

TERMS OF REFERENCE FOR THE EVALUATION OF UNDEF-FUNDED GRASSROOTS WOMEN LEADERS IN DEMOCRACY PROJECT (UGA00055848/UDF-UGA-06-119)

A: National Context

The 1995 Constitution of the Republic of Uganda provides for affirmative action for women, youth, workers and people with disabilities in order to ensure their representation in political decision-making at national and local government level. In the same effort, the Local Government Act 1997 as amended, guarantees a 1/3 quota for women representation on all local government councils. Furthermore, Uganda's National Gender Policy 1997 which is government's policy for mainstreaming gender in all sectors provides a legal framework and mandates every stakeholder to address gender imbalances within their respective sectors. However, Gender equality in the political arena is still too low to create the desired impact on decisions at national and at lower levels.

Uganda has held the first multi party politics election in 2006 after 20 years of single and no party politics. Given the fact that this is a new political dispensation, there is still limited understanding of how multiparty politics works and the importance of people participation particularly women political participation in the democratization process both at national and at the local levels. This challenge of women participation in political leadership has been worse in the conflict affected Northern part of Uganda. Women leaders in such areas are unable to influence policies in their favor due to limitations like lack of; funds, limited networks to support women candidates, low levels of confidence among women to participate, lack of skills and information to effectively engage the policy makers. Women are also marginalized in terms of capacity building opportunities, as service providers prefer to work in more secure areas.

In the area of Human Rights, the 1995 Constitution of the Republic of Uganda provides for civic rights of Ugandans to be aware of their civic responsibilities, rights and obligations. It further states that all persons are equal before and under the law in all spheres of political, economic, social and cultural life. In an effort to facilitate this, the government of Uganda set up the Uganda Human Rights Commission (UHRC) that is constitutionally recognised to promote and protect Human rights of the citizens of Uganda. In spite of this, many communities in Uganda have not been fully and continuously informed or engaged on their rights and responsibilities. Similar to women participation, the situation on observance, protection and promotion of Human Rights is worse in the conflict affected areas of Northern Uganda and neighbouring districts that increased the vulnerability of the communities affected by the war. At present the Human Rights commission has 6 regional offices including the Teso sub region office in Soroti but this coverage is limited to provide the required support in addressing all the human rights related complaints and issues.

Given this context of limited women political participation and limited awareness of people's rights, United Nations Democracy Fund (UNDEF) through United Nations Development Programme (UNDP) Uganda Country Office funded two projects to empower women to participate in decisions that affect them and to advocate for Human Rights. These were: -

Grassroots Women Leaders in Democracy (GWLD) Project (UGA00055848/UDF-UGA-06-119) implemented by Forum for Women in Democracy (FOWODE).

The GWLD project by FOWODE was aimed to increase awareness of grassroots women in decision making in the districts of conflict affected areas of Gulu, Kitgum and Pader through

Building the capacity of sub county councilors to gather information, analyze proposed legislation, existing policies, plans and budgets and for community based groups to conduct gender-sensitive monitoring of local government service delivery. It was also going to conduct civic education on how a multiparty system operates, importance of women's participation, roles and responsibilities of citizens in a democracy, conflict resolution and peace building, ethics and integrity, among others

B: Summary of the Project

Grassroots Women Leaders in Democracy Project implemented by FOWODE

The Grassroots Women Leaders in Democracy (GWLD) project was aimed at improving participation of women in political leadership. Its objective was to see increased visibility in number and impact of grassroots women in decision-making in conflict affected areas in Northern Uganda.

Intended outcome: Democratic practices deepened and democratic institutions strengthened through engendered political processes and structures

Project Objectives:

- i) increase the capacity of sub county female councilors to gather information, analyze proposed legislation, existing policies, plans and budgets,
- ii) build capacity of community based groups to conduct gender-sensitive monitoring of local government service delivery,

Geographical Location: Gulu, Kitgum and Pader districts.

Project period: 01/10/2007-31/12/2008

Funded amount: \$224,130

C: Objectives of Evaluation

This support was two years period for GWLD-FOWODE project at the end of which, a mandatory project evaluation is supposed to be conducted to take stock of achievements and document lessons learnt. This will help improve design and implementation of future UNDEF supported interventions.

D: Evaluation Questions

The evaluation will address questions in relation to Effectiveness, Relevance, Sustainability, Project design and Efficiency and impact. In detail, it will look at:

- **Relevance:** To what degree was the project justified and relevant given the country context and appropriate to the needs and the situation at the national level
- **Efficiency:** What was the overall performance of the project in relation to the inputs, financial management and implementation timetable?
- **Project concept and design:** How appropriate were the project strategy in addressing the problem and the project objectives? How appropriate were the executional modalities and managerial arrangements?
- **Effectiveness:** Did the project achieve the intended objectives (i.e. activities, outputs and outcomes) as detailed in the project document?

- **Impact:** What were positive and negative impacts of the project on the society?
- **Sustainability:** What is the prospect of sustainability of and replicability of the project interventions after UNDEF support?

In addition to the above, the evaluation will also:

- Analyze the challenges to the project success and lessons learned from managing them
- Highlight the lessons learnt from the projects the results achieved, the process followed provide recommendations that may be required for refining further UNDEF's future project support
- Analyze the overall impact of the projects in targeting gender and marginalized groups
- Analysis of the good practices/success stories if any
- Analyze the added value of UNDEF funding

E: Scope of Evaluation

The evaluation will cover project design, implementation, project results, resource utilization; issues of sustainability, lessons learnt and intended results of the project. The evaluation will cover the time period October 2007 to December 2008 when the projects were operational. In terms of geographical coverage, the evaluation will focus on the districts in which the projects were implemented. These are Gulu, Kitgum and Pader districts. The target population for the evaluation will be the local communities and leadership in the targeted districts which the projects intended to assist.

F: Expected Evaluation Deliverables

The following key products are expected from the evaluation team:

- Inception Report including detailed methodology and timelines
- Field work debriefing before draft report writing
- Draft Evaluation Report
- Final Evaluation Report

The final evaluation report structure will be guided by UNDEF evaluation report format and quality control checklist.

G: Evaluation report content

The evaluation reports that should, at least, include the following contents:

1. **Context/background of the project:** This should include
 - The project aim and strategy with regard to the situation analysis in the project document. It should look at the democratic context in which the project was proposed and the problem it intended to address.
 - An analysis of the situation with regard to the outcome, the outputs and the outcome-output linkages;
 - Key project stakeholders, partners and beneficiaries.
2. **Programme Objective and components**

- the appropriateness of the general objective of the project
- the value of the planned outputs and outcomes
- the success of the activities that were implemented
- the total project budget and its adequacy
- the utility of participant feedback forms

3. **Information about the evaluation process and the Evaluator:**

- Description of the evaluation methodology used (field visits, interviews, review of relevant literature, documentation review, questionnaires, participation of stakeholders, etc
- Annexes: Work plan with duration of the evaluation; TOR, field visits, people interviewed particularly women, documents reviewed, etc.

4. **An evaluation Summary**

- Key findings (including best and worst practices, lessons learned)
- Conclusions and recommendations, including suggestions for future programming.

H: Methodology or Evaluation Approach

Though the evaluation methodology to be used will be finalized in consultation with the UNDP the following elements should be taken into account for the gathering and analysis of data:

- A desk review of relevant documents (country programme, project document, annual work plans, progress reports, financial reports, etc.)
- Discussions with the Team Leader and staff of the governance programme in UNDP;
- Consultations with Project Implementing Partners i.e. FOWODE
- Field visits to select key projects and consultation with interviews with stakeholders and beneficiaries i.e. local governments, FOWODE, Local Leaders, etc

The detailed evaluation methodology will be developed by the evaluation team and submitted to UNDP as part of the inception report for approval. The detailed methodology will include:

- Research methodology
- Data collection approach
- Data collection tools
- Data analysis techniques
- A table indicating how to get to answers for all evaluation questions.

I: Skills and experience of the evaluation Consultant

The evaluation will be done by a local consultant with the following skills, experiences and qualifications:

- Master's degree in development studies or related social science fields
- At least 7 years of relevant experience in project evaluation or development programming.
- Proven experience in conducting project evaluations independently
- Proven experience in report writing and drafting
- Excellent ability to communicate in English both written and spoken, and to work in a team

- Familiarity with crisis and conflict situations

J: Implementation Arrangements

Though the evaluation will be fully independent, to facilitate the evaluation process, consultant shall work closely with the relevant Programme Analyst and report weekly on the progress of the consultancy to the UNDP Assistant Country Director in charge of the Democratic Governance Programme or any designated officer. It is expected that the Implementing Partners for these two projects to be evaluated will provide any other support needed by the consultant to carry out this task.

The timetable for the evaluation, including when different deliverables or products – such as briefs, draft report, final report is provided in the table below:

The timing and duration for the assignment will be 35 working days effective from the date of signing of the contract which is planned to be 10th May 2010. The work schedule should run as follows:

Deliverable	Time
Inception Report	5 days after signing of contract
Field work debriefing	Midterm
2 Draft Evaluation Reports	30days after signing of contract
2 Final Evaluation Reports	5 days after presentation of draft report (25 th June 2010)

The evaluation will include the following key activities:

- Evaluation design and work plan
- Desk review of existing documents
- Briefing with UNDP Uganda
- Field visits
- Interviews with partners
- Drafting of the evaluation reports
- Debriefing with UNDP
- Finalization of the evaluation reports (incorporating comments received on first draft)

The draft evaluation reports shall be presented to UNDP for review not later than 30 days after start of the assignment. Comments and feedback from all stakeholders should be incorporated into the final version of the report.

The consultants shall submit the final evaluation reports to the UNDP Assistant Resident Representative in charge of the Democratic Governance Programme not later than 5 days after presentation of the draft report.

K: Cost

The Consultant shall be paid according to UNDP rates as detailed in the table below. In addition, the consultant shall be provided with Daily Subsistence Allowance (DSA) for a maximum of 10 days in the field and at the going UNDP rate. Any other exercise related costs will be claimed by the consultant as reimbursable not exceeding 20% of the contractual amount.

The payment shall be as follows:

- 40% at presentation of inception report (percent increased since it there is field work involved)
- 60% at presentation of final report