Annex 8 Terms of Reference



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|  |  | **UN JOINT PROGRAMME ON GENDER EQUALITY** |
|  |  | Supported by UKaid from the Department for International Development |
|  |  | |
| **Programme Title**: **THE UNITED NATIONS JOINT PROGRAMME ON GENDER EQUALITY (UNJPGE) 2010-** | | |
|  | **2014 – UGANDA** |  |
| Duty Station: | | Kampala, Uganda |
| Application Deadline: | | 3rd October 2011 |
| Type of Contract: | | Individual Contract |
| Post Level: |  | International Consultant/ National Consultant |
| Languages Required: | | English |
| Starting Date: | | 22nd October 2012 |
| (Date when the selected candidate is expected to start) | | |
| Typology of the consultancy: | | International (with National) |
| Duration of Initial Contract: | | 25 days over a 2 month period |
| Expected Duration of Assignment: | | 25 days over a 2 month period |
| **I.** | **Description of the Programme** | |



The United Nations Joint Programme on Gender Equality in Uganda (UN) is a five- year programme (2010-2014) coordinated by the UN Entity for Gender Equality and Women’s Empowerment (UN Women), involving ten UN Agencies, six Government Ministries, Departments and Agencies (MDAs) and two national CSO networks advocating for gender equality and women’s empowerment. The purpose of the UNJPGE is to address the national priorities for gender equality as outlined in the Uganda Gender Policy and its corresponding National Action Plan. The **goal** of the UNJPGE is to ***‘enhance gender equality in access to services and opportunities.’***

The programme is aligned and contributes to the National Development Plan and the Millennium Development Goals targets.

The UNJPGE outcome areas are also aligned to the UN Development Assistance Framework (UNDAF) 2010 -2014, and contribute to specific UNDAF Outcomes. The programme is expected to contribute to the realisation of five key outcomes:

***Outcome 1*** *focuses on the strengthened government capacity for gender responsive planning, budgeting andprogramme management to directly benefit women and girls.* It targets the capacity of Ministry of Gender, Labourand Social Development (MoGLSD) to effectively coordinate the gender-related initiatives in the country, in close collaboration with the key government MDAs in the accountability sector.

**O*utcome 2****aims at enhanced at improved access to legal, health, and psychosocial services of SGBV survivors*seeks to deliverprotection and legal redress for survivors of sexual and gender-based violence in Uganda, through the implementation of an integrated model of services and appropriate spaces for women and children who encounter this type of violence. The integrated model includes a number of legal, psycho-social and health services.

***Outcome 3*** *aims at increased school participation, completion and achievement rates of girls in primary education*.It includes the dissemination of the Gender and Education Policy in all the regions in Uganda, the construction of in numerous sanitary facilities in schools, and the return of boys and girls to school, through the empowering peer mechanism of the Girl’s Education Movement (GEM) clubs.

***Outcome 4*** *focuses on civil society’s capacity to advocate and demand accountability from government for deliveryon gender responsive laws, policies and strategies*.

***Outcome 5*** *aims at getting UN partners deliver effective, strategic and efficient support for gender-responsivegovernance*.

The programme is implemented in ten target districts and is funded by the Department for International Development (DFID) in agreement with Government of Uganda, and participating UN agencies through the Multi-Partner Trust Fund Office (MPTF Office) of the United Nations Development Programme (UNDP), as the Administrative Agent.

**II. Purpose and Scope of the evaluation**

After two and half years of implementation, it is a requirement to conduct a mid-term review of the UNJPGE in order to assess its progress against outputs, management and coordination aspects to establish necessary follow up measures for implementation in the remaining period - 2012-2014. The over-arching aim is to assure that the program is still relevant and is on course to deliver on its intended results.

**Objectives**

The main objectives of the proposed review are to:

1. Take stock of current programme achievements, challenges and opportunities;
2. Verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof;

(iii)Assess the programme design, objectives, strategies and implementation arrangements in light of changes in the program context and the risks therein;

1. Make recommendations on how to improve performance of the programme, and
2. Identify areas which implementing partners and program management should pay specific attention to in order to achieve programme results.

**Scope of the evaluation**

The evaluation will specifically include:

* UN participating organizations.
* Main partners of UN participating organizations
* Specific sites for the evaluation will be further worked out by the respective UN agencies during the actual planning of the evaluation process.

***Clients:***

The clients of the evaluation and main audience of the report are:

* Relevant staff in target ministries, local government and targeted government institutions, and participating CSOs.
* Relevant staff in participating UN-agencies.
* UN Women
* Technical units and head of Units in the participating UN-agencies.
* UN-agency Headquarters
* Development partners

The outcome of the evaluation will be used for two purposes:

* To address challenges faced in implementing the programme and develop appropriate management, operational and institutional responses to improve delivery on results over the remaining programming period.
* The lessons learnt and good practices will be shared with GoU stakeholders, UN partners, and relevant staff in participating UN agencies, UN Women and other relevant stakeholders to be replicated in similar ongoing or future GEWE -related programmes.

**III. Key Evaluation Questions / analytical Framework:**

The specific review questions and relevant evaluation instruments will be determined during the inception stage. The following questions shall guide the inquiry under the different aspects of the analytical framework.

***Relevance and strategic fit:***

* Is the programme addressing the relevant needs in the country? Have new, more relevant needs emerged that the programme should address?
* Are the stakeholders taking ownership of the programme concept?
* To what extent is the programme contributing to the national priorities stipulated in key documentation?

***Validity of the design:***

* How the programme is aligned to the UNDAF and was a gender analysis conducted during the UNDAF or the development of the UNJPGE. If undertaken, did the gender analysis offer good quality information on underlying causes of inequality to inform the UNJPGE design?
* Are the planned programme outputs and results relevant and realistic for the situation on the ground? Do they need to be adapted to specific (local, sectoral etc.) needs or conditions?
* Is the intervention logic coherent and realistic? What needs to be adjusted? (refer to the programme Results

Matrix)

o Do results causally link to the intended outputs (immediate outcomes) that link to broader impact(development goal)?

1. What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other?
   1. Who are the partners of the programme? How strategic are partners in terms of mandate, influence, capacities and commitment?

* How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?

***Efficiency:***

* Have resources been used efficiently? Have activities supporting the strategy been cost-effective?
* Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered?
* Are there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality in the design, implementation, monitoring and evaluation of the UNJPGE?
* Are there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort is made to overcome these challenges?

***Effectiveness:***

* Is the programme making sufficient progress towards its planned outputs? Will the programme be likely to achieve its planned results upon completion?
* Have the quantity and quality of the outputs produced so far been satisfactory? Do the benefits accrue equally to men and women?
* How has the UNJPGE enhanced ownership and contributed to the development of national capacity?
* Are UN agencies working together more effectively?

***Sustainability:***

* Does the intervention design include an appropriate sustainability and sustainability strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in human rights and gender equality after the end of the intervention?
* To what extent are stakeholders involved in the preparation of the sustainability strategy?
* To what degree are partners changing their policies or practices to improve human rights and gender equality fulfilment (e.g. new services, greater responsiveness, resource re-allocation, improved quality etc.)?

***Coherence:***

* To what degree are partners working towards the same results with a common understanding of the inter-relationship between interventions?
* To what extent are approaches such as attention to gender, human rights based approach to programming and results based management understood and pursued in a coherent fashion?

***Management and Coordination:***

* How well are responsibilities delineated and implemented in a complementary fashion?
* How well have the coordination functions been fulfilled?
* Are management and implementation capacities (coordination, participating UN agencies, IPs) adequate?
* How effectively does the programme management monitor programme performance and results?

o Have appropriate means of verification for tracking progress, performance and achievement of indicator

values been defined?

o Is relevant information and data systematically being collected and collated?

o Is information being regularly analysed to feed into management decisions?

* How (if at all) has the programme made strategic use of coordination and collaboration with other Joint Programmes to increase its effectiveness and impact?

Accordingly, the following analytical framework is suggested for the final report:

1. Title page (1 page)
2. Table of Contents (1 page)
3. Executive Summary (2 pages)
4. Acronyms (1 page)
5. Background and Programme Description (1-2 pages)
6. Purpose of the review (1 page)
7. Methodology and review process (1 page)
8. Findings, Analysis, Conclusions, and Recommendations (no more than 15 pages). *This section's contentshould be organized around the TOR questions, and include the findings, conclusions and recommendations for each of the subject areas to be evaluated*
9. Lessons learned (1-2 pages)
10. Annexes: including the terms of reference, evaluation workplan and any other relevant documents.

**IV. Methodological approach**

The evaluation methodology will be developed by the Evaluation Team and presented for approval to the Evaluation Steering Committee. The methodology should use a combination of quantitative and qualitative research methods that are appropriate to address the main evaluation questions. These methods should be applied with respect of human rights and gender equality principles and facilitate the engagement of key stakeholders. Measures will be taken to ensure data quality, validity and credibility of both primary and secondary data gathered and used in the evaluation.

The evaluation will be carried following UN Evaluation Group (UNEG) Norms and Standards (see <http://www.uneval.org/>),UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in theUN system, see Annex to this TOR. In line with Norms and Standards a management response will be prepared for this evaluation as practical means to enhance the use of evaluation findings and follow-up to the evaluation recommendations. The management response will identify who is responsible, what are the action points and the deadlines.

The consultants are expected to:

1. Present and discuss an Inception Report with the Evaluation Steering Committee. This report should include, but not limited to:
   * + Interpretation of the Terms of Reference
     + Detailed Work Plan Schedule – Detailed Data Collection Methodology Data Collection Tools –
2. Conduct desk review - collect and analyze:
   * + - UNJPGE programme document;
       - Data submitted by UN agencies and implementing partners;
       - Participating UN Organization’s programme annual work plans, reports, studies and other pertinent documents;
       - Progress against the UNJPGE outputs and outcomes and indicators;
       - 2010 and 2011 UNJPGE Annual Review Reports and other related documents.
   1. Conduct participatory processes in the review:
      * + Meet with members of the Joint Steering Committee, GRG members, other programme staff to solicit input and feedback into the review;
        + Conduct field visits to validate reported results in the 2010 and 2011 UNJPGE annual review reports;
        + Conduct Agency and outcome/based meetings with UN agencies, outcome leads and partners at Kampala and field levels to clarify on the evaluation focus of each results area and validate findings and interpretations.
   2. Involve senior management of the UNJPGE:
      * + Discuss findings with the RC during the review process;
        + Present and discuss findings with the Joint Steering Committee.
   3. Document best practices/success stories from participating UN agencies and implementing partners on how the programme activities are contributing to increased and improved gender equality in access to services and opportunities.

**Documents that will be shared with the evaluators**

* UNJPGE programme document
* UNDAF 2010-2014
* UNJPGE results Matrix
* UNJPGE Performance Monitoring Framework
* Joint Monitoring reports
* 2010 and 2011 UNJPGE Annual Review Reports and other related documents.
* Programme work plans
* Progress reports (and presentations on progress and achievements)
* Interim reports
* Publications and promotional materials
* Reports on specific activities
* Documents related to programme achievements

**V. Main Outputs of the Evaluation**

The evaluators will be expected to deliver:

1. Inception report that includes a detailed evaluation design outlining key questions, data collection and analysis methods – this framework should be developed in a participatory manner- (the evaluator and the evaluation committee will work closely ) before commencement of the actual review
2. A draft report for review by Participating UN Agencies and main partners
3. A second draft report incorporating comments made on the first draft.
4. Power point presentation for dissemination purpose
5. To further promote learning and the exchange of experiences, a dissemination strategy will be developed for sharing lessons learnt and good practices from this review with UN partners, GoU stakeholders, relevant staff in participating UN-agencies, UN Women and other relevant stakeholders.
6. One or two success stories to be included in the UN Resident Coordinator’s Annual Report 2012 as separate Annexes to the final report according to a given format.
7. Observations Report that documents the review process so that the process can be improved in the succeeding UNJPGE reviews.
8. As annexes to the final report:
   1. Terms of Reference.
   2. Updated and/or revised Results Matrix.
   3. List of documents reviewed.
   4. List of UN agencies, implementing partners and staff consulted.

**VI. Management Arrangements, work plan and time frame**

In line with UN Evaluation Group Norms and Standards, an Evaluation Steering Committee will be constituted to serve as sounding board and consultative body to ensure the active involvement of stakeholders. The evaluation committee will help to:

* Provide a more balanced picture of views and perceptions regarding the progress of the UNUNJPGE.
* Make the evaluation more relevant through influencing not only the way the evaluation process is designed and implemented, but also the possible consequences and utilization of the evaluation.
* Prompt primary users of the evaluation and other stakeholders into action during and after the evaluation.

Each participating Agency will appoint an evaluation focal person. The evaluators will thus be able to ask for any support and reports directly to the evaluation focal persons of the programme.

The Evaluation committee will serve as the primary contact with the evaluation team. The Committee will consist of members from the Gender Reference Group (GRG), the UNJPGEGE coordinator, UN WOMEN M&E Officer and UN Women Regional Evaluation Specialist. The Committee will assist key aspects of the evaluation process such as drafting and finalising ToR, selecting evaluators, review of preliminary report, establishing dissemination plan and implementation of recommendation strategy. It will also provide a technical guidance throughout the evaluation process and facilitate the evaluators’ engagement with relevant stakeholders. The Committee will also coordinate the primary data collection.

Prior to the evaluation, the Committee will discuss with the evaluators the TORs and criteria for a good quality evaluation as outlined in the international norms, standards and guidelines quoted above. Upon the completion of the review, the Committee will meet the evaluators to discuss whether the agreed upon criteria have been fulfilled. The Committee will give approval for the final evaluation report.

The evaluation coordinating agency, UN Women in consultation with the RC will provide the necessary guidance on the process and in reviewing the draft report.

The review will be done in 25 working days in November/December 2012.

**Accountabilities**

UN WOMEN will be accountable for coordination of stakeholders’ involved, organizing field-visits, focus groups, providing translator/interpreter and other logistical issues.

**VII. Evaluation team**

This assignment will be done by a team of two people: one international consultant and one national consultant.

***Core values / guiding principles:***

The evaluators will adhere to the following core values and guiding principles:

* Integrity: Demonstrating consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
* Cultural Sensitivity/Valuing diversity: Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.

***Specific competencies:***

* Ability and experience in leading Evaluations.
* Knowledge of issues concerning governance, women's rights and gender equality.
* Specific knowledge in the area of democratic governance, economic empowerment, GBV and/or gender mainstreaming.
* Excellent facilitation and communication skills and the ability to conduct and document.
* Experience with focus group discussions and key informant interviews.
* Ability to deal with multi-stakeholder groups.
* Ability to write focused evaluation reports.
* Wide experience in quantitative and qualitative data collection methods.
* Willingness and ability to travel to the different project sites in the country.
* Ability to work in a team.
* Fluent in English
* Ability to manage and supervise the evaluation team and ensure timely submission of quality evaluation reports within deadline.

***Required Background and Experience***

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **International consultant** | | **National consultant** | | |  |  |  |
|  Advanced Degree in Social Sciences, | |  Advanced Degree in Social Sciences, | | | |  |  |
|  | Development Studies or other relevant field |  | Development Studies or other relevant field | | | |  |
|  | and with formal research skills. |  | and with formal research skills. | | |  |  |
|  At least 7 years experience in conducting | |  At least 5 years experience in conducting | | | |  |  |
|  | evaluations as team leader |  | evaluations |  |  |  |  |
|  | High proficiency in English |  | Fluent in English | |  |  |  |
|  Ability to manage and supervise evaluation | |  Familiarity with the UN joint programming, UN | | | | |  |
|  | teams and ensure timely submission of quality |  | agencies, | mandates, | programmes | and |  |
|  | evaluation reports |  | activities. |  |  |  |  |
|  | Experience in leading complex evaluations e.g. |  | Solid knowledge of the UN system including | | | |  |
|  |  |  |
|  | of UN Joint Programs, Delivering as One etc. |  | the UN agencies and policy frameworks in | | | |  |
|  |  |  |  |
|  |  |  | Uganda. |  |  |  |  |
|  Experience working in Uganda and Knowledge | |  |  |  |  |  |  |
|  | of Uganda political and social culture, |  |  |  |  |  |  |
|  | policies/laws and programmes is an asset. |  |  |  |  |  |  |

**VIII. Applying for the consultancy**

Applicants are required to submit an expression of interest to undertake the assignment/consultancy and include the following:

* Cover letter stating why you want to do this work, your capacity and experience and available start date.
* It should also indicate whether you apply for the International or National consultancy
* Detailed CV (UN Women P11)- this can be down- loaded from the UNWOMEN website

Applications with the above details should be sending to [caspar.merkle@unwomen.or](mailto:caspar.merkle@unwomen.org)g;  [jane.oteba@unwomen.org](mailto:jane.oteba@unwomen.org)and [apolo.kyeyune@unwomen.or](mailto:apolo.kyeyune@unwomen.org)g

**Applications must be sent by 3rd October 2012**

**ANNEX: ETHICAL CODE OF CONDUCT FOR THE EVALUATION**

It is expected that the evaluators will respect the Ethical Code of Conduct of the UN Evaluation Group (UNEG). These are:

• **Independence**: Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.

* **Impartiality**: Evaluators shall operate in an impartial and unbiased manner and give a balancedpresentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
* **Conflict of Interest**: Evaluators are required to disclose in writing any past experience, which may giverise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
* **Honesty and Integrity**: Evaluators shall show honesty and integrity in their own behaviour, negotiatinghonestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
* **Competence**: Evaluators shall accurately represent their level of skills and knowledge and work onlywithin the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
* **Accountability**: Evaluators are accountable for the completion of the agreed evaluation deliverableswithin the timeframe and budget agreed, while operating in a cost effective manner.
* **Obligations to Participants**: Evaluators shall respect and protect the rights and welfare of humansubjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
* **Confidentiality**: Evaluators shall respect people’s right to provide information in confidence and makeparticipants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
* **Avoidance of Harm**: Evaluators shall act to minimize risks and harms to, and burdens on, thoseparticipating in the evaluation, without compromising the integrity of the evaluation findings.
* **Accuracy, Completeness and Reliability**: Evaluators have an obligation to ensure that evaluationreports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
* **Transparency**: Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, thecriteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
* **Omissions and wrongdoing**: Where evaluators find evidence of wrong-doing or unethical conduct, theyare obliged to report it to the proper oversight authority.