

Job ID/Title :	00044927 - UN Women: Building Capacities for Gender Equality in Governance and Protection of Women's Rights in Sudan
Scope of advertisement :	Globally advertised (Including jobs.undp.org)
Category (eligible applicants) :	External

External defines as applicants external to UNDP and to the UN Common system, including UNDP non-staff.

Practice Area :	Women's Empowerment
Application Deadline :	8 th -March -2012
Type of Contract :	Individual Contract
Post Type and Level :	International Consultant
Duty Station :	Sudan
Languages Required :	English
Starting Date : (date when the selected candidate is expected to start)	19 th -March-2012
Expected Duration of Assignment :	30 days for team leader and 20 days for the International consultant

Background:

The signing of the Comprehensive Peace Agreement (CPA) for Sudan on 9 January 2005 is a landmark event. However, women have been marginal in their participation in the peace negotiations and very few women are aware of the content of the agreement and its protocols, and yet these instruments form the framework of reconstruction, development and reintegration in the next six years.

Following the signing of the CPA, UN Women with the support of the Governments of Norway and Sweden implemented two programmes in Sudan. The first was a preparatory assistance programme on *Protecting and Promoting Women's Rights and Leadership* that sought to address immediate priorities identified by Sudanese women, in the post-conflict reconstruction of Sudan. Building on the preparatory assistance, another programme *Gender Justice in Sudan 2005 – 2008* was formulated and implemented. The programme sought to contribute to the realization of Sudanese women's human rights and security. Its immediate objectives were: (i) to build the capacity of women and women's organizations to advocate for and secure their human rights through gender justice; and (ii) to strengthen institutional, legal and policy mechanisms for promoting gender justice towards greater accountability to women's human rights in conflict and post conflict Sudan. In 2008, Sweden provided funds for the Sudan programme on *Building capacities for gender equality and governance and protection of women's rights in Sudan*. This programme was also supported by the Italian Cooperation, Norway and Unilateral Universal Services Committee (UUSC). The programme also benefitted from contributions from various donors who supported the referendum and the elections in Sudan. The goal of the programme was "*National commitments to advance gender equality and women's empowerment are implemented in Sudan*" It is against this background that UN Women in partnership with the Governments of Sweden, are seeking a consultant/consulting firm to undertake an evaluation of the 2008-2011 Sudan Country programme

Introduction and rationale for the evaluation:

The overall goal of this evaluation is to assess progress towards achievement of results¹ following the implementation of the program from 2008-2011 so that lessons are learned to guide future programming by SIDA, UN Women and other donors.

This evaluation specifically aims to:

- Assess progress made towards the achievement of planned results, the relevance of the program, sustainability, and potential for replication of the initiative;
- Draw lessons learned from the program; and
- Give recommendations on future program directions

¹ The evaluation focus will be progress towards achievement of results rather than programme impact because this was a programme preparatory phase.

The evaluation results will be used by UN Women to inform future programming and direction in promoting women's human rights and gender equality in Sudan. The evaluation will be used also by the Swedish Embassy in Nairobi to assess and decide on longer-term support to UN Women and its partners. The evaluation results will also be used as baseline data for future programming.

Key Evaluation Questions / analytical Framework:

Below are key questions that the evaluation should answer. Specific evaluation questions will be defined and specified in collaboration with the evaluation reference group.

Assess the *Program design* in regard to the program logic and theory of change:

- Whether the objectives, outcomes, outputs and indicators were clearly adhered to as stated in the program document;
- Whether the indicators used (if any) were specific, measurable, attainable and relevant. (this should be done against validity, reliability, sensitivity, simplicity, utility and affordability)

Assess the *relevance* of the Program in regard to:

- Consistency of program with the country context (political, social and economic)
- Ownership and congruency of the program to the partner mandates and strategic direction
- Technical adequacy of program to address the issues identified in the problem/ situation analysis
- Complementarity of program with other initiatives supported by other donors
- Identification process of beneficiaries

Effectiveness of the program

- The extent to which (progress towards) the program achieved its stated objectives – effectiveness (the results achieved both qualitative and quantitative)
- Assess progress towards the achievement of outcomes
- The reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results
- The extent to which capacities of duty bearers and rights holders have been strengthened
- What are the contributions towards and/or changes produced by the program on legal and policy frameworks at the national and regional levels
- Identify cross cutting strategies used to enhance program effectiveness
- What is UN Women's strategic positioning and comparative advantage in implementing this program

Efficiency of the program

- The optimal transformation of inputs into outputs - efficiency; and the timeliness of the inputs and outputs;
- Value for money adopted to ensure integrity in program management and implementation
- How the program has utilized existing local capacities of rights bearers and duty holders to achieve its outcome.
- How has UN Women adhered to partnership principles identified in program document especially on reporting and utilization of funds
- The extent to which technical assistance from UN Women informed and improved program implementation

Sustainability of the program

- The extent to which the program addresses beneficiary priorities and demand
- Support to the program by local institutions and integration with local social and cultural conditions
- Potential for replication of strategies
- Participation of partners in planning and implementation of interventions
- Financial/programmatic capacity of partners to sustain the program results when donor support has been withdrawn
- Extent to which steps have been taken to ensure that activities initiated by the Program will be completed and continued on cessation of donor support;

Impact of the program

- What the intended and intended, positive and negative, long term effects of the program are.
- The extent to which changes that have occurred as a result of the program can be identified and measured
- The extent to which the program enabled the rights-holders to claim their rights more successfully and the duty holders to perform their duties more efficiently including both formal and informal institutions.
- The extent to which efforts have been successful to prevent and respond to harmful and discriminatory practices.

Partnership Principles

- Assess the partnership performance and outreach (e.g. between UNWOMEN and partners, amongst partners etc.)
- The extent to which partners perceive the partnership as effective for achieving the outcomes
- Assess the choice of stakeholders, manner and reasons for their involvement
- Assess to what extent the program has contributed to capacity development and the strengthening of partner institutions and program

Methodology:

To address the evaluation questions, multiple methods will be applied to collect both qualitative and quantitative data.

- Literature review through revisiting various reports, filed information, financial records, existing at UN Women and partners offices. The literature review should also include but not be limited to institutional information systems and other relevant documents including UN Women Strategic Plan, cooperation agreements, partner review meeting reports and progress reports.
- Direct observation by visiting supported organizations in the intervening areas and conducting interviews and focus group discussions. Key informants for the evaluation will include (key government state agencies, CSOs, donors and other partners, women's groups, beneficiaries, community groups, government officials among others) as well as staff of UN Women Nairobi. Sampling can be applied in selected sites to be visited for meetings with beneficiaries. Case studies and surveys may also be used as part of data collection.

Evaluation Process:

The evaluation will follow a participatory process and the methodology will consider how quantitative and qualitative data collection can be conducted respecting both Human Rights and Gender Equality principles. This includes inter alia the active engagement of key stakeholders in particular marginalized and vulnerable groups. See also "Evaluation Code of Conduct and Evaluation Standards and Principles" further down below in this TOR.

The establishment of a reference group for the evaluation is encouraged in order to facilitate the systematic involvement of relevant stakeholders in the evaluation process. It serves as consultative body and sounding board for feedback on the evaluation. It allows stakeholders to express their information needs and enhance learning and ownership of the evaluation findings. Ultimately it helps to enhance the credibility of the evaluation findings and therefore their use.

Evaluation Team:

The evaluation team will be composed of 4 independent consultants (2) international consultants- one of the international consultants will be the team leader for the evaluation and (2) local/National consultants who will work closely with the team leader and the international consultant. The team leader/international consultant will possess the following combination of skills and expertise:

- At least a master's degree in any social science; PhD an asset.
- At least seven years of evaluation experience, five years of which in evaluating development programs related to human rights, gender in the area of democratic governance in the context of conflict and post conflict environment
- Experience in leading evaluations and managing an evaluation team **.This is a MANDATORY requirement for the team leader.**
- Knowledge of issues concerning women's human rights and gender equality including specifically in the area of gender based violence, ii) familiarity with the relevant context in Kenya will be an added advantage
- Demonstrated ability and excellent communication skills to facilitate group discussions
- Demonstrated ability to produce high quality evaluation reports, including recommendations for future work of the funding organization/ a donor. This is an added advantage for the international consultant **BUT MANDATORY for the team leader.**
- Ability to work with the Evaluation Manager to ensure that a high quality evaluation report is produced. **This is MANDATORY for the international consultant.**
- Facilitation skills and the ability to deal with multi-stakeholder groups
- Fluent in English; knowledge of local language an asset

Description of Responsibilities :

The role of the evaluation team is to prepare the evaluation design, identify appropriate evaluation tools, carry out the evaluation and prepare the evaluation report as well as any interim reports as required by the terms of reference. The evaluators should reflect on the importance of gender analysis, an understanding of the rights-based approach to development and a commitment and skill in participatory methods when working with communities and the project partners.

Main Outputs of the Evaluation:

The following will be the deliverables by the evaluation team/ consultants:

- Evaluation inception report containing, **the team leader will have the overall responsibility for finalization and presentation of the report.**
 - Interpretation of TOR
 - Design of evaluation including outline of methodology
 - Work plan
 - Evaluation tools
- Program site visits, **the team leader, the international consultant and the local/National consultants will be responsible for conducting the field visits.**
- Feedback of results to Sida, UN Women and partners, **the team leader will have overall responsibility of the results and the feedback.**

- Evaluation report (first draft for discussion followed by a final report). The consultants should submit four hard copies and two soft copies (in CD ROM) of the final report. **The team leader has overall responsibility for finalization and submission of the reports.**
- The report final report should be structured as follows;
 - Executive Summary
 - Program Description
 - Evaluation Purpose
 - Evaluation methodology
 - Findings
 - What worked and did not work
 - Lessons learnt
 - Recommendations
 - Annexes
 - The report should not exceed 30 pages excluding annexes

Management Arrangements

UN Women will determine the evaluation consultant/team. UN Women will be responsible for the hiring and management of the evaluators. Sida and UNWomen will jointly support the evaluation and will both designate a focal point for the evaluation and any additional staff to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). Ultimate reporting of the evaluation consultant/ team will be to UN Women, and UN Women will ensure that the report submitted by the evaluation team satisfies the TOR fully.

Both UN Women and Sida will develop an appropriate dissemination strategy and will ensure that the evaluation results are disseminated strategically. Following UNWomen Evaluation Policy, a management response will be developed within six weeks after report finalization. The final evaluation report and management response will be published and made available electronically through a publically accessible online repository of evaluations (Evaluation Resource Center, ERC). Sida and UN Women will also make sure that evaluation recommendations are considered and ensure that agreed actions are implemented and monitored.

Evaluation Code of Conduct and Evaluation Standards and Principles:

The evaluation consultant/team will adhere to the United Nations Evaluation Group (UNEG) Code of Conduct and the following evaluation standards, as outlined in the UNEG Norms and Standards and the UN Women Evaluation Policy:

- **Participation and inclusiveness:** Evaluation should foster the participation of key stakeholder (including UN Women's key partners in government, civil society and the UN system) during the preparation, conduct and utilization/follow-up stages of the evaluation process to ensure the credibility, quality and use of the evaluations, including during the validation of the evaluation findings.
- **Utilization Focused and Intentionality:** Evaluation should be focused on the needs of key users and there should be a clear intent to use the findings for learning and knowledge generation, decision-making and program improvement. They should be designed and completed in a timely manner to ensure their usefulness.
- **Transparency, Independence and Impartiality:** Evaluation should be free from undue influence to ensure unbiased and transparent due processes and reporting. It should take into consideration both achievements and challenges.
- **Quality and Credibility:** The design, preparation and conduct of gender equality and human rights responsive evaluation should ensure the high quality of the evaluation and strive to make use of new and cutting edge mixed methods for evaluating women's empowerment, gender equality and women's human rights issues.
- **Ethical:** Evaluators should have personal and professional integrity and abide by the UNEG Ethical Guidelines for Evaluation in the UN system and the Code of Conduct to respect the rights of individuals involved in an evaluation

The above documents (United Nations Evaluation Group (UNEG) Code of Conduct, UNEG Norms and Standards and UN Women Evaluation policy) will be made available to the evaluation team/ consultant as part of the documentation for this assignment.

Application:

Interested consultants should email expressions of interest (including CVs) to jane.oteba@unwomen.org by close of business **8th March 2012**. All expressions of interest should quote "SUDAN EVALUATION" on the Email subject. Clarify type of consultant you are applying for (Either International Consultant, National consultant or team leader).