

## GENDER EQUITABLE LOCAL DEVELOPMENT– GELD (2008-2013) Final Evaluation - Terms of Reference -

### PROGRAMME DATA SHEET

|                                 |  |
|---------------------------------|--|
| Country:                        | Regional Programme (Sub-Saharan Africa) – Mozambique, Tanzania, Rwanda, Sierra Leone and Senegal |
| Programme Title (long)          | Gender Equitable Local Development   |
| Programme Title (short)         | GELD   |
| Programme Atlas Code (by donor) | UNCDF Award No. 00058133; Project No. 00072073 (UNCDF)   |

### Financial Breakdown (by donor)

| Commitments:           | Currency | Amount    |
|------------------------|----------|-----------|
| Belgium                | USD      | 7,886,905 |
| UN Women               | USD      | 50,000    |
| UNCDF                  | USD      | 250,000   |
| Total programme Budget | USD      | 8,186,905 |

### Delivery to date (by donor, USD)

|  | 2010                      | 2011         | 2012         | 2013 | 2014 | Total delivery |
|--|---------------------------|--------------|--------------|------|------|----------------|
| Belgium  |                           |              |              |      |      |                |
| UN Women   | 348,817.00                | 351,766.00   | 962,744.00   |      |      | 1,663,327.00   |
| UNCDF  | 1,055,530.00              | 2,034,101.00 | 1,469,060.00 |      |      | 4,558,691.00   |
| <b>Total project delivery as of 31 December 2012</b> | <b>USD\$ 6,222,018.00</b> |              |              |      |      |                |

### Delivery to date in USD (by OUTPUT) of GELD Programme:

|  | 2010                      | 2011         | 2012         | Total delivery      |
|--|---------------------------|--------------|--------------|---------------------|
| OUTPUT1  | 1,212,374.00              | 1,160,403.00 | 1,884,395.00 | <b>4,257,172.00</b> |
| OUTPUT2  | 16015.00                  | 522,156.00   | 125,623.00   | <b>663,794.00</b>   |
| OUTPUT3  | 175,958.00                | 703,308.00   | 421,786.00   | <b>1,301,052.00</b> |
| <b>Total project delivery as of 31 December 2012</b> | <b>USD\$ 6,222,018.00</b> |              |              |                     |

|                          |  |
|--------------------------|--|
| Executing Agency         | UNCDF and UN Women   |
| Implementing Agency      | UNCDF and UN Women   |
| Approval Date of Project | 2 <sup>nd</sup> October 2008   |
| Project Duration         | June 2008 –December2012  |
| Project Amendment        | Amendment extending the duration of the GELD Regional Programme to 31 <sup>st</sup> July 2013.   |
| Previous UNCDF projects  | <p><b>Mozambique:</b></p> <ul style="list-style-type: none"> <li>· Building an Inclusive Financial Sector in Mozambique (BIFSMO)</li> </ul> <p><b>Tanzania:</b></p> <ul style="list-style-type: none"> <li>· One UN Joint Programme - Transition from Humanitarian Assistance to Sustainable Development in North Western Tanzania</li> <li>· Support to Local Economy in Mwanza Programme (SLEM)</li> </ul> <p><b>Rwanda:</b></p> <ul style="list-style-type: none"> <li>· Building Inclusive Financial Sectors in Rwanda (BIFSR)</li> <li>· Projet d’Appui au Développement Communautaire de Gicumbi et Rulindo (PADC/GR)</li> </ul> <p><b>Sierra Leone:</b></p> <ul style="list-style-type: none"> <li>· Kenema District Economic Recovery Programme (KDERP)</li> <li>· Siena Leone Microfinance Sector Development (MITAF II)</li> </ul> <p><b>Senegal:</b></p> <ul style="list-style-type: none"> <li>· Programme d’Appui à la Lettre de Politique Sectorielle (PA/LPS)</li> <li>· Projet d’Appui au Développement Économique Local en ancrage au Programme National de Développement Local (PADEL/PNDL)</li> </ul> |
| Previous evaluations     | Mid-term Review in 2011  |
| Dates of audits          | none   |

**Evaluation Date:** March – June2013

**Composition of Evaluation Team:**

InternationalTeam Leader: Hans Olsen

International Team Member: Verena Lahousen

## **1. Purpose of the Final Evaluation:**

### **1.1 Objectives and audience:**

The final evaluation of the GELD programme is being conducted as agreed in the project document and in accordance with UNCDF Evaluation Policy<sup>1</sup> and its Evaluation Plan 2012-2013.

The objectives of the final evaluation are:

- ✓ To assist the Belgium Government, UNCDF and UN Women to analyze the relevance, efficiency, effectiveness, likely impact and sustainability of the results achieved by the GELD in the five programme countries (Mozambique, Rwanda, Sierra Leone, Tanzania, Senegal).
- ✓ To assist UNCDF and UN Women meet their accountability objectives by assessing whether UNCDF and UN Women have effectively used their comparative advantage and the most efficient management/operational arrangements to achieve results and ensure broader replication and up-scaling of the programme;
- ✓ To generate knowledge and identify lessons learnt, challenges faced and weakness of the programme during the pilot phase in order to inform the formulation of the Phase II of the programme.

More specifically, the focus of the evaluation should be to:

- ✓ Validate programme results in terms of achievement and/or weaknesses towards the outcomes and output at country level, with a critical examination of how/to what extent the GELD Model contributed to the creation of an enabling environment for the application of gender responsive planning and budgeting at local level in the five host countries.
- ✓ Assess the potential for sustainability of the results and feasibility of nationally/locally led replication and up-scaling of the GELD Model in the 5 pilot countries.

The primary audience for this evaluation is the Belgian Government, UNCDF and UN Women, the five host countries (Mozambique, Rwanda, Sierra Leone, Tanzania, and Senegal). This evaluation - to be carried out by independent consultants under the direct supervision of the UNCDF Evaluation Unit - will help UNCDF and UN Women meet its learning objectives at the corporate and programmatic level as well as allow the

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<sup>1</sup>The revised policy of UNDP for evaluation was approved in 2011. The purpose of the policy is to establish a common institutional basis for the UNDP evaluation function. The policy seeks to increase transparency, coherence and efficiency in generating and using evaluative knowledge for organizational learning and effective management for results, and to support accountability. The policy also applies to the associated funds and programmes of UNDP – the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers (UNV) programme. <http://web.undp.org/evaluation/policy.htm#vi>



organization to fulfill its accountability for results mandate. It will also benefit broader GELD partners and stakeholders understand better the challenges and lessons being learned around the design and delivery of gender equitable local development.

### **1.2 Timing:**

The GELD final evaluation is scheduled to start in March 2013 until June 2013 with the proposed timing:

- Pre-mission phase: March 2013
- Mission phase: March-April 2013
- Post-mission phase: May-June 2013

### **1.3 Management roles and responsibilities:**

To ensure independence and fulfilment of UN evaluation standards, the Evaluation Unit of UNCDF in New York will be responsible for managing the evaluation in close collaboration with the Belgian Government and UN Women. The Belgian Government has contributed a total amount of US\$7,886,905, UN Women US\$50,000 and UNCDF US\$250,000.

An Advisory Panel for the evaluation will be set up, composed of senior technical staff from each Agency, representatives from the UN Women's Evaluation Unit and the Belgian Government. The role of the Advisory Committee will be as follows:

- Reviewing and approving the TOR
- Reviewing and commenting upon the draft report(s)
- Being available for interviews with the evaluation team
- Participate in HQ debriefing session

A separate Selection Panel will be set up to conduct the interviews and select the evaluation team incorporating members from the Steering Committee and UNCDF Evaluation Unit.

## **2. Programme summary<sup>2</sup>:**

GELD is a pilot joint programme, developed within the "One UN" principle that forges a partnership between UNCDF, UN Women and UNDP, to support local governments in five African countries to develop approaches to gender equitable development and improvement of women's access to resources and services at the local level through support to local government in 7 districts to implement gender responsive planning, budgeting and programming.

UNCDF, UN Women and UNDP have consolidated strengths and experience in supporting performance-based gender responsive planning and budgeting for local development, which can be drawn from various

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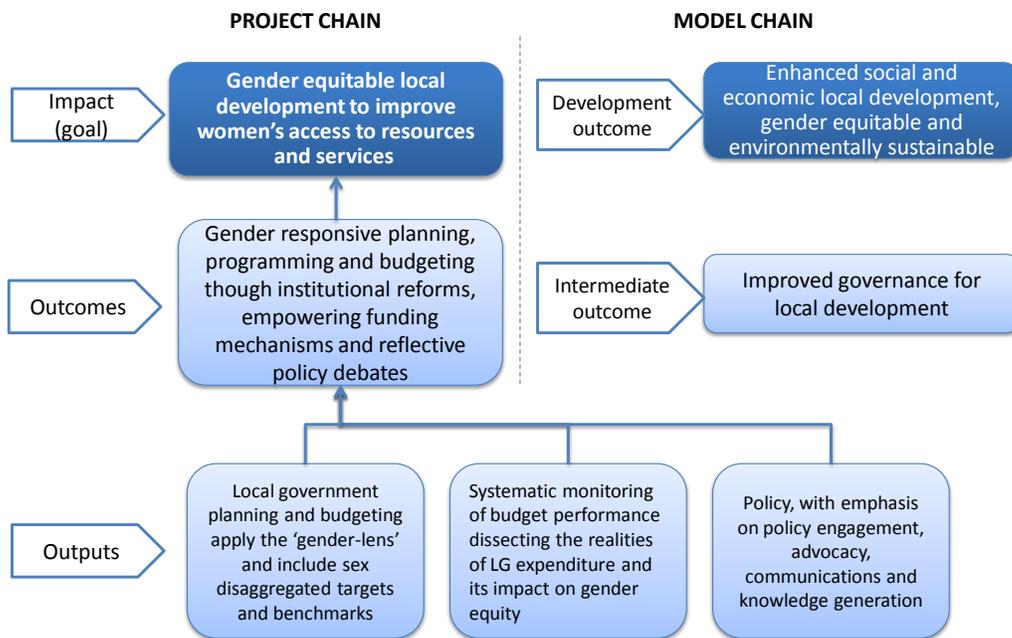
<sup>2</sup>More detailed information about the programme current status can be found in Annex 2 of this Terms of Reference "*Programme expected results, actual implementation status*".

countries all over the world. These complementary perspectives are being brought together to generate empirical experiences on gender-equitable local development that could be replicated and up-scaled.

The **GELD programme goal** is to support the achievement of gender equitable local development (GELD) to improve women’s access to services and resources. The **outcome** to achieve this goal is that gender responsive planning, programming and budgeting through institutional reforms, engendering and strengthening funding mechanisms and reflective policy debates, will be achieved in the target areas supported by the GELD programme.

The GELD programme is made up of three substantive components, as reflected in the graphic below: (a) planning and budgeting in which technical support is provided in strengthening local government planning and budgeting applying the ‘gender-lens’ and include sex disaggregated data and benchmarks and measures that support women’s empowerment; (b) equitable performance (systematic tracking of budget performance to ensure the realities of Local Government expenditure results in tangible benefits on gender equity. c) Knowledge generation and influencing policy, with emphasis on policy engagement, advocacy, communications and knowledge generation.

## GENDER EQUITABLE LOCAL DEVELOPMENT (GELD)



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A mid-term programme review was conducted in 2011 to assess programme results to date and to confirm the validity of the programme approach. Also, GELD was used as a case study for Programme Evaluability criteria by the UNEG Evaluation Task Force on Gender and Human Rights.

### **3. Evaluation Framework and methodology:**

#### **3.1 Evaluation Approach:**

The methodology used for the GELD final evaluation is based on UNCDF's core evaluation approach which involves testing the intervention logic/development hypothesis underlying a programme against evidence on its implementation performance. The evaluation will assess the coherence of the programme's theory of change, its progress toward expected outcomes and lessons learnt to date on programme design and implementation.

#### **3.2 Evaluation methodology:**

The Evaluation Unit has developed a standard Local Development Finance Evaluation Matrix based on UNCDF's standard intervention logic and the specific programme hypotheses described above. The Matrix is made up of seven general evaluation questions corresponding broadly to the well-known OECD/UN evaluation criteria of relevance, efficiency, effectiveness, likely impact and sustainability of results, and a series of further sub-questions. Taken together, these questions seek to establish whether the programme is on track to achieving the results it has set itself, as well as to provide an assessment of other relevant influencing factors such as unforeseen results, quality of programme management and monitoring, UNCDF and UN Women's comparative advantage in the area gender equitable local development, etc.

In addition to the questions, the evaluation matrix provides a clear framework for data collection, and includes a series of proposed indicators, data collection methods and sources of information for each question and sub-questions. The proposed data collection methods include: i) desk review techniques such as key document analysis; ii) structured interviews with key stakeholders, focus group discussions, community meetings, site visits, etc.

Key to the evaluation approach should be an attempt by the evaluators where possible to compare development results achieved by the programme in targeted districts to development results in similar districts where there was no programme intervention.

**It will be the responsibility of the evaluation team to present and explain the full range of data collection tools (both quantitative and qualitative) to be used in this evaluation during the Inception Phase of the evaluation.**

This primary data will complement the secondary data that programme management will provide to the evaluation team on the basis of monitoring and reporting carried out to date (see **Annex 4** for more details as well as the Evaluation Matrix).

It should be noted that the focus of the seven questions remains broadly the same for all local development evaluations in UNCDF in order to ensure comparability of results over a sample of different projects. At the same time, it is standard practice for the sub-questions to be adjusted so that it better fits the original expected results of the programme.

This preliminary work has already been done and is presented in the Evaluation Matrix. In order to support the independence of this exercise, however, the evaluation team is requested during the Inception Phase and on the basis of their review of documentation and initial interviews with key programme stakeholders,

to confirm the appropriateness of the Matrix to meet the broader objectives of the evaluation. In doing so, it is free to suggest alternative sub-questions, indicators and data collection methods. These changes should be presented as part of the Inception Report and agreed by the Evaluation Unit before the start of the in-country phase.

The proposed Evaluation Matrix is presented in **Annex 1**. The seven proposed questions and its corresponding UN evaluation criteria are described below:

| <b>GELD Evaluation Questions</b>   | <b>Corresponding UN Evaluation Criteria</b>       |
|--|---|
| <b>Question 1:</b> To what extent is the programme design coherent and relevant?   | Relevance and Design                              |
| <b>Question 2:</b> How well has the programme management delivered GELD expected results?  | Programme efficiency                              |
| <b>Question 3:</b> To what extent has the programme contributed to improved gender-sensitive systems and capacities at local government level? | Effectiveness (organizational change)             |
| <b>Question 4:</b> To what extent has GELD contributed to policy change for gender equitable local development?                                | Effectiveness (policy and strategy)               |
| <b>Question 5:</b> To what extent have GELD-funded investments contributed to enhanced opportunities for gender equitable local development?   | Likely Impact                                     |
| <b>Question 6:</b> To what extent are GELD piloted approaches likely to lead to up-scaling and replication?                                    | Effectiveness (future scaling up and replication) |
| <b>Question 7:</b> To what extent are the programme results likely to be sustainable in the longer-term?                                       | Sustainability                                    |

### 3.3 Gender and Human Rights:

As with all evaluations conducted by the UN, the evaluation must include an assessment of the extent to which the design, implementation and results of the project have incorporated a gender equality perspective and rights-based approach (section 7 of the evaluation report). For more guidance on this the consultants are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase<sup>3</sup>.

The methodology used, data collection and analysis methods should be human rights and gender sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age etc.

<sup>3</sup>[http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=980](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980)

#### 4. Evaluation work plan:

The proposed work plan includes visits to Rwanda, Tanzania and Senegal, with evaluators applying a combination of desk review, phone interviews and questionnaires/survey for the other 2 countries that won't be visited (Mozambique and Sierra Leone).

The countries to be visited have been decided in consultation with the Advisory Panel.

The preliminary distribution of number of days per team member and evaluation phase is as follows:

|                             | Team Leader                                | International Team Member                  | Dates  |
|-----------------------------|--|--|--|
| <b>Inception Phase</b>      | 8 Days                                     | 8 Days                                     | 27 March – 5 April 2013                      |
| <b>In-country Phase</b>     | 25 days (7 days/country and 4 days travel) | 25 days (7 days/country and 4 days travel) | 10 April – 4 May 2013                        |
| <b>Post-mission Phase</b>   | 10 days                                    | 8 days                                     | 6-17 May 2013 (draft report due 31 May 2013) |
| <b>Total number of days</b> | 43 days                                    | 41 days                                    |  |

A proposed work plan for in country phase will be developed by the GELD Programme Manager, with support from the National Coordinators, and attached to the Inception Report following the template presented in Annex 5.

#### 5. Evaluation Phases:

**5.1 Inception Phase:** will include the following milestones.

- Methodological briefing: to ensure clear understanding of the evaluation methodology, approach and main deliverables as per TOR. *Participants:* UNCDF Evaluation Unit HQ and the Evaluation Team.
- Individual briefings between the Evaluation Team and key programme stakeholders: The objectives of these meetings will be to familiarize the Evaluation Team with the programme and results to date and for programme stakeholders to raise any additional points that they would like the team to focus on in particular. *Participants:* Evaluation Team, Advisory Panel and key programme stakeholders, including the GELD Programme Manager.
- Inception Report: the Team should produce a brief Inception Report (20 pages maximum) to confirm their understanding of the programme's intervention logic and present the range of data collection tools (quantitative and qualitative) to be used in the evaluation. The evaluation team will use UNCDF's standard template for Inception Reports. In line with this, the Inception Report should also validate the proposed Evaluation Matrix or propose changes on the basis of the

consultant's understanding of the programme expected results. The Inception Report will be reviewed by UNCDF Evaluation Unit and the Advisory Panel. The final report will be approved by UNCDF Evaluation Unit prior to the start of the in-country phase. The template is presented in **Annex 7**.

## 5.2 In-country phase:

This phase will start directly after the approval of the Inception Report. A list of key programme stakeholders per country will be prepared by the GELD Programme Manager and validated by the Advisory Panel at the start of the Inception Phase.

It will be the **responsibility of the National Coordinators and the GELD Programme Manager to arrange the meetings and the necessary logistics in the countries visited.**

As a guide, the Work Plan will typically involve the following stages:

### b) Briefing and meetings with key informants at the National Level:

- ✓ Finalization of work plan: the team will review the draft work plan proposed in the Inception Phase with the national coordinators and GELD Programme Manager and make any necessary adjustments, taking into account practical and logistical considerations.
- ✓ Mission briefing: If appropriate, the Team will brief UNCDF/UN Women/UNDP in-country staff on evaluation objectives and scope on the first day of the mission.
- ✓ Security brief: the PO/National coordinator in each country is responsible of ensuring that the Evaluation Team receives a security brief with DSS upon arrival in country.
- ✓ Key informant interviews (capital city): to gather information and evidence with members of national governments and donors.
- ✓ Debriefing to the Advisory Panel (if requested): the evaluation team may be asked to debrief the Advisory Panel and Evaluation Unit at the end of the first or second country visits. This with a view to provide a sense of the evaluation team's preliminary findings ahead of the draft reporting phase.

### c) Meetings with Regional/Local stakeholders:

- ✓ Kick off local workshop: provides the team the opportunity to explain the purpose of the evaluation and meet key stakeholders at the regional and local level.
- ✓ Site visits and key informant interviews (focus groups, surveys, participatory methods, etc.).
- ✓ Debriefing local level: to provide an overview of the findings prior to preparing the draft evaluation report. It should take place right after the completion of the field work and will serve as the first validation of the evaluation findings. Such debriefings are intended to promote learning and building ownership around the evaluation's key findings with programme counterparts.

## 5.3 Post-Mission Phase:

- Draft report, Executive Summary: Upon returning to their home bases, the Evaluation Team should proceed with writing a draft evaluation report according to the template provided in **Annex 6** to be

submitted by the team leader on the agreed date. Upon initial approval of UNCDF HQ Evaluation Unit and the Advisory Panel the draft report will be circulated to all key stakeholders for written comments.

- 4 – 6 page country reports for each country visited, summarizing the main findings and setting out key highlights and areas for improvement for the attention of Programme Steering Committee members (to be annexed to the main report).
- When submitting the revised report, the Team Leader should also submit a Summary Table setting out which comments have been addressed and where, and which comments have not been addressed and the reasons why they have not been addressed.
- Global Debriefing: Once the draft report has been prepared, the Team Leader will be asked to make an oral presentation by teleconference of the team’s main findings and recommendations to UNCDF, UN Women, the Government of Belgium and senior staff from both agencies. This debriefing will be chaired by the UNCDF Executive Secretary.
- The Final Evaluation Report should be submitted by the evaluation team leader to the Evaluation Unit of UNCDF in New York. The report must include an Annex for the Management Response using the prescribed template where the Team leader will include the main recommendations listed in order of priority. The key actions will be then developed by the programme team.

**NOTE:** Depending on the quality of the first draft report submitted by the Team Leader several rounds of comments may be needed to meet the quality standards expected by the UNCDF Evaluation Unit. A quality standard for UN evaluation reports is attached in **Annex 8 “UNEG Quality Checklist for Evaluation Reports”**.

The report will not be considered final until approved by the UNCDF HQ Evaluation Unit.

## **6. Schedule of main deliverables:**

The Evaluation Team Leader is responsible for preparing and submitting the following deliverables:

| <b>MAIN DELIVERABLES</b>  | <b><u>SUBMISSION DATE</u></b>                      |
|---|--|
| <b>Inception report</b> (max 20 pages). Must include a clear description of the data collection methods to be used/developed.   | 8 April 2013                                       |
| <b>Draft Evaluation Report</b> (max 35-40 pages excluding annexes) and <b>Executive Summary</b> (max 2-3 pages).  | No later than 31 May 2013                          |
| <b>4 – 6 page Country Reports</b> for the 3 countries visited with main findings and areas for improvement (to be annexed to the main report). This assessment should draw upon the different | Immediately after completion of each country visit |

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|---|--|
| qualitative and quantitative tools developed and applied during the evaluation. Additional debriefings might be requested after the field phase to present these preliminary findings.  |  |
| A document summarising in bullet point form <b>key points from all meetings conducted</b> (half a page per meeting maximum)   | Submitted together with the Inception Report for the preliminary meetings, and together with the country reports for the others. A separate batch of meeting notes will be submitted for those interviews pertaining the countries not visited |
| <b>Summary Table</b> setting out which comments on the 1 <sup>st</sup> draft report have been addressed and where (page number), and which comments have not been addressed and the reasons why they have not been addressed. | No later than 1 week after the consolidated round of comments on the 1 <sup>st</sup> draft report has been submitted to the consultants  |
| <b>Power Point Presentation for HQ debriefing</b> (max 20 slides and 20 minutes presentation).  | 1 week before the scheduled HQ de-briefing   |
| <b>Final Evaluation Report, Executive Summary, Management Response and Summary of response to main comments.</b>  | No later than 2 weeks after the final round of comments has been submitted to the consultants  |

**IMPORTANT:** The Evaluation Team’s contractual obligations are complete only after UNCDF HQ Evaluation Unit’s approval of the Final Evaluation Report for quality and completeness as per the TOR.

### **7. Composition of Evaluation Team:**

The GELD Evaluation will be conducted by a team of 2 international consultants. For budget reasons it is not possible to hire additional local consultants. It is expected, however, that the international team will be supported directly for the in-country phase by the National Coordinators. The profiles and responsibilities are outlined below:

#### **Profile specifications for international Evaluation Team Leader and Local Development Expert: 43 days**

- Minimum of 10 years of accumulated experience in Local Development Finance and Gender Responsive Planning and Budgeting.
- Demonstrated experience in leading evaluations in Local Development Finance and Gender Responsive Planning and Budgeting.
- Proven ability to use participatory evaluation methods and in applying qualitative and quantitative evaluation methods to assess programme results at individual, institutional, sector and policy level.
- Thorough understanding of key elements of results-based programme management and its link to high quality evaluation

- Knowledge of UNCDF LDF approach and experience of the countries where the programme is implemented is considered an asset.
- Familiarity with UNEG Norms and Standards in Evaluation.

**Responsibilities** (in addition to all other generic responsibilities and expected deliverables outlined in this TOR):

- Documentation review
- Developing and presenting the necessary data collection tools in the Inception Report.
- Leading/managing the evaluation team in planning and conducting the evaluation
- Deciding on division of labour, roles and responsibilities within the evaluation team
- Ensuring the use of best practice evaluation methodologies
- Leading the presentation of the draft evaluation findings and recommendations for the 3 countries visited
- Leading the drafting and finalization of the evaluation report, integrating to the extent possible all comments received from different partners
- Present the main findings and recommendations in the final debriefing.
- Regularly updating UNCDF, UN Women and the Government of Belgium on the progress of the evaluation
- Quality control for the evaluation report.
- Adherence to UNCDF templates and other requirements as specified in this TOR.

**Profile specifications for gender-responsive budgeting expert: 41 days**

- At least 5-10 years of sound experience in the field of gender equality, local development, public administration and social policies with specific expertise on gender responsive budgeting (GRB) and public finance.
- Proven experience in government planning and budgeting processes, gender budget and planning processes.
- Experience in participating in evaluation teams focusing on gender and local development programmes is considered an asset.
- Sensitivity and experience with gender mainstreaming and participatory approaches in project design and/or implementation.
- Ability to link poverty analysis with access to basic services, in an evaluation exercise.
- Technical assistance in the area of public finance management (including supporting public procurement at the local level) and provision of socio-economic infrastructure and basic services, local capacity development and in different policy and administrative aspects of decentralization.
- Conceptual understanding and experience with gender mainstreaming and participatory approaches in project design and/or implementation.
- Experience with results-based project and programme management.
- Knowledge of UNCDF LDF approach and experience in the countries where the programme is implemented is be considered an asset.

**Responsibilities International Team Member** (in addition to all other generic responsibilities and expected deliverables outlined in this TOR):

- Documentation review



- Contributing to developing of the necessary data collection tools (to be presented in the Inception Report).
- Ensuring the use of best practice evaluation methodologies
- Leading the presentation of the draft evaluation findings and recommendations for the 3 countries visited
- Contributing to the drafting and finalization of the evaluation report, integrating to the extent possible all comments received from different partners.
- Adherence to UNCDF templates and other requirements as specified in this TOR.

**ANNEXES:**

- Annex 1: Complete GELD Evaluation Matrix (separate word file)
- Annex 2: Programme expected results, actual implementation status of GELD Programme
- Annex 3: Intervention logic for UNCDF Local Development Finance
- Annex 4: Indicative Documentation List
- Annex 5: Template in Country Work plan
- Annex 6: Outline Final Evaluation Report and Executive Summary
- Annex 7: Inception Report template (separate word file)
- Annex 8: UNEG Quality Checklist for Evaluation Reports (separate pdf file)

**Annex 1: Proposed GELD Evaluation Matrix (separate word file)**

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**Annex 2: Programme expected results and actual implementation status**

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As set out in the results and resources framework of the original project document, the expected results of the programme are as follows:

**Intended outcome**(as stated in the Country Programme Results and Resources Framework):  
Gender responsive planning, programming and budgeting through institutional reforms, empowering funding mechanisms and reflective policy debates, achieved.

Outcome indicator:

1. % of local government expenditure devoted explicitly to pro-poor and gender-equitable local development investments.
2. No. of targeted local governments that have the capacity for preparing gender equitable MDG-based local development plans and results-based budgets with all stakeholders.
3. No. of targeted local governments that have the capacity and financing to implement gender responsive local development plans.
4. No, of targeted local governments that are accountable to citizens for the implementation of gender equitable local development plans and budgets.

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| <p><b>Output 1:</b><br/>Planning and budgeting: local government planning and budgeting intentions apply the 'gender-lens' and include sex Disaggregated targets and benchmarks and measures that support women's Empowerment.</p> <p>Indicators:<br/>1. Gender equitable development plan prepared.<br/>2. Gender-responsive performance budget prepared.</p> | <p><b>Output 2:</b><br/>Equitable performance: systematic monitoring of budget performance dissecting the realities of LG expenditure and its impact on gender equity - this includes the realities of expenditure outcomes on the empowerment of, or the impediment to, the empowerment of women.</p> <p>Indicators:<br/>1. Gender budget analysis completed for all revenue and expenditure within client Local Councils.<br/>2. effective role of women in decision-making</p> | <p><b>Output 3:</b><br/>Policy, with emphasis on policy engagement, advocacy, communications and knowledge generation.</p> <p>Indicators:<br/>1. Conceptual framework prepared and tested.<br/>2. Baseline budget analysis completed as policy and socio-economic benchmark.</p> |
|--|---|--|

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|---|---|---|
| <p>3. All planned training at council and community levels completed.<br/>4. GELD fund levers mainline expenditure at 50% of approved initiatives.<br/>5. improved capacity of local councils with regard to gender responsive planning and budgeting</p> | <p>3. Stakeholder analysis and beneficiary assessment completed.<br/>4. Tracing the conclusions of beneficiary analysis into subsequent budget decision-making.</p> | <p>3. Guidelines for gender responsive local planning and budgeting are produced and used<br/>4. Host and participate in regional and national policy forums,<br/>5. Annual assessment of experience and resulting guidelines prepared / updated.</p> |
|---|---|---|

*Programme implementation status:*

The following table depicts the **main results of GELD as of December 2012:**

| <b>Outputs</b>   | <b>Output Targets</b>  | <b>Summary of current project status</b>   |
|--|--|--|
| <p><b>Output 1:</b><br/>Planning and budgeting: local government planning and budgeting intentions apply the 'gender-lens' and include sex Disaggregated targets and benchmarks and measures that support women's Empowerment.</p> | <p>*Gender Responsive local development plans (Decentralized) have been prepared and implemented in all the 5 GELD focal countries.<br/>* Capacities of decentralized government authorities enhanced in gender-responsive performance budget.<br/>* Improved capacity of local government authorities with regards to the collection of sex disaggregated data and information.<br/><br/>Gender Responsive Capital Investment projects have been financed in all 5 GELD focal countries<br/><br/>Gender disaggregated data has been generated and used in local government planning, budgeting and public expenditure management procedures</p> | <p>Throughout the implementation of the GELD programme, capacity development initiatives have been constantly carried out to enhanced and maintain decentralized government authorities capacities in gender-responsive planning, budgeting, as well as improving the monitoring and evaluation processes.</p> |
| <p><b>Output 2:</b><br/>Equitable performance: systematic monitoring of budget performance dissecting</p>  | <p>* Localized gender budget analysis has been undertaken for all revenue and expenditure within the 5 focal countries</p>   | <p>Systematic collection and analysis of sex disaggregated data and information has been achieved in substantively in Rwanda, Mozambique, Senegal and Tanzania</p>   |

|   |  |   |
|---|--|---|
| <p>the realities of LG expenditure and its impact on gender equity - this includes the realities of expenditure outcomes on the empowerment of, or the impediment to, the empowerment of women.</p> | <p>Gender responsive budget performance has been undertaken in the 5 GELD focal countries</p> <p>* Effective participation of women and men as key stakeholders in decentralized decision-making processes has been enhanced.</p> <p>* Gender responsive participatory processes have been systematically applied to the local development planning, budgeting and expenditure tracking to ensure that gender differentiated needs of women and men have been incorporated and effectively responded to at the local level and have influenced budgetary allocation as well as other key decision-making processes. In particular, women’s critical voice has been registered in all planning and budgeting procedures of local government at the local level.</p> | <p>and to a lesser degree in Sierra Leone where the practice is yet to be systematized. Records of the number of women and men, boys and girls participating in programme related activities are available for all five GELD focal countries. The GELD programme has considerably increased women participation in local decision making processes, which is a fundamental step to enhance gender-responsive local governance.</p>  |
| <p><b>Output 3:</b><br/>Policy, with emphasis on policy engagement, advocacy, communications and knowledge generation.</p>  | <p>* Gender-responsive policy engagement has been implemented and has enhanced<br/>The implementation of the Decentralization Policies of the five GELD focal countries. The policy decisions have begun to influence national level policies. * Gender responsive knowledge has been generated, managed and shared in national, regional and international policy forums and emerging lessons are being incorporated into national and regional policy formulation in relation to gender responsive local development options.</p>  | <p>Gender-sensitive policy impact has been notable especially in Rwanda where a review and revision of the <u>Rwanda Organic Budget Law for 2012/2013</u> has been proposed to the national parliament. When passed, this major policy influence further supports localized gender-responsive planning and budgeting. This is be a main contribution to the consolidation and institutionalisation of GELD as a major tool of local development financing. Similarly, in the remaining four GELD focal countries, there are direct move towards engendering local and national policies and programming strategies, plans and budgets which are already in place .Advocacy strategies to get the emerging knowledge and lessons from GELD</p> |

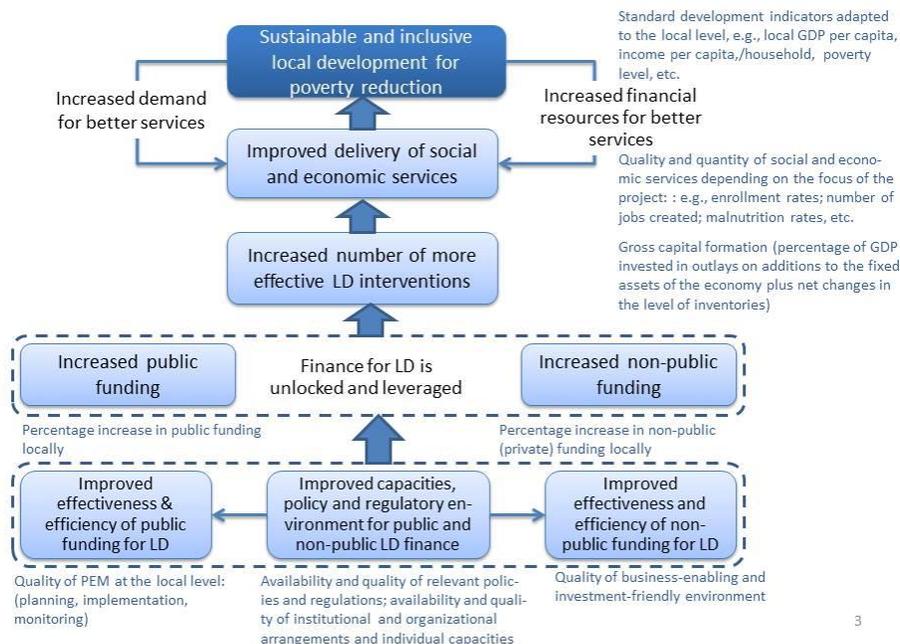
|  |  |  |
|--|--|--|
|  |  | are in place for building more present and deliberate national and regional platforms for stepping-up the case for further gender-responsive policies. |
|--|--|--|

### Annex 3: Intervention logic for the Local Development Finance Practice Area

In many parts of the world there are insufficient capital flows to localities. Despite aggregate global growth, (recently slowed down) these places lack both the institutions and the resources to accelerate their development. Therefore there is growing inequality and for many the overall national attainment of the Millenium Development Goals will mean little. This leads to lagging development, weak local institutions and feelings of disenfranchisement and exclusion. Countries often lack the systems to re-invest the proceeds of growth (including fiscal resources and private funds) back into these localities, or to attract additional resources for local areas.

LDF Practice Area (LDFP) works with local governments, local administrations and local investors as strategic partners of choice. LDFP develops and strengthens local public financial management institutions often through the application of seed capital to test new mechanisms and systems. This promotes the mobilisation, allocation, investment of capital to the local level, with local accountability. In this way LDFP catalyses additional capital flows to responsive institutions. This leads to sustainable, inclusive and equitable local development. The LDF Theory of Change is summarised in the graphic below:

### LDF THEORY OF CHANGE



For further information, please refer to the two power point presentations on LDFP Core Approach and LDFP Results Chain

#### Annex 4: Indicative documentation list

##### (1) UNCDF DOCUMENTS

All relevant programme-related documentation will be provided to the Evaluation Team. Documentation will include, at minimum:

- Copy of original signed Project/Programme document
- Copies of any substantive project document and budget revisions
- Previous evaluations
- Baseline studies as relevant
- Technical studies, communications and other deliverables
- Mission reports
- Annual work plans, progress reports (Management Information System reports) and financial reports
- Annual and quarterly MCF reports
- Programme Audit Reports
- Documentation, guidelines, studies produced by programme
- UN Common Country Assessment and UN Development Assistance Framework for the programme country
- UNCDF Strategic Results Framework

##### (2) Other relevant Non-UNCDF Documents

Documents prepared by the Government, national stakeholders and other international and national stakeholders of value in terms of preparing the team with relevant background should be listed here.

#### Annex 5 – TEMPLATE FOR IN COUNTRY WORK PLAN PREPARATION - (draft to be completed by GELD Programme Manager with support from National Coordinators when countries to be visited have been selected)

| Number of days | ACTIVITIES   |
|----------------|--|
|                | <b>Capital</b>   |
|                | Arrival of consultants   |
|                | Meeting with UNCDF/UN Agencies   |
|                | <b>Meetings with stakeholders :</b><br><i>Please indicate names /contact details / institution</i> |
|                | <b>Project intervention zone</b>   |
|                | Travel to intervention zone  |
|                | <b>Meetings with stakeholders :</b><br><i>Please indicate names /contact details / institution</i> |
|                | Return to capital  |

|              |                       |
|--------------|-----------------------|
|              | Debriefing in capital |
|              | Departure             |
| <b>Total</b> | <b>days</b>           |

## Annex 6 - Outline Final Evaluation Report

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Basic geographic and demographic data.  
 Programme Data Sheet.  
 Acronyms and abbreviations.

### Executive Summary

**Evaluation Report** (35– 40 pages maximum excluding annexes):

1. Scope and Objectives of the Evaluation
2. Evaluation Approach and Methodology
3. Programme Profile and Context:
  - 3.1 Programme description and background, including programme expected result
  - 3.2 Current programme implementation status
  - 3.3 Current programme financial status
4. Evaluation Findings per Evaluation Question (20 pages minimum)
5. Conclusions and Recommendations
  - 6.1 Overall Assessment
  - 6.2 Recommendations
6. Gender and Human Rights
7. Annexes:
  - Annex 1: Terms of reference
  - Annex 2: Programme Results and Resources Framework
  - Annex 3: Country Reports
  - Annex 4: List of persons interviewed and list of projects sites visited
  - Annex 5: Bibliography
  - Annex 6: Mission work plan
  - Annex 7: Completed 'Management Response' with the main recommendations.
  - Annex 8: Inception Report (not sure we need this here)
  - Annex 9: Data collection tools used
9. List of Tables
10. List of Graphs
11. List of Figures

**Annex 8: UNEG Quality Checklist for Evaluation Reports (separate pdf file)**

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