



## Terms of Reference

### UNDP Tanzania-Gender Impact Terminal Evaluation across the 3 programme outcomes

#### INTRODUCTION

Gender equality and women’s empowerment 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 with attendant targets on Gender Equality and women's empowerment (GEWE). UNDP's global Strategic Plan 2018-2021 puts greater emphasis on GEWE through its commitment to the 2030 agenda and the emphasis on “leave no one behind” and “reach those furthest behind first”. Through its **Signature solution 6: Strengthen gender equality and the empowerment of women and girls**, UNDP recognizes that significant gender inequalities persist in every region of the world, manifest as the unequal distribution of care work, lack of equitable access to decision-making and unequal access to basic services, assets and finance. As such, UNDP expects that the organizational interventions at the Country level will address these inequalities and their structural causes, and discriminatory practices that perpetuate them, requires sustained multisectoral interventions. UNDP’s Gender Equality Strategy 2018-2021 further sets a clear framework and defines strategies for working towards the corporate ambitions on GEWE.

In line with these commitments, UNDP adopted gender mainstreaming in all its programme activities across the board. Reducing gender gaps in health, education, labour markets, access to finance, employment opportunities and other areas results in improving women's socio-economic position in the society which has multiplier effects such as lowering poverty levels, increasing economic growth, productivity, and more creating more resilient communities. 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 in these areas. The CPD Resources and Results Framework (RRF), has 3 outcomes that are similar to those in the United Nations Development Assistance Plan II (UNDAP II) to which UNDP contributes as part of the UN Development System support to the Government of the United Republic of Tanzania (URT). Therefore, progress in the CPD outcomes contributes to the UNDAP II results and ultimately to the development aspirations of the URT through its development plans.

Below are the three CPD outcome areas with outputs and output indicators contributing to GEWE mainstreaming;

- (i) Outcome 1: The economy is increasingly transformed for greater pro-poor inclusiveness, competitiveness, and increased opportunities for decent and productive employment

- (ii) Outcome 2: Improved environment, natural resources, climate change governance, energy access, and disaster risk management.
- (iii) Outcome 3: National governance is more effective, transparent, accountable, and inclusive.

The purposes of the evaluation are as follows

- To assess UNDP's contributions to gender equality and women's empowerment in Tanzania during the period of 2016 - 2021 and to learn from past experiences and to improve future work. To assess the extent to which the gender equality strategy functioned as an integrating dimension in the implementation of the Strategic Plan, 2016 to 2021, and how the gender mainstreaming strategy has been used in the CPD outcomes and how it has functioned to assist UNDP Country Office to achieve the gender intended results.
- It will focus on practical results, best practices achieved in key programmes, projects and interventions and the structural steps taken for gender mainstreaming within the Country Office.
- The evaluation is expected to identify bottlenecks and lessons that can be applied in the program outcomes to establish strategies of addressing the identified gaps beyond 2021 when then the current CPD comes to an end.
- Assess level of national ownership, national capacity development partnership between UN System, specifically UN Women and national partners on gender equality and women's empowerment and provide recommendations for areas of interventions and improvement that may be required for enhancing the effectiveness of the CO's development assistance.

## **SCOPE OF EVALUATION**

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.

## **EVALUATION QUESTIONS AND CRITERIA**

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

The evaluation sought to answer the following questions:

### **(a) Has UNDP Tanzania contributed to gender equality and women's empowerment development results?**

- i. How effective has UNDP been in contributing to development results being gender-responsive?
- ii. To what extent has UNDP contributed to development results being gender transformative?
- iii. What is the value-added by UNDP in promoting gender equality and women's empowerment results?
- iv. How has UNDP used partnerships to promote gender equality and women's empowerment at the national levels?

**(b) Has UNDP integrated gender equality across the institution at the programme, policy, technical and cultural levels during the period 2016–2021**

- i. How effective has UNDP been in implementing gender mainstreaming and contributing to institutional change results?
- ii. How effective has UNDP been in building in-house gender equality capacity and accountability frameworks?
- iii. To what extent is gender equality a priority in the culture and leadership of the organization?

**(c) Where have UNDP's institutional change results been the most and least successful in improving gender equality and women's empowerment development results?**

- i. To what extent has UNDP gender mainstreaming strengthened the link between development results and institutional change?
- ii. What are the key factors contributing to successful gender equality and women's empowerment results? To what extent has UNDP learned from past evaluation findings to strengthen gender equality results at the programme and institutional levels?

**METHODOLOGY**

The evaluation is expected to take several methodological approaches, such as a "theory of change" (TOC) and gender mainstreaming approaches to determine causal links between the development challenges, the interventions that UNDP has supported and observed progress under the project outcome.

**Desk Review**

A desk review should be carried out of the key strategies and documents underpinning gender mainstreaming UNDP in Tanzania. The UNDAF II as well as concept notes, the Gender seal process and all project documents developed for the CPD period. The team shall also review reports of individual project evaluations that have taken place during the period.

**Stakeholder Interviews** The evaluation team will conduct face-to-face and/or telephone interviews with relevant stakeholders, 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
- Development partners in the country. Focus groups may be organized as appropriate.

**Field Data Collection**

After 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

**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. 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 being wasted if it arrives too late to inform decisions.

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

#### **Evaluation products (deliverables)**

- 1) Evaluation inception report (10-15 pages). The inception report should be based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and before the country visit in the case of international evaluators.
- 2) Evaluation debriefings. Immediately following an evaluation, UNDP will ask for a preliminary debriefing and findings.
- 3) Draft evaluation report.
- 4) Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- 5) Final evaluation report.
- 6) Presentations to stakeholders and/or the evaluation reference group.
- 7) Evaluation brief and other knowledge products or participation in knowledge-sharing events, if Relevant.

#### **Inception report**

i) 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. 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 other respective stakeholders at the end of data collection. The draft evaluation report should contain all the sections outlined in the Evaluation Report Template) and be accompanied by a PowerPoint presentation for a Stakeholders' meeting.

iii) To get feedback from stakeholders, the report should be circulated to all stakeholders at 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. UNDP Tanzania will facilitate the presentation of the preliminary findings by the evaluator to get inputs and feedback from the Government of Tanzania and UNDP. Based on the inputs and feedbacks the consultant will draft the first draft of the evaluation and submit it to UNDP Thailand for review and get second inputs and feedbacks from the Government of Thailand and UNDP especially to find any factual errors in the report.

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 sections of the Evaluation Report Template Evaluation brief and summary.

#### **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.

#### **REQUIRED QUALIFICATIONS OF THE EVALUATION TEAM LEADER**

- Minimum Master's degree in Gender Studies, International Development with a gender focus, Economics, Development Studies, Social Science, International Relations or any other field that has a specialized focus on gender and women empowerment in a development context.
- Minimum 10-15 years of international 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 the 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 lead will, inter alia, perform the following tasks:**

- 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.
  - Participation of the evaluation consultant in the Meeting is mandatory
  - Review the key relevant documents of the country and its impact on the assignment
  - Develop the inception report, detailing the evaluation scope, methodology and approach.
  - Conduct the project evaluation by following 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 the proposal will be weighted at 70% as follows: Methodology- 35%, experience in 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.

## REQUIRED QUALIFICATION OF THE EVALUATOR

- Minimum master's degree in Gender Studies, International Development with a gender focus, Development Studies, Social Science, International Relations, or any other related field.
- International Experience in conducting the project and/or thematic evaluations in the development sector with governments or international organizations. A 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 a 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 in 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 evaluating following 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 stakeholder's 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.

## EVALUATION ETHICS

The evaluation must be carried out as per 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 understand programming relating to the theme, outcomes, and program under review. 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 outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex

## Deliverables and Timeframe

The expected duration of the assignment is 22 working days after the starting date of the assignment

No	Deliverables	Estimated Number of Days
1	Desk review of project's documents and the preparation of the Inception report	7

2	Submitting the Evaluation Inception Report and meetings with the UNDP to receive feedback on the inception report	3
3	Interviews with the project team, stakeholders (donors, government officials, CSOs, and preparation and submission of the draft MTR report	15
4	Preparation and submission of the final report following the written feedback of UNDP on the draft report	5

While UNDP will provide some logistical support during the evaluation, for instance assisting in setting up interviews with partners and, 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 UNDP staff upon request. Planned travels and associated costs should be included in the financial proposal and included in the Inception Report and agreed with UNDP.

### **1. Fees and Payments**

---

Interested consultants should provide their requested fee rates when they submit their expression of interest in USD for the Evaluation Team Leader and TZS for the National Consultant. Financial proposals should include all expected local and national travel costs within Tanzania, including DSA. Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following:

- Payment 1: 15% upon confirmation by UNDP of satisfactory delivery of Deliverable 1 and 2
- Payment 2: 35% upon confirmation by UNDP of satisfactory delivery of Deliverable 3
- Payment 3: 50% upon confirmation by UNDP of satisfactory delivery of Deliverable 4

### **2. Evaluation Criteria**

---

<b>Criteria</b>	<b>Weight</b>
<b>Technical Proposal</b>	<b>70</b>
Extensive practical experience in or Gender Studies, International Development with a gender focus,	30
Soundtrack records in managing successful thematic preferably within the technical area of the TOR (projects related to gender	25
The technical proposal should demonstrate a sound understanding of the TORs and must adequately describe the mentioned approach, methodology, and timeline of the assignment.	15
<b>Financial Proposal</b>	<b>30</b>

**APPROVAL**

This TOR is approved by:

Name: Sergio Valdini

Designation: Deputy Country representative

Signature: Sergio Valdini

Date: \_\_\_\_\_





**ANNEX: ETHICAL CODE OF CONDUCT FOR UNDP EVALUATIONS-I-**

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 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.

**ANNEX 2: 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 Standards	Methods for Data Analysis

### **ANNEX 3: Evaluation Report Template**

The length of the Report should not exceed 40 pages in total (not including annexes)

- 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

### **Evaluation Consultant Agreement Form**

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.

Date .....

Signature .....