# Annex 1: Terms of Reference

**TERMS OF REFERENCE FOR END OF PROGRAMME EVALUATION**

**Programme Title: THEUNITED NATIONS JOINT PROGRAMME ON GENDER EQUALITY (UNJPGE) 2010-2014 – UGANDA**

1. **Description of the Programme**

The United Nations Joint Programme on Gender Equality in Uganda (UNJPGE) is a five-year programme (2010­ - 2014) coordinated by the UN Entity for Gender Equality and Women’s Empowerment (UN Women), involving Eight 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 support Government of Uganda address the national gender priorities to enhance gender equality and women’s empowerment line with 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 JPGE outcome areas are also aligned to the UN Development Assistance Framework (UNDAF) 2010-2014, and contributes to specific UNDAF Outcomes. The programme is expected to contribute to the realization of five key outcomes as follows:

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

**Outcome 2** aims at improving access to justice, health and psychosocial services for SGBV (GBV) advocacy and integrated service delivery, and seeks to offer protection 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 to raise awareness 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 increasing 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 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 strengthening civil society capacity to advocate and demand accountability from government for delivery on gender responsive laws, policies and strategies.

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

The programme is implemented in ten (10) target districts of Kaabong, Moroto, Kween, Pallisa, Nebbi, Gulu, Kitgum, Lira, Masaka, Mbarara, and is funded by the Department for International Development (DFID) in agreement with Government of Uganda, and participating UN agencies through the Multi-Donor Trust Fund (MDTF) and with United Nations Development Programme (UNDP), as the Administrative Agent. UN Women is the coordinating agency for the joint programme.

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

As specified in the UNJPGE implementation guidelines, it is a requirement to conduct an end of programme evaluation of the UNJPGE. The purpose of the evaluation will be to evaluate the Joint Program design, operations, administration, and outcomes in order to identify lessons and good practices that can improve future Joint Programming on Gender Equality and Women’s empowerment in Uganda.

**Objectives**

The main objectives of the proposed review are to:

1. Take stock of the 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;
3. Assess the programme design, objectives, strategies and implementation arrangements in light of changes in the program context and the risks therein;
4. Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and women’s empowerment in Uganda. The evaluation will be a tool for deepening knowledge and understanding of the assumptions, risks, options and limits of development programming and cooperation around GEWE in Uganda.

**Scope of the evaluation**

The evaluation will specifically include:

* Participating UN Organizations (PUNOs).
* Main Implementing Partners (Government, NGOSs, CSOs) of UN participating organizations
* Target beneficiary communities/groups under the programme
* 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, Departments and Agencies.
* Participating CSOs
* Target beneficiary communities/groups
* Relevant staff in participating UN-agencies.
* UNCT and its structures (PMT and M&E group)
* UN Women
* Technical units and head of Units in the participating UN-agencies.
* UN-agency Headquarters
* Development partners, and particularly the main donor(DFID)

1. **Evaluation Use**

Aligned with United Nations Evaluation Group (UNEG) Norms and Standards, this evaluation has an explicit focus on utility. The Government of Uganda, Donors and the UN will be the primary users of this evaluation. A synthesized knowledge product drawing upon lessons learned about the process and management of the joint program will provide recommendations for effective design, planning, management, monitoring and evaluation for future joint programming/programmes on GEWE in Uganda. Lessons learned and information relating to the outcomes of the Joint Program and its impact will provide input into the priority areas of focus for future Joint Programming in these areas. This knowledge product will be shared with key stakeholders, donors and partners. The development of this document will be done by the evaluation team, in close collaboration with the Evaluation Management Team and the Resident Coordinator. 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 evaluation results will be shared broadly with all stakeholders involved in the programme to inform future initiatives. It will specifically be posted on the online UNWOMEN ‘Global Accountability and Tracking of Evaluation Use - GATE System’.

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

The specific review questions and relevant evaluation instruments will be determined during the inception stage and in close consultation with the Evaluation Reference Group. The following questions shall guide the inquiry under the different aspects of the analytical framework.

1. Relevance: To what extent have the objectives of the Joint Program been consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders?
2. Efficiency: How economically were resources / inputs (funds, expertise, time, etc.) converted to results?
3. Effectiveness: To what extent were the Joint Program’s objectives achieved, or are expected / likely to be achieved? The basis for this inquiry will be the JP results framework
4. Sustainability: What is the likelihood of a continuation of benefits from the UNJPGE after the intervention is completed or the probability of continued long-term benefits?
5. Impact: What were the Positive and negative, primary and secondary long-term effects produced by the Joint Program, directly or indirectly, intended or unintended? (The evaluation will not be able to fully assess the Joint Program’s impact, as some activities are still ongoing; however it will address the following questions with the results and evidence that is available to date)
6. Validity of the design:How well was the program conceived and what effect this had on its potential to achieve the postulated results?
7. How well were the Management and Coordination functions and what was their impact on the implementation and achievement of results?

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 20 pages). *This section's content should 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 (if applicable, 1-2 pages)
10. Annexes: including the terms of reference, evaluation matrix, work plan, data collection instruments and any other relevant documents.
11. **Methodological approach**

The evaluation methodology will be developed by the Evaluation Team and presented for approval to the Evaluation management team. 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 to 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.unwomen.org/about-us/accountability/evaluation/), UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in the UN 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 evaluation should draw on and serve to complement the previously conducted and on-going Joint Program evaluations in Uganda (i.e. JP GBV, and the Mid-Term review of the UNJPGE).

The consultants are expected to:

1. ***Present and discuss an Inception Report*** to the Evaluation Management Team. 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 –

1. ***Conduct a desk review*** which will focus on an in-depth context analysis of the Joint Programme, and also answer some questions of relevance. The documents include all those listed in the next section of this ToR.
2. ***Conduct Key Informant Interviews***: Key informants are individuals who are knowledgeable or experienced in a specific areas or aspects of the Joint Programme. For the purposes of this evaluation the key informants could range from Steering and Technical Committee members, key staff of participating agencies and Ministries, key civil society partners, implementing partners, and representatives of the beneficiary groups. Depending on the nature of information required, available time and resources, the evaluating team will conduct semi-structured individual or group interviews. This methodology will be useful for triangulating information and interviewing a broad range of stakeholders.
3. ***Conduct Focus Groups / Consultation Workshops:*** *Focus group discussions can gather in-depth qualitative* information from a group of participants with a similar background/role in the Joint Program – for example, civil society partners, community leaders, program participants / beneficiaries, etc. The discussion will be facilitated and guided by a list of topics/questions developed by the evaluating team. The team will also identify focus groups based on the areas of evaluative inquiry.
4. ***Conduct Field and site visits:*** A selection criteria will be developed in consultation with the evaluation team, the Joint Program management unit as well as national leadership
5. **Documents that will be shared with the evaluators**

* UNJPGE programme documents, MoUs, SAAs.
* UNDAF 2010-2014
* UNJPGE results Matrix
* UNJPGE Mid-Term Review Report
* 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
* The relevant national documents (e.g. Uganda Gender Policy, National Development Plan, etc.)

1. **Main Outputs of the Evaluation**

The evaluation team will be expected to deliver:

1. An Inception report that includes a detailed evaluation design outlining key questions, data collection and analysis methods, data collection tools/protocols, list of key informant/agencies; review of evaluation questions, performance criteria, issues to be studied; Description of theory of change/intervention logic; Work plans for all members of the evaluation team with clear timelines and responsibilities; Evaluation matrix (with at least evaluation questions, indicators, methods of data collection, data sources, evaluation criteria). This framework should be developed in a participatory manner- (the evaluator and the Evaluation Management Task Force will work closely) before commencement of the actual review.
2. Data collection instruments/tools that will inform a systematic and structured approach to information gathering and analysis.
3. A draft report for review by the Steering Committee, Participating UN Agencies and main partners
4. A second draft report incorporating comments made on the first draft.
5. Power point presentation for dissemination purpose
6. A synthesized knowledge product drawing upon lessons learned about the process and management of the joint program
7. 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 including beneficiary communities.
8. One or two success stories to be included in the UN Resident Coordinator’s Annual Report 2013 as separate Annexes to the final report according to a given format.
9. Observations Report that documents the review process so that the process can be improved in the succeeding Joint Programme reviews.
10. As annexes to the final report:
    1. Terms of Reference.
    2. Updated and/or revised UNJPGE Results Matrix.
    3. List of documents reviewed.
    4. Data collection tools used
    5. List of UN agencies, implementing partners, staff and other stakeholders consulted.
11. **Management Arrangements, work plan and time frame**

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

* Provide a more balanced picture of views and perceptions regarding the progress of the JPGE.
* 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 Management task force will serve as the primary contact with the evaluation team. The Task force will consist of beneficiaries, M&E specialists from Select UN agencies, Government, and CSO. The Task Force will assist key aspects of the evaluation process such as drafting ToR, making inputs in 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 Task Force will also coordinate the primary data collection. Prior to the evaluation, the Task Force 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 Task Force will meet the evaluators to discuss whether the agreed upon criteria have been fulfilled. The Task Force 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 30 working days during December 2014 - January 2015.

**Accountabilities**

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