finalization and Review Phase | | Sept -Oct 2016 | |
| Preparation of key findings document | Consultant, JH | | Mid Oct |
| Workshop to discuss key findings (NY/ Regional/via skype) | Consultant, | | Oct |
| Preparation of 1st draft report | Consultant JH | | Oct |
| Revision to 1st draft | Consultant | | Oct |
| *Necessary approvals* | RL | | Oct |
| Production Phase | | | Nov 2016 |
| Final report editing and formatting | Consultant, JH | | Nov |
| *Approval, publication/ dissemination* | RL | | Nov |

**Expected outputs**

* Effective assessment preparation and design, including data collection methods
* Draft outline report
* Findings and recommendations draft report
* Final assessment report.

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| **Deliverable** | **Timeframe**  **2016** | **Estimated time and budget** |
| **Preparation**, desk review, design phase | May- early July | 11 days x $700 = $7700 |
| **Data collection**, including interviews etc, | July-Sept | 13 days x $ 700 = $9100 |
| Mission (including 2 days travel/preparations and 5 days of assessment) x2 | Early Sept | 14 days x $700 = $9800 |
| **Data Analysis and key findings report** | 14 Oct | 10 days x $700 = 7000 |
| **Report finalization** & review | 30 Nov 2016 | 9 days x $700 = $6300 |
|  |  | **Total: 57 days @**  **$39900** |

**Travel**

The consultant is expected to undertake at least one official mission. The travel will be arranged and cost will be paid by UNDP. The UNDP policy on travel for consultants will apply. Where two currencies are involved, the rate of exchange shall be the official rate

applied by the United Nations on the day the UNDP instructs its bank to effect the

payment(s).

**Institutional Arrangement**

Under the overall supervision of the Policy Advisor on Gender Mainstreaming or her

designate, the Consultant will provide weekly updates on the progress of the work

identified in these terms of reference.

The consultant will work in close coordination with the gender team focal point for this exercise.

All information reviewed and generated, including the Seal certification framework and guidelines, remains the property of UNDP. The consultant will not share any documentation with external partners.

1. Using template TORs for Evaluation of UNDP contribution to Gender equality and women’s empowerment [↑](#footnote-ref-1)
2. UNDP Gender Equality Seal Pilot Phase 2: 2013-2014 [↑](#footnote-ref-2)
3. http://gadnetwork.org/gadn-resources/2015/3/6/untangling-gender-mainstreaming-a-theory-of-change-based-on-experience-and-reflection [↑](#footnote-ref-3)
4. Evaluation of UNDP contribution to Gender equality and women’s empowerment, 2015 [↑](#footnote-ref-4)
5. ibid [↑](#footnote-ref-5)
6. http://www.genderatwork.org/Portals/0/Uploads/Documents/Gender-Equality-and-Institutional-Change.pdf [↑](#footnote-ref-6)