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TERMS OF REFERENCE FOR TERMINAL EVALUATION

| | |
|-----------------------------|---|
| Project Title | Strengthening Women's Representation in National Leadership Project |
| Project Number | (Atlas No.00083501) |
| Implementing Agency | Women Issues Network Belize, (WIN Belize) |
| Project Sites | 6 Districts of Belize |
| Project Duration | June 2012 to June 2015 |
| Project Budget (USD) | USD \$225,000.00 |

1. Introduction

The Strengthening Women's Representation in National Leadership project funded by UNDEF has an overall development objective to promote women's right to representation and participation in national leadership as a prerequisite to improve their economic and social status in Belize. The project which is being implemented by WIN Belize started in June 2012 and will end in June 2015.

The project's objective is to strengthen the capacity of women and civil society organizations to foster and contribute to the development of an inclusive, human-rights oriented political platform to institutionalize equal participation of women as constituent representatives in national elections would contribute to the following expected outcomes:

- **Increased public awareness and support of women's political participation and political leadership, and gender equality in national decision-making**
- **Improved capacities of civil society and women's organizations to actively advocate for equal participation and representation of women in electoral politics and national leadership**

UNDP is now seeking to hire a qualified and experienced consultant to conduct the Strengthening Women's Representation in National Leadership terminal project evaluation.

2. Objectives of the Evaluation

Consistent with UNDP's evaluation policies, the Terminal Evaluation has four main objectives:

1. To monitor and evaluate results and impacts, including an assessment of sustainability;
2. To provide a basis for decision making on actions to be taken post-project;
3. To assess the effectiveness and efficiency of resource use;
4. To document, provide feedback on, and disseminate lessons learned.

The Terminal Evaluation is intended to be a systematic learning exercise for project partners. The exercise is therefore structured so as to generate and share experiences and practical knowledge. To achieve this, the evaluation will take place in a consultative rather than an



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advisory manner. It will also identify and document lessons learned and make recommendations that might improve design and implementation of similar projects, or maximize the impact of the Project going forward. It is important to emphasize that the process is not about finding fault or a proxy for measuring individual or institutional performance.

3. Scope of the Evaluation

The scope of the evaluation is closely related to the following objectives:

3.1. Appropriateness of the project's concept and design:

Assess the appropriateness of the project's concept and design and the project's effectiveness in realizing its immediate objectives and the extent, to which they have contributed towards developing networks, enhance research and action research capacities, improving monitoring and evaluation system and the capacity of WIN Belize in achieving its long-term development objectives.

In particular, the Consultant should assess whether:

- The problem was identified correctly;
- The project approach was sound, and the identification of stakeholders, nodal agencies, operational partners, beneficiaries and users of the project results was done appropriately;
- The underlying assumptions were accurate and the objectives were the correct ones for solving the perceived problem;
- The objectives and outputs were stated precisely and in verifiable terms; the objectives were achievable;
- The linkages between objectives, inputs, activities, outputs, expected outcomes and impact was logical;
- The relationship between different project elements (outputs, activities etc.) were logical and commensurate with the time and resources available;
- The adequacy of the quantity and quality of project inputs relative to the targeted outputs;
- The project was relevant to:
 - Increasing women's participation in national leadership
 - The development priorities for women in Belize
 - The UNDP areas of focus

3.2. Review efficiency and adequacy in implementation and management of the project

In particular, the consultant should review the following:

- The quality and timeliness of - inputs, activities, responsiveness of project management of changes in the project environment and of the monitoring/backstopping of the project by all concerned parties;
- Evaluate whether project design allowed for flexibility in responding to changes in the project environment;
- How well the project used its resources (including human and financial) to produce outputs and carry out activities;
- Whether the project strategy was clearly articulated and followed; a work plan was prepared and followed and the timeliness of the project inputs deployed in relation to the annual work plans;
- The factors that impeded or facilitated the production of the outputs;
- The extent to which local expertise (by gender), indigenous technologies and resources have been used;
- The appropriateness of the Institutional arrangements for execution and implementation, in particular the following:
 - How well the project was managed;
 - The adequacy of the monitoring and reporting mechanisms;
 - The adequacy of the government commitment to the project;
 - Whether stakeholders have a sense of ownership of the project;
 - The efforts made by the host institutions to ensure participation of different stakeholders in the implementation process and the extent of their participation; and
 - Whether there were any conflicts of interest among stakeholders, and if so, the steps taken to resolve these conflicts.

3.3. To review the results of the project

In particular, the consultant should:

- Review the achievements of the project and assess their effectiveness in solving the perceived problems;
- Assess whether the project has produced its outputs effectively and efficiently;
- Assess the quality of the outputs and how they are being utilized (i.e. assess project impact);
- Assess whether the project has achieved or impeded the progress of the project in achieving its desired results;
- Determine the effect of the project on target groups or institutions;
- Assess any unforeseen effects on non-target groups and any unintended effects caused by the project;
- Assess the adequacy of the project self-monitoring;
- Assess the significance of the results achieved for the country or region;
- Determine the degree of support given by the Government in integrating the project objectives and goals into the national development programme and other related projects, and vice versa how well the project fits into the national development policy.

- Whether mechanisms have been put in place to ensure the sustainability of project results?
- How successful has the project been in maintaining interest of the NGOs, government sector, relevant research institutions and other financial institutions?

3.4. Document Lessons Learnt

Identify and document lessons learned (including lessons that might improve design and implementation of other UNDP projects). In particular, the consultant should describe the main lessons that have emerged in terms of:

- Strengthening country ownership/drivenness;
- Strengthening stakeholder participation;
- Application of adaptive management strategies;
- Efforts to secure sustainability;
- Knowledge transfer; and
- Role of M&E in project implementation and its effectiveness.

In its reporting of the project's results, the evaluation consultant should highlight the following aspects:

- The extent to which project personnel were sufficiently trained, and whether there was enough capacity and human resource to fully implement the project.
- The adequacy of institutional arrangements in attaining the long-term objective of the project. Also the infrastructural, logistical, and financial implication of sustaining the project objectives beyond the project duration/after completion of UNDEF funding.
- Assess whether the RBM and performance indicators have been used as project management tools.
- Impact of the project upon beneficiaries/users.

3.4.1. Project Specific Learnings

- I. Determine the project's contribution to shaping the landscape for women's political participation in Belize
- II. Assess the effectiveness of the project's advocacy campaign and strategy
- III. Assess the impact of legislative review process being undertaken by a NGO body

3.4.2. Other Specific Project Issues to be addressed

- I. Has the project utilized innovative approaches and made any policy level interventions to replicate such projects, in future?
- II. Sustainability of each activity, especially the M&E systems developed under project;
- III. Involvement of local communities, NGOs, CBOs, disadvantaged groups and women groups;

- IV. Fund flow arrangement in the project;
- V. Implementation strategy, networking for smooth functioning and difficulties faced, if any, in applying project's approach in new socio-ecological situations and their solutions.

3.4.3 Success Stories

The consultant should compile cases of successful beneficiaries' experiences, detailing the impact of the project on their ability to offer themselves for national leadership.

3.4.4. Recommendations

The consultant should come up with recommendations regarding specific actions that might be taken to improve the efficiency, effectiveness and impact and management arrangements of similar future projects, if taken up.

4. Outputs and Deliverables

| Deliverable | Estimated Duration to Complete | Target Due dates | Review and Approvals Required |
|---|--------------------------------|------------------------------|-------------------------------|
| Deliverable 1: Work plan | 1 day | July 1, 2015 | UNDP (Not tied to payment) |
| Deliverable 2: Preliminary findings Draft version of the evaluation report | 10 days | July 11, 2015 | UNDP |
| Deliverable 3: De-briefing and presentation | 1 day | July 12, 2015 | N/a |
| Deliverable 4: The final project evaluation report | 5 days | July 19 th , 2015 | UNDP |
| Deliverable 5: Success stories | 3 days | July 19 th , 2015 | UNDP |
| Total number of working days: | 20 | | |

4.1. Evaluation Report

The outline and main finding of the evaluation should be completed and handed to UNDP during the final de-briefing session. The final draft report should be produced according to the structure outlined in the UNDP Guidelines for Evaluation.

At the end of the evaluation, the consultant will submit the draft evaluation report to UNDP. Based on the comments of the stakeholders, the consultant will finalize and submit the final version of the report to UNDP, within ten days of receipt of comments.

While the Consultants are free to use any detailed method of reporting, the Evaluation Report should contain at least the following:

- Title Page

- List of acronyms and abbreviations
- Table of contents, including list of annexes
- Executive Summary
- Introduction: background and context of the programme
- Description of the program – its logic theory, results framework and external factors likely to affect success
- Purpose of the evaluation
- Key questions and scope of the evaluation with information on limitations and de-limitations
- Approach and methodology
- Findings
- Summary and explanation of findings and interpretations
- Conclusions
- Recommendations
- Lessons, generalizations, alternatives

In addition, the final report should contain the following annexes:

- Terms of Reference for the evaluation
- List of meetings attended
- List of persons interviewed
- List of documents reviewed
- Any other relevant material

4.2. Success Stories

The consultant is also expected to write and include at least 2 Success Stories (not more than two pages) after interacting with the community, beneficiaries/ beneficiary organizations that can be useful for the advocacy purposes.

5. Methodology and evaluation approach

The evaluation will be conducted in a participatory manner working on the basis that the primary purpose of the evaluation is to assess the results (outcomes), impacts, performance (on the basis of the indicators identified in the Results matrix) and sustainability of the project. For this to happen, the mission will start with a review of the key project documents, notably Minutes of the Project Steering Committee, Quarterly and Annual Reports, Donor Reports and any other reports and correspondence that seems relevant.

The evaluation approach will combine methods such as documentation study (desk review); interviews and field visits. All relevant project documentation will be made available to the evaluation consultant by the project management team, facilitated by UNDP. After studying the documentation the Consultants will conduct interviews with all relevant partners including the beneficiaries.

Throughout the period of the evaluation, the Consultant will liaise closely with the concerned UNDP officials, WIN Belize and concerned agencies of the Government, any members of the



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team of experts under the project and the counterpart staff assigned to the project. The consultants can raise or discuss any issue or topic they deem necessary to fulfill the tasks. The Consultants, however, are not authorized to make any commitments to any party on behalf of UNDP or the Government.

Specific tasks of the consultant

In particular the consultant will be responsible for:

- (i) Desk review of existing project based documents
- (ii) Conduct fieldwork with counterpart and interview stakeholders, implementing agencies and institutions to generate authentic information/opinions.
- (iii) Write and compile reports.
- (iv) Make a presentation of the entire findings highlighting achievements, constraints and realistic recommendations to decision makers and stakeholders.
- (v) Finalise the evaluation report

The Consultants should provide details in respect of:

- Documents reviewed;
- Interviews;
- Field visits;
- Questionnaires, if any;
- Participatory techniques and other approaches for gathering and analysis of data; and
- Participation of stakeholders and/or partners.

From the point of view of the design and implementation of the project, **the key stakeholders are:**

- Women's Issues Network Belize
- National Women's Commission Belize
- Toledo Maya Women Council
- Women's Political Caucus
- Project Beneficiaries (who ran or plan to run in electoral politics)
- UNDP Belize

The project progress and achievements will be tested against following evaluation criteria:

- (i) **Relevance** – the extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time.
- (ii) **Effectiveness** – the extent to which an objective has been achieved or how likely it is to be achieved.
- (iii) **Efficiency** – the extent to which results have been delivered with the least costly resources possible.



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- (iv) **Results/impacts** – the positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention.
- (v) **Sustainability** – the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.

The Project will be rated against individual criterion of relevance, effectiveness, efficiency and impact/results based on the following scale:

- Highly Satisfactory (HS): The project has no shortcomings in the achievement of its objectives.
- Satisfactory (S): The project has minor shortcomings in the achievement of its objectives.
- Moderately Satisfactory (MS): The project has moderate shortcomings in the achievement of its objectives.
- Moderately Unsatisfactory (MU): The project has significant shortcomings in the achievement of its objectives.
- Unsatisfactory (U): The project has major shortcomings in the achievement of its objectives.
- Highly Unsatisfactory (HU): The project has severe shortcomings in the achievement of its objectives.

As for sustainability criteria the evaluator should at the minimum evaluate the “likelihood of sustainability of outcomes at project termination, and provide a rating for this.

6. Requirements and Qualifications for Evaluation Consultant

The Consultant should be familiar with, and use, the results based monitoring approach of UNDP.

Bids containing the CVs of the proposed consultant are invited. The CVs should clearly state the:

1. Professional background with a minimum of 5 years of relevant experience;
2. Demonstrated skills and knowledge in participatory monitoring and evaluation processes;
3. Extensive experience in monitoring and evaluation of development projects supported by donors;
4. Knowledgeable of gender issues in Belize;
5. Proficient in writing and communicating in English. Consultant is to bring his/her own computer/laptop and related equipment.

7. Application Details

7.1. Technical and Financial

Interested agencies are requested to go through the ToR and send separately (sealed) the following documents:

Technical

1. Proposed methodology and work plan (maximum five pages).
2. Detailed profile of expertise of the consultant

Financial

3. Detailed budget for the work plan,

8.1. Contents of the Proposal to be submitted

1. Background information in CV of the person that will be engaged in the assignment.
2. Proposed strategy/methodology, work plan, timeline and budget for the assignment

9. Implementation Arrangements

9.1. Evaluation schedule

The total duration of the review and the finalization of report is 20 days, including the visits to project sites and interaction with the implementing agencies and other stakeholders. The Evaluator shall finalize the exact schedule of the various stages of the Evaluation in consultation with UNDP. At the end of 11 days, the evaluator will submit and present the draft report to UNDP and WIN Belize. After incorporating the comments, the evaluator will submit the final report to UNDP, (including an electronic copy). The length of the report should not exceed 30 pages, in total.

If there are discrepancies between the impressions and findings of the evaluator and the aforesaid parties, these should be explained in an Annex attached to the final report.