Individual Contract

# Terms of References

## **Identification of the Position**

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| --- | --- |
| Job Title: | International Consultant for Final Project Evaluation |
| Project: | Women in Elections in Bosnia and Herzegovina |
| Supervisor: | UNDP Evaluation Manager |
| Location: | Bosnia and Herzegovina |
| Travel requirement: | No |
| Practice Area: | Governance and Peacebuilding |
| Application deadline: | XXX |
| Type of Contract: | International |
| Duration: | March - April 2021 (up to 22 expert days) |
| Presence in the UNDP premises | Home-based |

## **Background and context**

When it comes to gender equality, Bosnia and Herzegovina has set up the legislative and policy frameworks for gender equality and has become a regional leader in that area.[[1]](#footnote-2) Important legal steps have been taken with Conventions,[[2]](#footnote-3) Laws[[3]](#footnote-4) and Gender Action Plans, to promote gender equality and strategies adopted to reduce domestic violence, and institutional[[4]](#footnote-5) mechanisms set up to mainstream gender. However, a genuinely enabling environment for gender equality requires more work on several fronts, these being: a sharper focus on implementation of all policy instruments and a corresponding shift of paradigm from equality of rights to equality of results, promotion of institutional processes that ensure women’s equal participation in political parties and parliament, and consistent efforts to capacitate and include women in Bosnia and Herzegovina in decision-making positions across board.[[5]](#footnote-6)

There are 3,282,581 registered voters in Bosnia and Herzegovina (2,039,316 voters in the Federation of Bosnia and Herzegovina and 1,243,265 voters in Republika Srpska) out of whom 50.8% are women.[[6]](#footnote-7) Yet, women continue to be underrepresented at all levels of political and public life. During the last general elections in 2018, in line with the standard praxis, the political parties abided by the Elections Law in terms of quota compliance when it comes to the candidate lists, but not with the mandates allocated to women. Only two women are represented at the Council of Ministers of Bosnia and Herzegovina on ministerial positions, and all the three Presidency positions in Bosnia and Herzegovina are (and have always been) held by men representing the three constitutive peoples. Out of 183 registered political parties in Bosnia and Herzegovina, not even one is headed by a woman. Women are also under-represented in the legislative power at all levels, at 17.1%, which is in an obvious breach of the Gender Equality Law. In the 2020 local elections, out of 425 candidates, only 29 (ca. 6.8%) were women. Out of 29 women candidates for mayors, only five were elected. The process demonstrated that in most of the cases political parties still give in to stereotypes according to which men generate more votes for senior executive positions than women. As quota is only for electoral rolls for municipalities, not for mayor candidates, political parties in most of the cases do not put men forward. As demonstrated by the project’s *Baseline Study on barriers to political participation of women in Bosnia and Herzegovina*, mobilising the next generation of leaders locally, and activating women as social agents in communities is highly likely be the most effective strategy to promote transformational change towards more developed and inclusive society.

*The Baseline Study on barriers to political participation of women in Bosnia and Herzegovina[[7]](#footnote-8)* revealed that women are often instrumentalised by their political parties in the pre-election period to collect the votes.[[8]](#footnote-9) However, once the votes are collected, the actual mandates are awarded to men. There is an obvious lack of political will to introduce any affirmative measures beyond the mandatory legislative election quota of women candidates within the political parties in Bosnia and Herzegovina. Parties usually opt to meet this requirement in its lowest legally defined form: placing women candidates in second, fifth and eight position in the electoral lists.

Country context related to COVID–19. On 11 March 2020, the [World Health Organization declared COVID-19 global pandemic](https://www.who.int/emergencies/diseases/novel-coronavirus-2019). While the disease was slow to spread to Bosnia and Herzegovina and the Western Balkan countries at first, since February 2020 the number of confirmed cases has been climbing rapidly. A state of emergency was declared in Bosnia and Herzegovina by both entity governments on 16 March 2020 and at the state level on 17 March 2020. The current epidemiological situation in Bosnia and Herzegovina as illustrated by statistics on 2 March 2021 with 132,361 confirmed cases of COVID-19 and 5,116 deaths.

COVID – 19 impact on women. *Study on Social impacts of COVID-19 in Bosnia and Herzegovina: Household Survey (UNDP, UNICEF, 2020)[[9]](#footnote-10)* confirms that the lockdown at the beginning of the pandemic had taken a disproportionate toll on women. In the labour market, those sectors with the highest rates of female employment experienced the heaviest job losses. Increased childcare needs during preschool and school closures placed an even greater burden on working mothers with 75 % of women reporting a significant increase in domestic, and 60% in care work for children since the onset of the pandemic. Although a significant share of women had experienced a negative slide and a return to traditionalism as they sank into economic dependency or became overburdened with care work, the same research shows that there were also those who experienced positive change. 35 % of women had experienced an improvement in their relationship with their partner, 43 % with their children. 42% of women felt empowered and felt that their voice was heard, while 11 % had experienced positive power shifts within their households. Experience shows that shifts in family arrangements induced by crises can have long-term effects, because even short windows that engage fathers can bring about long-term changes in the division of childcare responsibilities. Therefore, given the magnitude of the changes in childcare arrangements induced by the current crisis, substantial future shifts in social norms are more likely to occur. A momentum should be ceased to discuss options within the family structure, leave policies and innovative social services.

**About the Project**

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| --- | --- | --- |
| **Project title** | **Women in Elections in Bosnia and Herzegovina** | |
| **Atlas ID** | **00105416** | |
| **Corporate outcome and output** | **UNDP Strategic Plan 2018-2021; Signature Solution #6 Strengthen gender equality** | |
| **Country** | **Bosnia and Herzegovina** | |
| **Region** | **Western Balkans** | |
| **Date project document signed** |  | |
| **Project dates** | **1 December 2017** | **31 May 2021** |
| **Beginning** | **End** |
| **Project budget** | **1,898,164.36 (SEK 17,000,000)** | |
| **Project expenditure at the time of evaluation** | **31 January 2021**  **1,029,618.31 USD (54 %)** | |
| **Funding source** | **Government of Sweden** | |
| **Implementing party** | **UNDP** | |

The project “[Women in Elections in Bosnia and Herzegovina](https://open.undp.org/projects/00105416)” is supported by the Government of Sweden and implemented by UNDP in Bosnia and Herzegovina. The project facilitates women’s engagement in public life and their positioning in the decision-making processes, ensuring that women are given a realistic and equal chance as their men counterparts in elections, and advocating for women’s equal rights and political participation.

**The overall objective** of the project is to strengthen women’s leadership and participation in political life, vertically by making structural adjustments to accommodate greater numbers of women in politics, as well as horizontally by nourishing the next generation of women leaders in communities through tailored networking and capacity building initiatives and increased democratic participation and accountability. The following outputs/project components are implemented within this project:

*Output 1: Strengthening Women’s Leadership.*

This output supports building the new generation of capable women leaders, by strengthening women’s leadership and participation in political life, specifically through empowerment women leaders, and increase in women’s political participation in selected partner local governments.

*Output 2: Fostering Political Participation of Women.*

The work under this output has been based on contextualising and applying the UN Gender Equality in Elected Office approach, with the aim of getting more women elected, in all spheres of decision-making in Bosnia and Herzegovina. On 6 May 2020 the donor approved a set of COVID-19 response activities to be conducted within a time frame of six-months. These activities covered conducting a quick survey of the situation among women leaders, supporting interventions in ten partner local governments, in response to local pandemics related priorities through affirmation of women leadership, as well as supporting women-cantered media initiatives that are affirming women leadership actions during the pandemics.

The project outputs are implemented through two different, but complementary sets of activities:

1. Empowerment of women locally to identify, strengthen and nourish the next generation of women leaders.

The accent is placed on social innovation and constructive use of technologies, social learning, inter-generational exchange of knowledge and skills between women, dissemination of best practices, creation of added value, and growing momentum for positive change. The emphasis is on sustainable social change, which will go steadily in one direction, towards more progressive society.

2. Contextualizing and applying the Gender Equality in Elected Office: Six Step Action Plan to ensure structural changes that provide an enabling environment, legislatively, institutionally and substantively. Detailed outline of the Project Result Framework is available in *Annex 1.*

**Partnerships**

This project is funded by the Government of Sweden and implemented by UNDP, in partnership with relevant institutions of Bosnia and Herzegovina, including: Agency for Gender Equality of Bosnia and Herzegovina, Gender Centre of Republika Srpska, Gender Centre of the Federation of Bosnia and Herzegovina, Central Election Commission of Bosnia and Herzegovina, Parliamentary Assembly of Bosnia and Herzegovina (Committee on Gender Equality) and UN Women as responsible party for specific activities under the project’s Output 2.

The project has ten partner municipalities: Stari Grad Sarajevo, Tešanj, Zenica, Olovo, Banja Luka, Laktaši, Bijeljina, Ljubuški, Gračanica and Nevesinje. Overview of key stakeholders and partners and their roles in evaluation is provided in *Annex 2.*

**Target groups and beneficiaries**

Target groups of the project are:

* Women formal and informal leaders and women who want to become leaders in their communities, in order to bring about positive social change.
* Women who are already politically active but have not yet been elected: in line with the Gender Equality in Elected Office: Six Step Action Plan[[10]](#footnote-11), the project works to support elected women, and those in the pipeline for elected office; municipal gender commissions, which in many local communities are not fully operational or capacitated.
* Gender Committee within the Parliamentary Assembly of Bosnia and Herzegovina.
* Agency for Gender Equality of Bosnia and Herzegovina, Gender Centre of Republika Srpska and Gender Centre of the Federation of Bosnia and Herzegovina.
* Ministry for Human Rights and Refugees of Bosnia and Herzegovina.
* Central Election Commission of Bosnia and Herzegovina.
* 10 partner local governments country-wide, including: Ljubuški, Stari Grad Sarajevo, Nevesinje, Bijeljina, Banja Luka, Laktaši, Gračanica, Tešanj, Zenica and Olovo.

In addition, the project developed a database of 200 women leaders, as well as a Facebook network *Liderke za razvoj* with 1300 women leaders as members who are also reached through the project.

The Women in Elections’ Project response to the COVID-19 pandemic enhanced engagement of new beneficiaries in the project: such as civil society organisations and local media representatives.

**Main achievements**

During the three years of the project implementation, the above listed beneficiaries and partner institutions were supported to improve their performance and capacity for preparation of strategic documents and knowledge management. The project’s partner local governments have been provided with a common methodology for localisation of the Gender Action Plan of Bosnia and Herzegovina. Six partner local governments were supported with development of draft local gender action plans. Despite the limitations imposed by the pandemic, the project has supported the Women Forum for Development. More than 1,300 women participated in women leadership discussions and networking facilitated by UNDP. Additional outreach on social media generated through the public debate on violence against women in public space reached 50,000 women across the country.

**Project’s relevance and alignment**

The project is aligned with the United Nations Coordination Framework for Bosnia and Herzegovina 2021-2025 and UNDP Country Programme Document 2021 – 2025, Outcome 5. Also, UNDP with its corporate Gender Equality Strategy (2018-2021) puts forward the promotion of gender equality and the empowerment of women at the centre of its mandate as being intrinsic to its development approach.

Through its support to improved access to decision making roles in politics for women, as well as enhanced women’s engagement in public life, the project contributes to the Sustainable Development Goal 5: “Achieve gender equality and empower all women and girls.”

This project is also fully aligned with the EU Strategic Framework on Human Rights and Democracy and the Council of Europe Gender Equality Strategy 2018 – 2023,[[11]](#footnote-12) strategic goal 4; the Gender Action Plan of Bosnia and Herzegovina (2018-2022)[[12]](#footnote-13) and its follow up plan. Finally, as the gender equality principles are at the core of development agenda of the Swedish Government, the project is also aligned with the Sweden’s feminist foreign policy.[[13]](#footnote-14)

## **Evaluation purpose, objectives and scope**

**a) Purpose**

The purpose of this Final Project Evaluation (the Evaluation) is to provide an impartial review of the **Project Women in Elections in Bosnia and Herzegovina** in terms of its relevance, effectiveness, efficiency, impact, sustainability, overall performance, management, and achievements. The information, findings, lessons learned and recommendations generated by the evaluation will be used by the Project Board, UNDP, Government of Sweden and other relevant stakeholders to strengthen the remaining Project implementation and inform future programming.

**b) Objective**

The Evaluation objective is to examine the overall performance of the Project Women in Elections in Bosnia and Herzegovina**,** its results, inputs and activities, and how the outputs delivered added value to project’s target groups and institutional beneficiaries.

In a substantive analysis of the effectiveness of the project approach and feedback from beneficiaries and relevant stakeholders, the evaluation should assess cause and effect relations within the project, identifying the extent to which the observed changes can be attributed to the project.

In addition, this Evaluation aims to provide forward-looking recommendations to the Government of Sweden and UNDP on the sustainability of the project results and the project’s scaling up potentials related to gender equality in politics and decision-making processes, as well as in overall enhancement women leadership in Bosnia and Herzegovina.

**c) Scope**

The Evaluation will assess the extent to which the planned project outcomes and outputs have been achieved since the beginning of the project and likelihood for their full achievement by the end of the project on 31 May 2021 (based on the Project Document and its results framework). The Evaluation will investigate the overall project performance and results (reviewing the set of activities implemented and their contribution to the set outputs and outcomes), capturing the changes triggered by the project in the area of gender equality, women effective participation and leadership at all levels of decision-making in political, economic and public life.

To the extent possible, the Evaluation will also consider the results of the project’s contribution to address the COVID-19 pandemic delivered in 2020.

The Evaluation will look into the project’s processes, innovations, strategic partnerships and linkages in the specific country’s context that proved critical in producing the intended outputs and the factors that facilitated and/or hindered the progress in achieving the outputs, both in terms of the external environment and risks, crisis caused by the pandemic, as well as internal, including weaknesses in programme design, management and implementation, human resource skills, and resources.

## **Evaluation criteria and key questions**

The Evaluation of the Women in Elections in Bosnia and Herzegovina project will address the following questions, so as to determine the project’s relevance, performance, results, effectiveness, efficiency, impact and sustainability, including lessons learned and forward-looking recommendations:

**Relevance**

* Were the project’s objectives relevant to the needs of the project beneficiaries, having in mind political, social, legal and institutional context of the country, and what are its potentials to adequately contribute to development and democratisation processes in the future?
* Projects with gender equality as a primary purpose sometimes encounter resistance, for different reasons but mostly as they challenge the status quo and traditional gender norms. Did project face any such backlash or resistance during its course of implementation? If so, please elaborate.
* To what extent is the project aligned with the relevant national development frameworks, and UNDP strategic objectives and Sustainable Development Goals (SDG) 5 - Achieve gender equality and empower all women and girls?
* To what extent does the project contribute to civic and human rights of target groups?
* Were the steps taken by the project to adjust its implementation strategy and to the new circumstances and needs imposed by COVID-19 pandemic relevant?

**Effectiveness**

* To what extent were the project’s activities implemented and the intended results achieved? What are the main project’s accomplishments? Overview of the project progress against the main project indicators from the result matrix to be provided in Annex of the Evaluation Report.
* To what extent and how effectively have the project’s specific approach and actions contributed to project’s outputs and outcomes? If so, why? If not, why not?
* How far did the project manage to strengthen gender mainstreaming in decision and policy making at different government levels?
* To what extent has the project managed to institutionalize and promote gender equality at local level, through the process of localisation of the Gender Action Plans?
* What are the achievements of Women Forum for Development and how did the platform provided by the Forum contribute to giving voice and increasing agency of women?
* To what extent the project used technology, digital tools and social innovation to contribute to the achievement of the intended outputs and outcome?
* Was project effective in partnering with men in championing change (He for She approach)? What are the lessons learnt from applying this approach in the context of Bosnia and Herzegovina?
* What ate the concrete results of the project’s tailored networking and capacity building initiatives in terms of the enhanced women leadership, democratic participation and accountability in the given context?
* To what extend has the programme outreached marginalized groups (i.e. youth, persons with disabilities, returnees, internally displaced, minorities…)? If the project has been implemented in accordance with a civic and human rights perspective: i.e. Have target groups been participating in project planning, implementations and follow up? Has anyone been discriminated by the project through its implementation? Has the project been implemented in a transparent fashion? Are there accountability mechanisms in the project?
* To what extent the project has elevated cooperation between relevant institutions?
* To what extent has the implementing partner – UN Women - contributed to the effective project implementation and amplifying development results?

**Efficiency**

* Have resources (financial, human, technical) been allocated strategically to achieve the project outputs?
* Are there any weaknesses in the project design, management, human resource skills, and resources?
* To what extent have the target groups and participants taken an active role in implementing the project? What modes of participation have taken place?
* To what extent were the project activities implemented as scheduled and with the planned financial resources?
* How did cooperation with UN Women, as responsible party for aspects of the Project Outcome 2, unfold, what were the good sides to this cooperation and what were the challenges and bottlenecks encountered? What lessons learnt, in this regard, can be applied to the final mile of the project implementation, as well as for potential future cooperation? Lessons should be pertinent to advancing both, project specific and broader institutional cooperation framework between UNDP and UN Women.
* Was coordination with relevant partners and other stakeholders efficient and where there any duplication of efforts?

**Impact**

* What are the project effects and impact, both in qualitative, as well as quantitative terms, on the overall enhancement of women leadership in targeted areas?
* What are the positive or negative, intended or unintended, changes brought about by the project’s interventions? This may, inter alia, include the positive effects from the provided support to overcome the negative effects of the COVID -19 pandemic.
* To what extent are key stakeholders/final beneficiaries satisfied with the project implementation, specifically in terms of the partnership support and what are specific expectations for the potential follow-up assistance?
* Was the project successful in creating a ripple effect and/or leveraging, i.e. using existing project resources and partnerships to fundraise (or to help project beneficiaries and/or partners to fundraise) for additional resources or kickstart new initiatives in the area of gender equality and empowerment of women? If so, what are these initiatives?
* How have cross-cutting issues, such as disability, and reaching the most vulnerable, been effectively taken up?

**Sustainability**

* To what extent are the project outcomes and outputs sustainable? How could project results be further sustainably projected and expanded?
* To what extent has the project approach (intervention strategy) managed to create ownership of the key national stakeholders?
* To what extent have the capacities of relevant government institutions been strengthened to sustain the results of the project? Which are, in this regard, challenges to overcome or potentials to be unlocked in the future?
* What would be key considerations for future work from viewpoint of ensuring project sustainability having in mind the COVID-19-related context?

**Future-looking concept and recommendations**

* To what extent is the intervention scalable?
* What would be directions, scope of work and approach to potentially consider for a follow-up project work?

The evaluation shall further assess:

* Has the media coverage been satisfactory and sufficient?
* Has the communication and outreach of the Project been satisfactory?

The Evaluation needs to assess the degree to which the programme initiatives have supported or promoted gender equality, a rights-based approach, and human development. In this regard, [United Nations Evaluation Group’s guidance on Integrating Human Rights and Gender Equality in Evaluation should be consulted.](file://C:\Users\azorlak\Desktop\The%20evaluation%20need%20to%20assess%20the%20degree%20to%20which%20UNDP%20initiatives%20have%20supported%20or%20promoted%20gender%20equality,%20a%20rights-based%20approach,%20and%20human%20development.%20In%20this%20regard,%20United%20Nations%20Evaluation%20Group’s%20guidance%20on%20Integrating%20Human%20Rights%20and%20Gender%20Equality%20in%20Evaluation%20should%20be%20consulted.)

## **Methodology**

Based on the [UNDP Evaluation Guidelines,](http://web.undp.org/evaluation/guideline/covid19.shtml) [UNEG Norms and Stand for Evaluations](http://www.unevaluation.org/document/detail/1914) and in consultations with UNDP Country Office, the Evaluation will be participatory, involving relevant stakeholders.

The Evaluation will be conducted by the International Evaluation Consultant (the Evaluator) who will propose an **adjusted evaluative methodology that may be needed to implement the evaluation effectively in the COVID – 19 pandemics circumstances, applying safety guidance and remote data collecting methods such as extended desk reviews, virtual stakeholder meetings and interviews by Evaluators[[14]](#footnote-15).** A Detailed plan for the Evaluation process will be proposed by the Evaluator and agreed as a part of the Evaluation Inception Report.

The proposed methodology should employ relevant quantitative, qualitative or combined methods to conduct the evaluation, with focus on gender sensitive data collecting and analytical methods and tools applicable in the concrete case. The Evaluator is expected to combine the standard and other evaluation tools and techniques to ensure maximum reliability of data and validity of the evaluation findings.

Limitations to the chosen approach/methodology and methods shall be made explicit by the Evaluator and the consequences of these limitations discussed in the proposed methodology. The Evaluator shall, to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

The Evaluator is expected to facilitate the *entire evaluation process* with careful consideration of the ToR. It is therefore expected that the Evaluator, in his/her offer will present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, the Evaluator should ensure an evaluation design that does not put informants and stakeholders at risk during the data collection or the dissemination phase.

Standard UNDP evaluation methodology would suggest the following data collecting methods:

* Desk review:The Evaluator will conduct a detailed review of the project materials and deliverables including the Project Document, theory of change and results framework, monitoring and programme quality assurance reports, annual workplans, consolidated progress reports etc. *A more extensive list of documents for desk review is provided in Annex 3.*
* Key informant interviews: Using virtual technological solutions, the Evaluator will remotely interview representatives of the Swedish Government / Swedish Development Cooperation in Bosnia and Herzegovina and UNDP, as well as relevant stakeholders and partners such as Gender Equality Agency of Bosnia and Herzegovina, Gender Equality Committee of the House of Representatives of the Parliamentary Assembly of Bosnia and Herzegovina, Central Election Commission of Bosnia and Herzegovina, Gender Centre of Republika Srpska and Gender Center of the Federation of Bosnia and Herzegovina, as well as partner local governance units. For the interviews, the Evaluator is expected to design evaluation questions around relevance, effectiveness, efficiency, and sustainability criteria, according to different stakeholders to be interviewed. An *indicative list of the main stakeholders that may be considered for interviews and meetings is provided in Annex 2.*
* Meetings / focus group discussions with relevant stakeholders will be conducted remotely.
* Other methodologies, as appropriate, such as case studies, statistical analysis, social network analysis, etc. Skype interviews, mobile questionnaires, online surveys, collaboration platforms (slack or yammer) and satellite imagery are recommended to be used to gather data. Stakeholders that are dealing with existing emergencies should be given advance notice.

As an integral part of the Evaluation Report and specifically under the impact criteria, the Evaluator will review the project effects of the assistance (delivered through grants) provided as response to the COVID-19 crisis.

**Stakeholders’ involvement:** During the evaluation process, the Evaluator is expected to meet senior representatives of the UNDP, Government of Sweden and the project team, key partners and stakeholders. Initial briefing and evaluation debriefing to obtain the critical feedback on the evaluation report, are envisaged.

To assess project performance, approach and modalities, the Evaluator will talk with the members of Project Board and members of different partners (as listed above). During these meetings, it would be important to record and accumulate inputs necessary not only for the project evaluation, but also to highlight recommendations and advise on potential programme follow-up phase.

The expected duration of the assignment is up to 22 expert days, in the period March – April 2021.

## **Evaluation tasks / deliverables**

Following the initial briefing and a detailed desk review, the Evaluator will be responsible for delivering the following products and tasks:

* **Inception Report (10-15 pages)** will be presented by the Evaluator before the evaluation starts, showing how each evaluation question will be answered by proposing detailed methods, sources of data and data collection procedures. The Inception Report should elaborate an **evaluation matrix** (*provided in Annex 4*) for the project and propose a schedule of tasks, activities and evaluation deliverables. The Evaluation Inception Report should follow the structure proposed in the [UNDP Evaluation Guidelines, p. 22-23.](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)
* **Evaluation and data collection:** Upon the approval of the Inception Report and the evaluation work plan by the UNDP, the Evaluator is expected to carry out the Evaluation. T**he proposed data collecting methodologies presented in the Evaluation Inception Report should limit the exposure of any consultant, project team member, beneficiary or stakeholder to the pandemic,** therefore, conducted via remote and virtual methodologies.
* **Draft Evaluation Report:** Based on the findings generated through desk review and data collection process, the Evaluator will prepare and submit the Draft Evaluation Report to the UNDP team and key stakeholders for review. *Structure of the Report is outlined in Annex 5.*
* **Evaluation review process** (and eventual dispute settlement): Comments, questions, suggestions and requests for clarification on the evaluation draft will be submitted to the Evaluator and addressed in the agreed timeframe. The Evaluator should reply to the comments through the **evaluation audit trail document**[[15]](#footnote-16). If there is disagreement in findings, these should be documented through the evaluation audit trail, while effort should be made to come to an agreement.
* **Evaluation debriefings:** Short briefing on the immediate findings will be considered with UNDP senior management after completion of the initial assessment. A debriefing will also be held with UNDP Bosnia and Herzegovina, Government of Sweden representatives and key stakeholders to present main findings and recommendations via virtual communication tools (Zoom, MS Teams, etc).
* **Evaluation Report** (maximum 50 pages of the main body) should be logically structured, contain data and evidence-based findings, conclusions, lessons learned and recommendations, and be presented in a way that makes the information accessible and comprehensible. Finally, based on the evaluation findings and in a distinct report section, the Evaluator will provide **forward-looking actionable recommendations and suggestions for the potential way forward for the intervention,** outlining key strategic priorities to be considered.[[16]](#footnote-17)

***UNDP Evaluation Guidelines Note:*** *As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account, conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.*

*If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.*

*If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national Evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm and the safety is the key priority.*

## **Evaluation team composition and required competencies**

The Evaluation will be conducted by **the International Evaluation Consultant** who will design and implement the evaluation process in line with this Terms of Reference.

 The Evaluator is expected to provide an independent and substantiated review of the project’s achievements; capture underperformance; review coherence and inter-connectivity among initiatives within the programme; assess partnership strategy; capture feedback from beneficiaries of assistance provided by the programme, in light of development results; last but not least – recommend improvements that may be undertaken to ensure quality outcome, and provide strategic forward-looking recommendations, outlining pathways for the period beyond this programme phase.

**a) Competencies**

**Core values**

* Demonstrates integrity and fairness by modelling UN values and ethical standards;
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**Core competencies**

* Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
* Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
* Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
* Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
* Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners’ needs and matching them to appropriate solutions.

**b) Required qualifications for the International Evaluation Consultant**

* Academic Qualifications/Education
  + Advanced university degree in social sciences.
* Experience
  + At least 5 years of extensive experience in project/programme evaluation.
  + Experience with evaluations in the areas of gender equality, women leadership, citizens activism and democratisation processes.
  + Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies.
  + General understanding and knowledge of the political and administrative context in Bosnia and Herzegovina.
  + Previous experience in remote evaluation.
* Languages Requirements
* Fluency in English language.
* Other
* Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.

## **Evaluation deliverables and timelines**

| **Deliverables** | **# of days per task for Consultant** | **Tentative due date** | **Responsible**  **Parties** |
| --- | --- | --- | --- |
| Initial meeting with the Project owners and desk review;  Inception report including detailed evaluation work-plan; | up to 5 days | 30 March | International Evaluation Consultant |
| Evaluation and data collection | up to 7 days | 10 April | International Evaluation Consultant |
| Debriefing | 1 day | 12 April | International  Evaluation Consultant |
| Draft evaluation report | up to 5 days | 20 April | International  Evaluation Consultant |
| Evaluation review process; | 0 | 25 April | Evaluation Reference Group |
| Submission of the Final Project Evaluation Report. | up to 4 days | 30 April | International  Evaluation Consultant |

In line with the UNDP’s financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

## **Evaluation ethics**

This evaluation will be conducted in accordance with the principles outlined in the [UNEG ‘Ethical Guidelines for Evaluation’.](http://www.unevaluation.org/document/detail/102) The Evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The Evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. The Evaluator should be free from any conflict of interest related to this evaluation.[[17]](#footnote-18)

## **Implementation arrangements and reporting relations**

The Evaluator will report to the Evaluation Manager appointed by UNDP, who will oversee and support the overall evaluation process. In addition, an evaluation reference group will be formed to provide critical and objective inputs throughout the evaluation process to strengthen the quality of the evaluation. The Country Office Senior Management will take responsibility for the approval of the evaluation report. UNDP will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Country office to the Evaluator.

## **TOR annexes**

Annex 1. Project Logical Framework and Theory of Change

Annex 2. List of the main stakeholders and their roles in evaluation

Annex 3. List of documents to be considered for the evaluation desk review

Annex 4. Required Evaluation Matrix Template

Annex 5. Standard outline for an evaluation report

Annex 6. Code of Conduct

## **Procurement Notice - GPN/ExpRes ONE Roster**

1. **Sourcing of candidates (please complete applicable section):**

|  |  |  |  |
| --- | --- | --- | --- |
| Advertisement: | Yes: ☐  No: ☒ | If yes: Dates (from XXXX):  Local website:  Global website: | Yes☐ No: ☐  Yes: ☐No: ☐ |
| Sourcing through Registry: | Yes: ☒  No: ☐ | Direct contracting | Yes: ☒ No: |

1. **Documents to be included when submitting the proposals**

|  |
| --- |
| Interested individual consultants must submit the following documents/information to demonstrate their qualifications and interest: N/A |

1. **Financial Proposal**

|  |
| --- |
| **Contract is based on the lump sum fee**  The financial proposal shall specify a total lump sum amount in USD, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e., whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e., upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (per diems, and number of anticipated working days). |

**Evaluation N/A**

|  |  |  |  |
| --- | --- | --- | --- |
| Best value for money approach[[18]](#footnote-19): | Yes:  No: | If yes, please specify percentage of technical and financial evaluations[[19]](#footnote-20) |  |
| Lowest evaluated offer[[20]](#footnote-21): | Yes:  No: |  |  |

1. **Technical evaluation criteria N/A**

Evaluation will be conducted through:

|  |  |
| --- | --- |
| Interview | Yes: No: |
| Desk review | Yes: No: |

1. Qualification Requirements N/A

|  |  |  |
| --- | --- | --- |
| ***Criteria*** | ***Weight*** | ***Max. Points*** |
|  |  |  |
|  |  |  |
| Total |  |  |

*Only candidates obtaining a minimum of 70 points would be considered for Technical Evaluation*

1. Technical Evaluation

|  |  |  |
| --- | --- | --- |
| ***Criteria*** | ***Weight*** | ***Max. Point*** |
| *Technical* |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

*Only candidates obtaining a minimum of 70 points would be considered for the Financial Evaluation*

1. Final Evaluation N/A

**Annex 1. Project Logical Framework and Theory of Change**

* 1. **Project Logical Framework**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **The overall objective** of the project is to strengthen women’s leadership and participation in political life, vertically by making structural adjustments to accommodate greater numbers of women in politics, as well as horizontally by nourishing the next generation of women leaders in communities through tailored networking and capacity building initiatives and increased democratic participation and accountability. | | | | | | | |
| **OUTPUT 1: Strengthening Women’s Leadership** | | | | | | | |
| **INTENDED OUTPUTS** | | **TARGETS** | | | **Activities** | | **INPUT** |
| **Strengthening** **Women’s Leadership** | | Platforms for women networking identified and activated in all participating municipalities | | | 1.1.  Mapping of the available public spaces, and identifying the most adequate ones for the project purpose, their adaptation and activation. Beneficiaries for capacity-building component selected, based on elaborate selection criteria | | Expert support in mapping, assessing, and adapting public spaces. Small scale infrastructure interventions |
| Indicator: Number of platforms in the participating municipalities identified and activated  Target: 10 | | Criteria for selection of beneficiaries developed, based on the principles of political neutrality, geographic, entity, and ethnic coverage. Module on crowdfunding developed and disseminated among the participating communities and LGs | | | 1.2.  Enabling local communities to start crowdfunding activities, ICT solutions, including Local Online Bourse. | | Expert support for development of selection criteria. |
| Indicator: Number of initiatives funded through crowdfunding modality  Target: 18 | | *Local Online Bourse* web based solution with a mobile interface developed | | | 1.3. Improve IT literacy among the local women. | | Expert support in developing crowdfunding module. Event on crowdfunding in each municipality |
| Indicator: No of social innovation events in the communities  Target: 18 | | ICT solutions/applications for addressing gender issues developed | | | 1.4. Lobbying with LGUs to expand and improve the portfolio of public services offered by local governments and engage CSO for improvement of social services delivery | | Expert support in development of the web solutions, and Online Bourse |
| Indicator, Number of trainings in the public spaces  Target: 18 | | Increased IT literacy among youth, women and older population | | | 1.5. Support the establishment of the women leaders network- Women Forum for Development | | IT events targeting inter-generational exchange of skills in each municipality. Expert support in use of new technologies and application development |
| Indicator: Number of new IT solutions developed  Target: 2 | | Availability and quality of social services improved | | | 1.6. Support Development of Local Strategy and Action Plan for women’s leadership | | Expert support for delivery of training modules for new technologies |
| Indicator: Number of youth, elderly and women benefiting from the specific IT solutions and computer literacy activities  Target: 1200 | | Women leaders network *Women Forum for Development* established | | | 1.7. Strengthening municipal gender commissions and capacity building of LG staff, CSO and community leaders | | Social innovation weekend in each municipality devoted to ICT solutions/developing applications Seminars in each municipality on basic IT skills |
| Indicator: No of women who are recognized as leaders in Community or in LG, or taking initiatives for different civic activities  Baseline: TBD  Target: Increased number of women leaders recognised as leaders and activities initiated by them  Indicator: Number of developed and adopted local action plans  Baseline: n/a  Target: 10 | | Institutionalisation of gender equality through Local Strategies and Action plans for women leadership developed for each participating LG | | | 1.8. Capacity building of elected and aspiring women leaders | | Expert support in assessment of social services availability and quality  Expertise for mapping and development of database of women leaders in 10 municipalities  Expertise for developing promotion/content input for Web Platform |
| Indicator: Number of women actively participating in the Women Forum for Development  Target: 100    Indicator: Number of Local initiatives supported  Baseline: n/a  Target: up to ten initiatives selected and supported    Indicator: Number of small businesses supported  Baseline: n/a  up to ten small businesses selected and supported    Indicator: Number of social innovations and small initiatives supported  Baseline: n/a  Target: up to fifteen initiatives to be selected and supported | | Online mentoring and coaching scheme established to connect elected and aspiring women leaders to more experienced politicians, experts, activists, in BiH and abroad, in person and via technologies- in order to build competencies, crowdsource ideas and provide hands-on advice on how to resolve specific issues | | | 1.9. Woman leadership award    1.10. Empowering women leaders/twining/study tour | | Expertise to support establishment of the Women Forum for Development network  Events in municipalities gathering elected and aspiring women leaders and representatives from gender mechanisms and local gender commissions (travel costs, catering, refreshment) |
| Training material on substantive issues, political competencies, soft skills, and campaigning and crowdfunding prepared and delivered | | | 1.11 Support to initiatives of women leaders, in response to detected social needs in the state of emergency. | | One joint conference gathering all stakeholders from all 10 municipalities (travel costs, catering, refreshments) |
| Best practice brochure on Results and Lessons Learnt delivered and disseminated widely (offline and online)   * Local initiatives for initiation of agricultural cooperatives with existing small women producers in ten WiE municipalities; * Support to tailors and micro textile companies, small businesses and individuals capabilities for producing medical visors to readjust their production to current needs related to compliance with medical requirements for individual protection (masks, suits) in ten WiE municipalities; * Social innovations and small initiatives that relief the pressure of inaccessibility or limited of public services for children, adolescents and elderly in the field of pre-school education, care, new on-line educational contents complementary to those already existing in public media services. | | | Gender mainstreaming training to gender commissions (travel costs, catering, refreshment). |
| Workshop to define Local Strategy and Action Plan in 10 municipalities (travel costs, catering and refreshment) |
| Local strategy promotional events inviting stakeholders from all involved municipalities and beyond |
| Fund and criteria for Women leadership awards established |
| Award event |
| Expertise for developing an online mentoring and coaching scheme for women leaders |
| Identifying women leaders from Sweden, and/or EU countries and BiH who would be willing to participate |
| Study trip to Sweden, and/or EU countries with identified women leaders from BiH and women leaders in EU |
| Conference involving all women leaders in the 10 municipalities and mentors from Sweden, and/or EU countries and BiH |
| Expert support for developing and delivering three core training modules: 1.) Competencies, 2.) Soft-skills, 3.) Campaigning to elected and aspiring women leaders |
| Training sessions in all 10 municipalities developing and delivering three core training modules: 1.) Competencies, 2.) Soft-skills, 3.) Campaigning to elected and aspiring women leaders(trainers, travel costs for participants, catering, refreshment) |
| Expert support for development of best practice brochure  Printing services  Public call for project initiatives  Low value grants  Contracts for goods and services |
|  | | |  |
| **OUTPUT 2: Fostering Political Participation of Women** | | | | | | | |
| **INTENDED OUTPUTS** | | **OUTPUT TARGETS** | | **Activities** | | **INPUT** | |
| Fostering Political Participation of Women  Indicator: No of laws, regulations, and party rules amended  Baseline: N/A  Target: 5  Indicator: Number of people reached by media campaign  Target: 20.000  Indicator: No of people taking part in public discussions  Baseline: N/A  Target: 500  Indicator: Number of universities aware of the guidelines  Baseline: n/a  Target: minimum 3 universities from BiH  Indicator: Textbook developed, published and presented to media and students of journalism  Baseline: Several manuals already developed are primarily related to general reporting on women and violence against women. A textbook which can be referred to academically does not exist.  Code for journalists is neither expressed in gender sensitive language, nor it refers to gender sensitive reporting. General media code for printed and online media has gender provisions.  Target: 40 journalists and students  Indicator: Number of supported start-up initiatives  Baseline: n/a  Target: up to 20 start up initiatives | | Study on obstacles to participation of women in politics  Media campaign  Public discussions, workshops, public hearings to build alliances and partnerships around the gender equality cause within the BiH parliament and to promote political participation of women.  Discussions and training with the political parties with view of making internal rules, policies, procedures and manifestos gender sensitive and supportive of women in politics.  Public discussions and workshops for women leaders, events where prominent women leaders inspire other women.  Guidelines developed and presented to stakeholders  Textbook published and presented at a multiplatform workshop.  Amending Codes of Journalists of BiH with gender sensitive provisions.  Compendium of successes to be compiled and published online | 2.1. A baseline study on obstacles to participation of women in politics  2.2. Media campaign to build positive public perception around the role of women as effective leaders and decision-makers, and to promote voting for women candidates.  2.3. Public discussions and workshops, including public hearings, to be organized in close cooperation with the parliament and gender mechanism, to build alliances around gender equality and to promote political participation of women.  2.4. Capacity building of project partners strengthening them to ensure institutionalization of gender equality principles.  2.5. Support culture change within the political parties regarding gender equality, and the change of their internal rules, manifestos, policies and procedures to make them more gender sensitive and inclusive.    2.6. Targeted public discussions and workshops for women leaders, events where prominent women leaders inspire other women.  2.7. Study tour for BIH Parliament and other relevant stakeholders  2.8 Working with academia i.e. universities and their rectorates) on establishment and placing into use Guidelines for Gender Mainstreaming in Academia.  2.9 Media coalition - Development of a textbook on gender sensitive reporting with strong focus on politically and socially engaged women. Example of a syllabus/syllabi to be included. Presentation/workshop for journalists and students of journalism  2.10 Support start-up of authentic women-cantered media initiatives | | Expert support for baseline study  Layout and design  Print of study  Events- presentation of study centrally and in 10 participating municipalities, travel costs, refreshments, and catering for participants  Expert support for media campaign  Costs of production, airtime, print- of the media campaign  Meetings to promote legislation amendments and political participation of women.  Travel, accommodation, refreshment  expert/facilitator for all meetings  Training of BiH parliamentary gender commission  Trainers and facilitator  Costs of study-tour to showcase regional and Swedish best practice to BiH parliamentary gender commission and other relevant stakeholders.  Travel, DSA  Work with political parties  Experts  Public discussions and workshops for women leaders  Travel, accommodation, refreshment  expert/facilitator for all meetings  Development of guidelines and organization of presentation.  Development of a textbook on gender sensitive reporting with strong focus on politically and socially engaged women. Presentation/workshop for journalists and students of journalism and exercises in working groups.  Working meeting with the associations of journalists.  Basic principles from the textbook to be identified and agreed with guilds of journalists in the country. Inclusion of provisions of gender equality into Codex of Journalists of all associations.  Low value grants  Contracts for goods and service  Individual consultants  Printing and editing | | |

* 1. **Theory of Change**

Theory of Change puts forth the “big picture” and delineates strategic thinking on how to make desirable change. It provides for a general direction since it makes connections between many different aspects of social life, which are influencing each other, often in a non-linear way. This project is designed having in mind a long-term vision, while identifying “medium term niches” that pave the way for it. In doing so, it adopts a proven approach[[21]](#footnote-22) adjusting it to the BiH context, while pursuing series of activities incrementally.

In the long run, the vision, or the goal of Change, is defined as following:

The long run progressive change of BiH society critically depends on activation of women’s engagement and resources. High level of gender equality improves overall quality of life and contributes to the economic and democratic development of BiH. To that end, gender equality is seen not only as a human right issue, but also as a key development issue. Gender equality is taken as an essential precondition for redefining political and development agendas on the local and state levels.

This is achieved by two different, but complementary set of activities: 1. Contextualising and applying the Gender Equality in Elected Office: 6 Step Action Plan to ensure structural changes that provide an enabling environment, legislatively, institutionally and substantively, and 2. Empowerment of women locally to identify, strengthen and nourish the next generation of women leaders.

In a medium term, women’s empowerment will be achieved by activities in several interrelated areas. The accent is placed on social innovation and constructive use of technologies, social learning, dissemination of the best practices, creation of the added value, and growing momentum for positive change. The emphasis is on sustainable social change, which will go steadily in one direction, towards more progressive society. This will be achieved through:

* Combination of capacity building, ICT tools and networking on one hand, and practice though civic engagement and activism- informal and aspiring women leaders will strengthen their leadership skills and confidence- and become drivers of change in Bosnia and Herzegovina;
* The elected women and women members of parliament will strengthen their know-how, leadership skills and confidence levels, increasing their impact on policy-making;
* The elected women and women members of parliament – supported by an enabling environment – will proactively collaborate with each other across dividing lines and create mechanisms (Women Forum for Development) for that collaboration, increasing their impact and influence in policymaking; and
* Positive contributions of women leaders in civic engagement and policy-making are highlighted in the media, so that the public perception of their role as effective leaders and decision-makers will increase.

In order to increase the capacity of informal, elected and aspiring women leaders by magnifying women’s voices and bolstering engagement in community life and decision making, the project sets the following broader results:

* Elected women, women parliamentarians and aspiring women leaders are equipped with coalition and consensus building skills and are able to advocate more effectively for a variety of issues and policy change, including women specific issues;
* Parliamentary Gender Commission is empowered to pursue legislative changes that will secure greater gender equality and inclusiveness principles, political participation of women, as well as improvement of quality of life of women in BiH;
* Transformative changes occurring in targeted institutions – political parties, parliament, municipal gender commissions, will create an enabling environment for women to participate meaningfully in decision making;
* Trainers/facilitators from women’s organizations and NGOs are empowered as agents of reform and change and provide effective political leadership training at local levels in BiH;
* Media is equipped with the know-how to make fair portrayal of women leaders and policy-makers in the media;
* The population’s awareness and perception of the role of women politicians as effective decision-makers in government is improved.

**Annex 2. Indicative list of main stakeholders to be interviewed in evaluation**

| **Function** | **Partner institution** | **Title** | **Role in evaluation** |
| --- | --- | --- | --- |
| UNDP Senior management | UNDP | RRD Sector Leader | Interviewee | |
| Government of Sweden | Embassy of Sweden/Sida | Programme Officer | Interviewee | |
| Project Staff | UNDP | Programme Manager | Interviewee | |
| Project Staff | UNDP | Project Adviser | Interviewee | |
| Project Staff | UNDP | Quality Assurance | Interviewee | |
| Project Staff | UNDP | Project Officer | Interviewee | |
| Partner UN Agency | UN WOMEN | Governance and Leadership Coordinator | Interviewee | |
| Board of Partners' members | Central Elections Commission of Bosnia and Herzegovina | Assistant Minister for the sector of legal aid and development of civil society | Focus group participant | |
| Board of Partners' members | Gender Equality Agency of Bosnia and Herzegovina | Representative | Focus group participant | |
| Board of Partners' members | Gender Centre of the Federation of Bosnia and Herzegovina | Representative | Focus group participant | |
| Board of Partners' members | Gender Centre of Republika Srpska | Representative | Focus group participant | |
| Board of Partners' members | Committee on Gender Equality, Parliamentary Assembly of Bosnia and Herzegovina | Representative | Focus group participant | |
| Partner local governments | 2 to be selected out of 10 (Banja Luka, Bijeljina, Stari Grad Sarajevo, Olovo, Tešanj, Laktaši, Nevesinje, Ljubuški, Zenica) | n/a | Potential Interviewee | |
| Partner CSOs (COVID response) | HRID Ljubuski  Tragom tradicije, Gračanica  Osmjeh zene, Laktaši | n/a | Potential Interviewee | |

**Annex 3. List of documents to be considered for the evaluation desk review (will be provided by UNDP)**

**Project documents and reports**

1. Women in Election Prodoc, revised on 1 August 2019;
2. Women Leadership in Action: Emancipation in service of humanitarian and emergency practices in the times of pandemic crisis as part of the Women in Elections in Bosnia and Herzegovina Project, financed by the Government of Sweden;
3. UN to UN Agreements with UN Women (to annual agreements with Annexes);
4. Annual Project Report (30 November 2017 – 31 December 2018);
5. Annual Project Report (1 January 2019 – 31 December 2019);
6. Women in Elections, Ad Interim Report (1 January 2020 – 31 August 2020).

**Policies and strategies**

1. Convention on the Elimination on all forms of Discrimination against Women (CEDAW), Istanbul Convention and corresponding Action Plan on the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security;
2. Law on Gender Equality, The Election Law of Bosnia and Herzegovina, Anti-Discrimination Law in 2009.
3. UNDP CO Bosnia and Herzegovina, Gender Action Plan 2015-2019;
4. General Elections Statistics 2020, Agency for Statistics of Bosnia and Herzegovina;
5. Gender Needs Assessment and Gender Study, conducted within Strengthening Local Communities Programme in Bosnia and Herzegovina, Hughson, Monir Divan, 2017;
6. UNDP Country Programme Document for Bosnia and Herzegovina, 2015 – 2020;
7. United Nations Development Assistance Framework (UNDAF) for Bosnia and Herzegovina, 2015 - 2020.

**Relevant Project knowledge products, studies and publications**

Publication “Strategic approach to the success of women candidates in election campaigns”

Publication “Baseline Study on Barriers to Women's Political Participation in Bosnia and Herzegovina”

Publication “Instructions for self-assessment of the commission for achieving gender equality of the Parliamentary Assembly of BiH”

Publication “House of Representatives of the Parliamentary Assembly of BiH”

Publication “Guidelines for Gender Responsible Parliamentary Action in Bosnia and Herzegovina”

Publication “Promotion of tools for empowering political parties”

Central Election Commission, Online Resource Centre

**Annex 4. Required Evaluation Matrix Template**

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

**Annex 5. Standard outline for the UNDP evaluation report**

**1. Title and opening pages** with details of the project/project/outcome and of the evaluation team.

**2. Project and evaluation information details:** title, Atlas number, budgets and project dates and other key information.

**3. Table of contents.**

**4. List of acronyms and abbreviations.**

**5. Executive summary:** a stand-alone section of maximum four pages including the quality standards and assurance ratings.

**6. Introduction and overview.** What is being evaluated and why?

**7. Description of the intervention being evaluated.** Provides the basis for report users to understand the logic and evaluability analysis result, assess the merits of the evaluation methodology and understand the applicability of the evaluation results.

**8. Evaluation scope and objectives.** The report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions.

**9. Evaluation approach and methods.** The evaluation report should describe in detail the selected methodological approaches, methods and analysis.

**10. Data analysis.** The report should describe the procedures used to analyse the data collected to answer the evaluation questions.

**11. Findings and conclusions.** Evaluation findings should be based on an analysis of the data collected and conclusions should be drawn from these findings.

**12. Recommendations.** The report should provide a reasonable number of practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make.

**13. Forward-looking actionable recommendation** for the project, outlining key strategic priorities to be addressed beyond this project duration.

**14. Lessons learned.** As appropriate and as requested in the TOR, the report should include discussion of lessons learned from the evaluation of the intervention.

**15. Annexes.**

**Annex 6. Code of Conduct**

**United Nations Evaluation Group Code of Conduct for Evaluation in the UN System Evaluation Consultants Agreement**

**Form to be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.**

Agreement to abide by the Code of Conduct for Evaluation in the UN System Name of Consultant: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I confirm that I have received and understood and will abide by the [United Nations Code of Conduct for Evaluation.](C://Users/azorlak/Downloads/UNEG_FN_COC_2008_CodeOfConduct.pdf)

Signed at (place) on (date) Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Gender Country Profile for Bosnia and Herzegovina, European Commission, Hughson, Marina, June 2014. Source: <https://europa.ba/wp-content/uploads/2015/05/delegacijaEU_2014070314432045eng.pdf>. [↑](#footnote-ref-2)
2. Convention on the Elimination on all forms of Discrimination against Women (CEDAW), Istanbul Convention and corresponding Action Plan on the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security. [↑](#footnote-ref-3)
3. Law on Gender Equality, The Election Law of BiH, Anti-Discrimination Law in 2009. [↑](#footnote-ref-4)
4. Gender Equality Agency of BiH and Gender Centers of the FBiH and RS. [↑](#footnote-ref-5)
5. UNDP Country Office in Bosnia and Herzegovina Gender Action Plan 2015-2019. [↑](#footnote-ref-6)
6. General Elections Statistics 2014, Agency for Statistics of Bosnia and Herzegovina. [↑](#footnote-ref-7)
7. Source:<https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/democratic_governance/polazna-studija-o-barijerama-politikom-ueu-ena-u-bosni-i-hercego.html>. [↑](#footnote-ref-8)
8. Source:<https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/democratic_governance/polazna-studija-o-barijerama-politikom-ueu-ena-u-bosni-i-hercego.html>. [↑](#footnote-ref-9)
9. Source: <https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/publications/SocialImpactAssessment.html>. [↑](#footnote-ref-10)
10. Six Step Action Plan is a holistic approach aiming to bring in, and to keep, more women in politics and the decision making arena. Although the approach is context dependent and allows flexibility in this respect- it requires work on six fronts, these being: constitutional rights, electoral systems and party laws, legal quotas, party rules, capacity development, gender-sensitive rules and procedures in elected office. The approach is further elaborated in Methodological Approach, pages 13 and 14. [↑](#footnote-ref-11)
11. Source: <https://rm.coe.int/strategy-en-2018-2023/16807b58eb> [↑](#footnote-ref-12)
12. Source: <https://arsbih.gov.ba/usvojen-gap-bih-za-period-2018-2022/>. [↑](#footnote-ref-13)
13. Equality between women and men is a fundamental aim of Swedish foreign policy. Ensuring that women and girls can enjoy their fundamental human rights is both an obligation within the framework of our international commitments, and a prerequisite for reaching Sweden’s broader foreign policy goals on peace, and security and sustainable development. [↑](#footnote-ref-14)
14. UNDP Evaluation Guidelines: Evaluation During COVID-19. [↑](#footnote-ref-15)
15. Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p. 25. [↑](#footnote-ref-16)
16. Evaluation Report Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p.49 [↑](#footnote-ref-17)
17. [UNDP Evaluation Guidelines, Box 7. Sources of conflict of interest in evaluation](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf). [↑](#footnote-ref-18)
18. When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as: (a) responsive/compliant/acceptable, and (b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. [↑](#footnote-ref-19)
19. The financial proposal should account for at least 30% of the total score. [↑](#footnote-ref-20)
20. When using this method, the award of a contract should be made to the individual consultant whose offer has been evaluated and determined as both: (a) responsive/compliant/acceptable, and (b) offering the lowest price/cost. [↑](#footnote-ref-21)
21. Six-Step Action Plan [↑](#footnote-ref-22)