

TERMS OF REFERENCE

THEMATIC EVALUATION OF UNDP'S CONTRIBUTION TO GENDER EQUALITY AND WOMEN'S EMPOWERMENT AT MID-TERM STAGE OF IMPLEMENTATION OF THE COUNTRY PROGRAMME DOCUMENT 2016 – 2021

1 INTRODUCTION

In 2018, United Nations Development Programme (UNDP) Tanzania Country Office will conduct an independent thematic evaluation at mid-term stage of its Country Programme Document (CPD) implementation, to evaluate its contribution to Gender Equality and Women's Empowerment (GEWE) in Tanzania. The reference material for the evaluation will be the UNDP Country Programme Document (2016 – 2021) and the projects thereof. This evaluation will assess the overall progress made by UNDP in mainstreaming gender and the organization's contribution to development and institutional change in gender equality and women's empowerment in the country.

2 BACKGROUND

Gender equality and the empowerment of women are recognized as integral to successful human development and fundamental aspects of women's human rights. They are major themes in the global commitments emerging from the world conferences of the 1990s and first decade of the 21st century, including the Fourth World Conference on Women and its follow-up, the Millennium Declaration and Millennium Development Goals. This has been further enshrined in the Sustainable Development Goals where there is a specific Goal 5 on GEWE and current UNDPs global Strategic Plan 2018-2021.

In line with these commitments, UNDP adopted gender mainstreaming in all its activities across the board. For UNDP gender mainstreaming means supporting partners to develop, implement and assess all development efforts through a gender lens to ensure that they reduce, rather than exacerbate, gender inequalities. Reducing gender gaps in health, education, labour markets, access to finance, employment opportunities and other areas results in improving women's position in society, as well as in lower poverty, higher economic growth, greater productivity, and more resilient communities. The Tanzania CPD 2016-2021 adopted a gender mainstreaming approach whereby instead of having a standalone gender outcome, it was made a significant objective in the three outcomes. The development challenge analysis of the CPD underpins the gender differences and provides sex disaggregate data showing how women

It is against this background that this mid-term thematic evaluation is being undertaken to assess how successful have the interventions implemented under the current CPD been in improving the position of women, reduce the level of inequality and increased level of women's empowerment.

3 PURPOSE

The purposes of the evaluation is to assess UNDP's contributions to gender equality and women's empowerment in Tanzania during the period of 2016 – 2018 where the CPD is half-way through in implementation. Furthermore, it will also assess the extent to which the gender mainstreaming strategy has been used in the CPD outcomes and how it has functioned to assist UNDP to achieve the gender intended results. The evaluation is expected to identify bottlenecks and lessons that can be applied in the programme outcomes to ensure that the gaps remaining are addressed in the period of 2019-2021 when the CPD comes to an end.

4 SCOPE

The scope of the evaluation is aligned with the CPD 2016-2021 whose objective among others is to advance gender equality through, (1) initiatives that support gender equality and the empowerment of women, and (2) mainstreaming gender throughout the three outcome areas of Inclusive economic growth and poverty reduction; Environmental sustainability, climate change and resilience; and Inclusive democratic governance.

5 EVALUATION QUESTIONS AND CRITERIA

The evaluation questions below will be assessed using the four evaluation criteria of relevance, effectiveness, efficiency and sustainability:

1. Has UNDP contributed to gender equality and women's empowerment development results?

- How effective has UNDP been in contributing to development results that are gender responsive¹?
- What evidence is there to show UNDP's contribution to GEWE in each of three outcomes of the CPD?
- To what extent has UNDP contributed to development results being gender transformative²?
- What is UNDP's value added in promoting gender equality and women's empowerment results?
- How has UNDP used partnerships to promote GEWE at national and sub-national levels?

2. Has UNDP integrated gender mainstreaming in the design and implementation of the CPD at the policy, technical, and institutional levels during the period 2016 - 2018?

- How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results?
- How effective has UNDP been in building gender equality capacity and accountability frameworks both in-house and with counterparts involved in CPD implementation?

¹ Gender responsiveness implies consciously creating an environment that reflects an understanding of the realities of the lives of women or men within their social setting.

² Making results gender transformative means considering not only symptoms of gender inequality but also how to produce results that address the social norms, behaviors, and social systems that underlie them.

- To what extent is gender equality integrated in the country programme implementation in terms of the design of its outcomes, outputs and projects?
- How adequate is gender results planning and budgeting in the country programme?

3. Where/how have UNDP's institutional changes (in particular the Gender Seal process) results been the most and least successful in improving gender equality and women's empowerment development results?

- To what extent has UNDP's gender seal process and its action plan contributed to the achievement or lack of achievement of gender development results?
- What are the key factors contributing to gender equality and women's empowerment results?
- To what extent has UNDP improved/ strengthened its gender analysis and gender equality results at the output and project levels in each of the 3 outcomes?

6 METHODOLOGY

The Gender thematic evaluation will be carried out by a team of external evaluators (see page 5 for the Evaluation Team Composition and Required Competencies) and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, UN sister agencies, academicians and subject experts, private sector representatives and community members.

The thematic evaluation is expected to take a "theory of change" (TOC) approach with a specific focus on the gender dimension of the CPD development challenges, the causal links and the mainstreaming interventions that UNDP has supported and observed progress in the gender theme in CPD implementation at national and local levels in Tanzania. The evaluators will develop a logical framework model of how UNDP interventions are expected to lead to improved situation of women, reduction of marginalization and increased GEWE.

The evaluators are expected to analyze the TOC described in the CPD, the results framework and the corresponding projects, to determine how coherent/relevant these are to the attainment of the desired gender results of the CPD and also determine the progress made to date. They will also identify areas of alignment to or deviation from the Programme's TOC, and where there are deviations, note them especially if these may affect the attainment of the gender changes planned in the remaining period of the CPD implementation.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator baseline, milestones and target achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits.

A minimum of the following data collection methods is anticipated:

6.1 DESK REVIEW

A desk review should be carried out of the key strategies and documents underpinning the Gender results of the Tanzania CPD. This includes reviewing the Country Programme Document 2016-2021, the UNDAF II as well as concept notes, the Gender seal process, Gender seal action plan and all project documents developed for the CPD period. The team shall also review a wide array of monitoring and evaluation documents produced within the CPD period, to be provided by the UNDP country office. This includes but not limited to individual project evaluations that have taken place during the period under

evaluation.

The evaluators are expected to review pertinent strategies and reports developed by the Government of Tanzania that are relevant to UNDPs GEWE support. This includes the Government's National Five-Year Development Plan II 2016 – 2021 and Vision 2025 for Mainland; and MKUZA III and Vision 2020 for Zanzibar, and other national reports, to be made available by the UNDP country office.

6.2 STAKEHOLDER INTERVIEWS

The evaluation team will conduct face-to-face and/or telephone interviews with relevant stakeholders, including:

- UNDP staff (managers and programme/project officers)
- UN Sister agencies implementing projects jointly with UNDP
- Select national and local government implementing partners in the projects selected by the evaluation team
- Relevant beneficiary groups selected by the evaluation team and
- Development partners in the country. Focus groups may be organized as appropriate.

6.3 FIELD DATA COLLECTION

Following the desk review, the evaluators will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners, beneficiaries and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

7 DELIVERABLES

The evaluation team will prepare reports which triangulate findings to address the main evaluation questions and other supplementary questions that they develop, highlight key significant changes regarding the key thematic policy documents, draw out lessons learned, present findings and recommendations, reflecting comments and feedback received from data collection. The structure of the reports should be used to guide the reader to the main areas (please, see Annex 4 for the Evaluation report template). The language of the reports should be simple, free from jargon and with specialist terms explained. It will be important to receive the report on a timely basis, as the information risks to be wasted if it arrives too late to inform decisions.

Here are the principal evaluation products the evaluation team is accountable to deliver:

- Evaluation inception report** (prepared after briefing the evaluation team and before going into the full-fledged data collection exercise) – to clarify the consultant's understanding of the TOR, what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures (to be presented in an Evaluation matrix in Annex 3). The data collection procedures presented here are the minimum, and the consultants are free to add any other methods that they deem fit based on the initial review of the documents at the inception stage. The evaluation inception report should include a proposed schedule of tasks, activities, deliverables and timelines. The inception report has to be cleared by the evaluation reference group before the actual data collection can commence.

- ii) **Draft evaluation report** – to be reviewed by the evaluation reference group at the CO and other respective stakeholders at the end of data collection. The draft evaluation report should contain all the sections outlined in the Evaluation Report Template (please, see Annex 4) and be accompanied by a PowerPoint presentation for a Stakeholders' meeting.
- iii) It should be noted that a **Stakeholders' meeting**³ will be held in Dar Es Salaam to discuss findings of the Draft Evaluation report. In order to get feedback from stakeholders, the report should be circulated to all expected participants to this meeting to provide them adequate time to review the report. The evaluators should consider the timeframe required for stakeholders' review of the draft report and the timeframe to incorporate stakeholders' feedback appropriately.
- iv) **Final Evaluation report.** The final task of the evaluation team/consultant is to prepare a comprehensive and well-presented final Evaluation report, covering all section of Evaluation Report Template (please, see Annex 4). Evaluation brief and summary are required.

8 EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The outcome evaluation will be undertaken by two (2) external evaluators comprising of an Evaluation Team Leader and an Evaluator. The evaluation team leader will be hired as an international consultant, while the Evaluator will be hired as a national consultant.

8.1 REQUIRED QUALIFICATIONS OF THE EVALUATION TEAM LEADER

- Minimum Master's degree in Gender Studies, International Development with gender focus, Economics, Development Studies, Social Science, International Relations or any other field that has specialized focus on gender and women empowerment in development context;
- Minimum 10-15 years of professional experience working in the areas of gender mainstreaming, gender equality and women's empowerment especially in the context of developing countries.
- At least 7 years of experience in conducting project and/or thematic evaluations in the development sector with governments or international organizations. Special focus on gender mainstreaming, gender budgeting, gender policy research and analysis will be an advantage;
- Strong working knowledge of the UN and its mandate in Tanzania, and more specifically the work of UNDP in support of government and civil society in Tanzania;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in measuring and analyzing SMART (Specific; Measurable; Achievable; Relevant; Time-bound) indicators;
- Excellent reporting and communication skills

The Team Leader will have overall responsibility for the quality and timely submission of the draft and final evaluation report. Specifically, the Team Leader will perform the following tasks:

- Lead and manage the evaluation mission;

³ Participation of the evaluation consultant in the Meeting is mandatory.

- Review the key relevant documents (including but not limited to those limited to Annex 2) to understand the context of the country and its impact on the assignment
- Develop the inception report, detailing the evaluation scope, methodology and approach;
- Conduct the project evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Manage the team during the evaluation mission, and liaise with UNDP on travel and interview schedules;
- Draft and present the draft and final evaluation reports;
- Lead the presentation of draft findings in the stakeholder workshop;
- Finalize the evaluation report and submit it to UNDP;
- Criteria for evaluation of proposal will be weighted at 70% as follows: Methodology – 35%, experience on the related field – 25% and educational background - 10%. The applicant receiving the highest combined score that has also accepted UNDP's General Terms and Condition will be awarded the contract.

8.2 REQUIRED QUALIFICATION OF THE EVALUATOR

- Minimum master's degree in Gender Studies, International Development with gender focus, Development Studies, Social Science, International Relations or any other related field;
- Experience in conducting project and/or thematic evaluations in the development sector with governments or international organizations. Special focus on gender mainstreaming, gender policy research and analysis will be an advantage;
- Experience working in or closely with UN agencies, especially UNDP, is preferred;
- Evidence of deep understanding of the development context in Tanzania and preferably on gender challenges and milestones within the Tanzanian context is preferred;
- Strong communication skills;
- Excellent oral, reading and writing skills in English, and Kiswahili.
- Tanzanian citizen with extensive experience working in Tanzania during the last 7 years;
- Criteria for Evaluation of Proposal will be weighted at 70% as follows; Methodology – 35%, Experience on the related field – 25% and educational background – 10%. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

The Evaluator will, *inter alia*, perform the following tasks:

- Review documents (including but not limited to those listed in Annex 2);
- Participate in the design of the evaluation methodology, data collection tools and the schedule defined in the inception report;
- Assist in carrying out the evaluation in accordance with the proposed objectives and scope of the evaluation;
- Draft related parts of the evaluation report as agreed with the Evaluation Manager;
- Document and track the stakeholders feedback and assist the Evaluation Manager to incorporate these in the final report;
- Assist the Evaluation Manager to finalize the draft and final evaluation report.

9 EVALUATION ETHICS

The evaluation must be carried out in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and the evaluators must sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must

be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the theme, outcomes and programme under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 5.

10 IMPLEMENTATION ARRANGEMENTS

The UNDP Country Office will select the evaluation team through an open process and will be responsible for the management of the evaluators. The Coordinator of Programme will designate a focal person/Lead from the Gender Seal task team to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the final evaluation report and preparation of management responses.

The Lead/focal person will arrange introductory meetings within the CO and the Country Director or her designate. The Lead will establish initial contacts with partners and project teams that the evaluators will express intent to meet. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Lead in consultation with the Programme Coordinator will convene an Advisory Panel comprising of technical experts from within the CO and/or other stakeholders, to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, quality of the evidence collected, strength of the data analysis and use of evidence in the report submitted by the evaluator. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detailed rationale to the advisory panel for any comment that remains unaddressed.

The evaluation will use a system of ratings standardizing assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting up interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Contact details will be provided by the Lead upon request. Planned travels and associated costs will be included in the Inception Report and agreed with the Country Office.

11 TIME-FRAME FOR THE EVALUATION PROCESS

The evaluation is expected to take 24 working days for each of the two consultants, over a period of six weeks starting 15th September 2018. The following table provides an indicative breakout for activities and delivery:

Activity	Deliverable	Work day allocation		Time (days) for task completion
		Evaluation team leader	National Consultant	
Review materials and develop work plan	Inception report containing detailed evaluation schedule	5	4	9
Participate in an Inception Meeting with UNDP Tanzania country office				
Draft inception report				
Review Documents and stakeholder consultations	Draft evaluation report and Stakeholder workshop report	13	16	30
Interview stakeholders				
Conduct field visits				
Analyse data				
Develop draft evaluation and lessons learned report to Country Office				
Present draft Evaluation Report and lessons learned at Validation Workshop	Final evaluation report	6	4	7
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders				
	totals	24	24	6 weeks

12 FEES AND PAYMENTS

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD, or TZS for National Consultants. Travel costs and daily allowances will be paid against invoice, and subject to the UN payment schedules for Tanzania. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

Deliverable	Payment
Inception report	10%
Draft Evaluation Report submitted and all relevant feedback from stakeholders incorporated. stakeholder workshop report accompanied the revised draft report.	50%
Final Evaluation Report	40%

Approval

This TOR is approved by:

Signature: _____

Name: Natalie Boucly

Designation: Country Director

Date: 30/08/18. _____

ANNEX I:



UNDP GENDER MARKER

Background

In 2005, UNDP commissioned a review of the organization's financial system, ATLAS, in order to identify possibilities for enhancing reporting on expenditures expected to contribute to gender equality. The review concluded that *the existing approach was not reflecting the full extent of UNDP's expenditure on gender equality*.

In 2007, as a response to the UNDP Executive Board's request, UNDP configured ATLAS to better track financial allocations and expenditures for gender mainstreaming and women's empowerment. *In 2009, after two years of piloting in 17 countries, the Gender Marker was rolled out to all UNDP country offices.* The methodology is based on the OECD/DAC Gender Marker.

What is the gender marker approach?

The approach aims to score the contribution of investments and expenditures in respect of both gender mainstreaming and targeted interventions on women's empowerment.

- The scoring is done at the output level (project ID level in Atlas). Every single output of each office must be rated on gender equality against a four-point scale that ranges from 0 (no gender impact) to 3 (gender equality as the main objective).
- The rating is based on the nature of the output, not on the amount of resources allocated to it.
- A special *gender attribute* has been added to the ATLAS system to record this rating.

What do Gender Marker scores mean?

As noted above, each output must be allocated a gender score of 0, 1, 2 or 3, as such:

Score	Meaning
3	Outputs that have gender equality as the main objective
2	Outputs that have gender equality as a significant objective
1	Outputs that will contribute in some way to gender equality, but not significantly
0	Outputs that are not expected to contribute noticeably to gender equality

What does the Gender Marker in the ATLAS tell us?

The Gender Marker enables us to:

- Track the trend and pattern of *resource allocation* and *financial expenditures* in each programme/project and how it contributes to the achievement of gender equality results across all UNDP focus areas, country office and regions as identified in the UNDP Strategic Plan.
- Improve our gender responsive planning, budgeting and policy decision making to ensure that those who need UNDP's support will be benefit from resource allocation.

ANNEX 2: DOCUMENTS TO BE REVIEWED

- United Nations Development Assistance Plan 2016 – 2021
- UNDP Country Programme Document 2016 – 2021
- UNDP PME Handbook
- UNDP Gender Seal Process
- UNDP Tanzania Gender Seal Action Plan
- UNDP Evaluation Guide and addendum
- UNDG Ethical Code of Conduct of Evaluators
- Project Documents
- Project annual reports and project evaluation reports
- ROAR from 2016 and 2017
- UNDP II Joint work plans and joint annual Reviews
- National Policies and Development Plans of Tanzania
- UNDG RBM Handbook
- Other relevant documents that may be requested by the evaluators

ANNEX 3: EVALUATION MATRIX

Evaluation matrices are useful tools for planning and conducting evaluations; helping to summarize and visually present an evaluation design and methodology for discussions with stakeholders. In an evaluation matrix, the evaluation questions, data sources, data collection, analysis tools and methods appropriate for each data source are presented, and the standard or measure by which each question will be evaluated is shown.

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

ANNEX 4: STRUCTURE OF THE EVALUATION REPORT



- Title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
 - Evaluation scope
 - Evaluation objectives
 - Evaluation criteria
 - Evaluation questions
- Evaluation approach and methods
 - Data sources
 - Sample and sampling frame (if applicable)
 - Data collection procedures and instruments
 - Performance standards
 - Stakeholder engagement
 - Ethical considerations
 - Background information on evaluators
 - Major limitations of the methodology
- Data analysis
- Findings and conclusions
 - Findings
 - Conclusions
- Recommendations
- Lessons learned
- Report annexes

ANNEX 5: ETHICAL CODE OF CONDUCT FOR UNDP EVALUATIONS

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact during the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form⁴

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ on _____

Signature: _____

⁴ www.unevaluation.org/unegcodeofconduct