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**Individual national consultant to conduct a Final Evaluation for the project Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development**

**1.0 Background:**

Northern Uganda experienced over 20 years of conflict that was responsible for huge violations of human rights; caused enormous suffering for the communities; led to massive forced displacements of population; loss of life and opportunities; near collapse of the economy and widespread poverty in the region. This Conflict was also responsible for the widening gender inequalities that made women and girls more vulnerable to new forms of discrimination and exploitation during resettlement reconstruction and development in Northern Uganda.

Government of Uganda through the Comprehensive Peace, Recovery and Development Plan for Northern Uganda (PRDP) 2007-2010, sought to consolidate peace and security, and lay a foundation for recovery and development. While the PRDP focused on areas that were critical to women’s human rights, all its priority interventions and expected outcomes accorded low priority (if any) to gender and women’s concerns. Consequently, women and girls did not benefit equally from the resources that had been allocated for the implementation of the PRDP. In fact available statistics on the socio-economic status of women and men indicate that the gender gaps are widening.

In light of this, the Ministry of Gender, Labour and Social Development (MGLSD), Parliamentary Budget Office (PBO), the Department of Women and Gender Studies (DWGS) of Makerere University and Development Alternatives (DELTA) designed the Gender Budget Project aimed at building the capacity of policy makers to develop and implement PRDP related programmes and budgets that address women and men’s needs more equitably as well as strengthen women’s voice in demanding accountability on their human rights from leaders. This was a One (1) year project, commencing in July 2011 and ending in June 2012. However, due to delays in the finalization of the project document, the project commenced on January 2012 and will end on31st March, 2013.

This project contributed to the United Nations Development Assistance Framework (UNDAF) outcome on Governance and Human Rights. It also contributed to the Country Programme Action Plan(CPAP) outcome on enhancing the capacity of selected local governments and oversight entities built and delivering accountable, inclusive and demand driven social and economic services. At the district level, the project targeted both the district councilors and technical staff in the four project districts of Lamwo, Amuru, Nebbi and Apac as well as the Women’s Task Force. At the national level, the project targeted committees of parliament and the technical staff of parliament who are largely responsible for the budgeting processes. The total budget for the project is USD$272,721 contributed from the Japanese Trust Fund and UNDP contributed USD$ 64,500 from the TRAC resources. Operationally the project will close at the end of March, 2013.

**2.0 Project Strategy:**

The United Nations is committed to gender mainstreaming and women’s empowerment, in its operations and programmatic work. In compliance with its principles and also a guiding development principle of Uganda, gender mainstreaming and women’s empowerment are an area of special focus in the UNDAF for 2010 – 2014. Within the context of current UN reforms, UN Agencies are maximizing their comparative advantages for greater impact in their common programming framework, i.e. the UNDAF. Several joint programming areas were identified within the various Outcome Areas of the UNDAF where Agencies committed themselves to deliver as ONE in support of the national efforts. This was aimed at enhancing collaboration among Agencies and coherence in programming; reduced duplication of activities and the incidence of double funding, standardized procedures and greater efficiency of resources and reduced transaction costs of partners in government and civil society organizations who were to deal with lead agencies rather than several individual Agencies. A joint programming approach also required joint resource mobilization and joint reporting. This would enhance greater accountability of results and impact of donor support and also reduce their transaction costs by dealing with a single UN entity rather than multiple Agencies working on similar issues.

Gender equality and women’s empowerment are embedded in the Millennium Declaration and are imperative for achievement of 6 of the 8 Millennium Development Goals (MDGs), viz. Goal 1 on poverty reduction, Goal 2 on universal primary education, Goal 4 on reducing child mortality, Goal 5 on improving maternal health, Goal 6 on combating HIV/AIDS and Goal 7 on ensuring environmental sustainability. Women’s Empowerment and Gender Equality is the third of the MDGs and is therefore also an end in itself and not only a means for the achievement of the other Goals. The UN and governments, including Uganda are committed to the achievement of the MDGs by 2015, and the UN has consequently within its various mandates and programmes been assisting governments in working towards achievement of the Goals including measuring of progress. It is against this background that the Gender Budget Project for Northern Uganda was designed in order to inform the implementation process within the PRDP to become gender sensitive in order to respond to the unique needs of women and men; boys and girls. Gender budgeting was one of the identified entry points to deliver on this commitment.

**3.0** **Purpose of the Evaluation:**

This Terminal evaluation is intended to assess achievement of the set objectives, and to identify and document lessons learnt, best practices and design issues that can be used to model/shape future projects.

As an integral part of the project cycle, the evaluation will analyze effectiveness, efficiency, relevance, impact and potential for sustainability of the project. It will also identify factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results. Findings from the evaluation are expected to inform the Japanese Trust Fund, UNDP, the Government of Uganda, Civil Society Organizations, Local Governments, women and youth who were the main beneficiaries of the project.

**4.0 Scope of the 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 1st January 2012 to March 2013 when the project was operational. The geographic coverage of the evaluation will include the project area of implementation namely Nebbi, Apac,Amuru and Lamwo. The target population for the evaluation will be the Members of Parliament(MPs), select committes of Parliament,key sectoral ministries,district councillors and technocrats in the four project districts as well as the women activists in the four project districts that benefited from the programme. The evaluation will also cover the project staff at the Parliamentary Budget Office(PBO) who were the Implementing Partners as well as the stafff from the responsible parties i.e. Development Alternatives,Ministry of Gender,Labour and Social Development and School of Women and Gender Studies Makerere University-Kampala.

**5.0 Objectives of the Evaluation:**

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

* **Relevance:** This will assess the degree to which the project was justified and relevant given the country context and appropriate to the needs and the situation at the four PRDP project districts. The extent to which the project objectives and performance continue to remain useful to the country needs;
* **Efficiency:** This will be the analysis of the overall project performance, the outputs in relation to the inputs, and management arrangements for implementation of the project. Assessment of how economically the project converted inputs into outputs;
* **Effectiveness of the project**: Did the project achieve the intended objectives?  This will be a review of the activities, outputs and outcomes as detailed in the project document. The evaluation will assess the achievement of indicators and review the work plan, planned duration and budget of the project.
* **Impact:** The evaluation will assess the impact of the project (both positive and negative) on the target audiences and the effects. The changes in people’s lives intended or unintended to which project interventions can be shown to have contributed.
* **Sustainability:** What is the prospect of the sustainability of and replicability of the project interventions after the project support? The likelihood of continued, long-term benefits from the project’s interventions.

In addition to the above, the consultant will specifically consider the following:

**5.2.1** Examine how the capacity of Members and staff of Parliament, key Sectoral Ministries and District Councilors and technocrats was built on gender budgeting and how this influenced the budgeting process both at national and the four Local governments

**5.2.2** Analyze how the project strengthened the evidence base for gender equality and women’s empowerment in Northern Uganda recovery, reconstruction and development in the four project districts and how this was used to facilitate the Gender Budget process

**5.2.3** Assess how the capacity of women activists to demand for gender equitable resource allocation was strengthened.

**5.2.4** Evaluate how the project provided and strengthened technical support to specific committees of Parliament and districts on gender analysis of budgets, policies and gender sensitive oversight of government performance in Northern Uganda.

**6.0 The Evaluation Methodology /Approach:**

In general, the evaluation approach will comprise a desk review, field work, qualitative and quantitative data analysis among others. The approach should elaborate the sources of data, sample and sample frame for the source of data, data collection procedures and instruments, performance standards, stakeholders’ participation, ethical considerations and major limitations of the methodology used. The consultant is expected to be abreast with the objectives, indicators, baseline information, historical developments, institutional and management mechanisms, project activities and any already documented ‘lessons learned’ of the project. The consultants will develop a detailed appropriate approach/ evaluation methodology to address the above evaluation questions. The evaluation methodology will be agreed upon by UNDP and the Project Team during the inception report, and will include:

* Review of documents related to the project such as project document, quarterly and annual progress reports, monitoring reports, field visit reports etc
* Data collection approaches and tools, focusing on structured interview with partners who are knowledgeable about the project. This will include: Implementing Partner and responsible party personnel, Project Manager, UNDP Project Personnel, members of the Project board, project beneficiaries, opinion leaders e.t.c.
* Data analysis techniques, including a table indicating how the consultants will obtain answers for all evaluation questions.

**7.0Duties and Responsibilities of the Consultant:**

 In addition to the above, the consultant is responsible for the following:

* Review of documentation to be provided by the project (implementation/evaluation reports)
* Conducting fieldwork and interview of stakeholders, national and local government officials, communities and stakeholders to generate authentic information and opinions.
* Writing and compilation of the information and reports as needed.
* Presentation of draft report containing the key findings, highlighting achievements and constraints, and making practical recommendations to decision makers and stakeholders.
* Finalization of the Terminal Evaluation Report.

**8.0 Required Qualifications, Skills and Experience for the consultant:**

**8.1 Qualifications:**

* A minimum of a Master’s Degree or equivalent in Gender Studies, Women and Gender studies, Development Studies or Monitoring and Evaluation.

**8.2 Skills:**

The evaluation will be undertaken by a national consultant with expertise in conducting project evaluations in Gender Mainstreaming and particularly the Gender Budgeting area. The consultant must be independent of both the policy-making process and the delivery and management of assistance to the project. He or she should not have been engaged in the activities to be evaluated, or responsible in decision-making roles for the design, implementation or supervision of the project. The consultant is expected to be impartial and will present a comprehensive and balanced appraisal of the strengths and weaknesses of the project and activities being evaluated.

**8.3 Experience:**

* 10 years of relevant experience in evaluations at the national and international levels in Uganda, East Africa on international development issues.
* 10 years experience in Gender Mainstreaming and/or Gender Budgeting.
* Substantive knowledge of participatory M&E processes is essential, and experience with working with Government Ministries, Local Governments and Civil Society Organizations in Uganda will give an added advantage.
* Experience in the review/evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors, is required.
* Excellent English writing and communication skills.

**9.0 Expected Deliverables and Time Frame for the Evaluation:**

The products listed below are expected from the evaluation in the formats agreed upon between the consultants and UNDP. The final report will be based on the structure of UNDP [evaluation report](#Report) guidelines (annex 1).

The timing and duration for the assignment will be 21 working days effective from the date of signing of the contract. The following deliverables are expected from the evaluation team within the time frame stipulated in the table below:

| **Deliverable** | **Timeline(days)** |
| --- | --- |
| An acceptable Inception Report with clear indications of understanding of the terms of reference, the deliverables and detailed methodology | 3 days from the date of signing the contract |
| Field work debriefing before draft report writing | 5 days from the date of presenting the inception report |
| Acceptable Draft Evaluation Report as per sample Report Outline provided; The draft evaluation report shall be presented to stakeholders in the targeted districts, Project partners and other stakeholders for review not later than 18 days after start of the assignment. Comments and feedback from all stakeholders should be incorporated into the final version of the report.  | 10 days from the date of field work debriefing |
| PowerPoint Presentation for UNDP and stakeholders | To tally with presentation of an acceptable evaluation draft  |
|  Acceptable Final Evaluation Report of a maximum of 45 pages, MS word font 12, Times Roman (excluding annexes), using the attached report format, including 5 bound hard copies and 1 soft copy. | 3 days from the date of presentation of the draft evaluation report |
| **TOTAL** | **21** |

**10. Remuneration:**

* The consultant’s payment shall be based on the financial proposal developed for this consultancy. All the expected expenses related to the consultancy should be quoted in the proposal.
* Payment shall be made in three installments of;
* 20% payment upon submission of an acceptable inception report
* 30% upon submission of an acceptable draft report;
* 50% final payment upon submission of the approved final report incorporating recommendations from the stakeholders and/or the validation meeting

**11.0 Reporting:**

The consultant will work under the overall guidance and leadership of the UNDP Country Director. He/She will liaise on day to day basis with the relevant UNDP Programme Officer and will also work closely with the Team Leaders of the Accountable Democratic Governance and the Management Support Units

**12.0 Reference Materials:**

* Project Document for Gender Budget Project for Northern Uganda Recovery, Reconstruction and Development
* Quarterly and Annual Project Reports;
* Training Reports
* Monitoring Reports
* [UNDP Quality Criteria for Evaluation Report](http://www.undp.org/eo/documents/erc/Evaluation_Report.doc) ;
* [Ethical Code of Conduct for Evaluation in UNDP;](http://www.undp.org/eo/documents/erc/Code_of_Conduct.doc)
* [The Evaluation Policy of UNDP](http://www.undp.org/eo/documents/Evaluation-Policy.pdf);
* [United Nations Evaluation Group Standards for Evaluation in the UN](http://www.uneval.org/documentdownload?doc_id=22&file_id=128) (2005);
* [Norms of Evaluation in the UN system](http://www.uneval.org/documentdownload?doc_id=21&file_id=123);
* Any other relevant documents ( recommended by UNDP)

The selected consultant will be expected to adhere to a code of conduct (Statement on Ethics), and conduct him/herself according to the expected ethical standards.

**13.0 Evaluation Method and Criteria**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

* responsive/compliant/acceptable, and
* Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) where the minimum passing score of technical proposal is 70%.

Evaluation Criteria:

Technical Proposal (Maximum 70 points):

* Relevance of education – 5 points
* Language skills – 5 points
* Experience in evaluations at the national and international levels in Uganda, East Africa on international development issues – 10 points
* Experience in Gender Mainstreaming and/or Gender Budgeting – 10 points
* Substantive knowledge of participatory M&E processes is essential, and experience with working with Government Ministries, Local Governments and Civil Society Organizations in Uganda will give an added advantage – 10 points
* Experience in the review/evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors, is required – 10 points
* Interpretation of the assignment, methodology and work-plan – 20 points

Financial Proposal (Maximum 30 points): To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP**.**

**14.0 Application Procedure**:

Applicants are requested to apply online at <http://jobs.undp.org> by 15th March, 2013. Applicants are required to submit an application and proposals, ) including the following documents/information **in a single document** (preferably in Adobe PDF format):

1. I.  Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP (see Annex II)

II Technical Proposal:

* Explanation as to why you consider yourself suitable for the assignment.
* A brief methodology on the approach and implementation of the assignment.
* Workplan for the assignment

III. Personal CV

* Highlighting past experience in similar projects.
* Work references - contact details (e-mail addresses) of referees.

III. Financial Proposal

* Financial proposal (in template provided in Annex II) stating an **all-inclusive fixed lumpsum fee** in Ugandan Shillings supported by a breakdown of costs. Such total lump sum price must include professional fee, and any other expenses related to the assignment (e.g. travel costs and accommodation for field work translation interpretation, holding of workshops/focus group discussion etc). The Consultant will be paid against the completion of specific, measurable deliverables and payment installments stated in this ToR.
* UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.
* Please note that the system will only allow you to upload one document, therefore all the technical and financial proposals are to be attached to the CVs and uploaded together at once.

**Annexes** (to be downloaded from UNDP Uganda website, procurement notices section: www.undp.or.ug):

* Annex I: Individual Contractor General Terms and Conditions
* Annex II: Template to Confirmation of Interest and Availability and Submit the Financial Proposal