

UN Women: The Gender and Governance Program- Nairobi, KENYA

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| Job ID/Title : | 82755 – Final evaluation for the Gender and Governance programme (GGPIII) |
| 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.

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| Brand : | Other UN Agencies |
| Practice Area : | Gender and Governance |
| Application Deadline : | 10-July-13 |
| Type of Contract : | ISSA |
| Post Type and Level : | Team Leader |
| Duty Station : | Nairobi, KENYA |
| Languages Required : | English |
| Starting Date : (date when the selected candidate is expected to start) | 22nd-July-2013 |
| Duration of Initial Contract : Expected Duration of Assignment : | 40 days |

Background:

The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was established by General Assembly resolution 64/289 of 2 July 2010 on system-wide coherence, with the mandate to assist countries and the United Nations system itself to progress more effectively and efficiently toward the goal of achieving gender equality, women's empowerment and upholding women's rights. This strategic plan, developed pursuant to paragraph 77 of resolution 64/2892 is the first such plan created by UN-Women. The plan lays out the organization's priorities for achieving this goal up to 2017, and which it will assess and revise in 2013, in order to align it with the planning cycles of other United Nations agencies.

The UN-Women vision is a world where societies are free of gender-based discrimination, where women and men have equal opportunities, where the comprehensive economic and social development of women and girls is ensured so that they can lead the change that

they want to see, where gender equality and women's empowerment are achieved, and women's rights are upheld in all efforts to further development, human rights, peace and security.

The UN-Women mandate brings together those of the four pre-existing entities³, calling on the Entity to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. The mandate is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Millennium Declaration, relevant General Assembly, Economic and Social Council (ECOSOC), Commission on the Status of Women (CSW) and other applicable United Nations instruments, standards and legislation. Central to the UN-Women mission is its role in leading and coordinating United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into concrete action at the country level.

The mission statement of UN-Women was set out in the proposal of the Secretary- General as follows: "Grounded in the vision of equality enshrined in the Charter of the United Nations, the composite entity will work for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the centre of all its efforts, the composite entity will lead and coordinate United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It will provide strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors." ⁴

Introduction and rationale for the evaluation:

The end of project evaluation is aimed at assessing the progress made towards the achievement of the overall and specific objectives based on project proposal, current data and direct observation as well provide the project achievements, gaps, lessons learnt and provide recommendations and best practice that focus on key components to guide future programming by UN Women and its donors.

The specific evaluation objectives (please see details under key questions) are:

1. To assess the *relevance* of the Program in regard to consistency, ownership and congruency, technical adequacy, and complementarity of program with other initiatives;
2. To determine the *effectiveness* of the program in achievement of results, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results;
3. To assess the *sustainability* of the program including the participation of partners in planning and implementation of interventions, as well as assessing the measures taken to ensure that activities initiated by the Program will be completed and continued on cessation of donor support;
4. To document the *impact* of the program highlighting what were the intended and unintended, positive and negative, long term effects of the program
5. To provide the best practices/recommendations that may be used in the future programming

The evaluation including its recommendations will be used as a resource by UN Women as knowledge base on good practices in the area of gender and governance and to inform future programming and direction. As part of the evaluation, a Theory of Change will be developed that will help structure the debate on the possible pathways for contributing to long-term changes in gender and governance. The evaluation will also be used also by the GGP donors to assess and decide on longer-term support to UN Women and its partners.

The evaluation is expected to be carried out from **22nd July – 31st August 2013.**

Background of the Program:

Program Overview

The Gender, Human Right and Governance Program (GGP) were designed to play an instrumental role in creating an enabling environment and accountability to women, especially those living in poverty, in order for them to achieve equality and enjoy their rights. The program seeks to promote gender justice including access to justice for women, to be instrumental in increasing women's options, capacities and resources to promote transformational leadership in governance, peace and security processes. It is based on a collaborative approach to gender issues from national to community level interventions that enhance poor women's political, social, legal and economic rights as a mechanism of poverty reduction.

The Gender, Human Right and Governance Program were implemented in two components; the Gender and Governance Program III (GGP III) and the Human Rights Program. This evaluation will focus on the Gender and Governance Program component.

GGP III represents the third phase of the Gender and Governance Programme launched in September 2004. The programme worked towards promoting equal opportunities and access to services for both men and women, addressing the need to include women's issues in governance structures, and supported women's leadership at national and local levels.

To implement the Program, UN Women partnered with over 40 civil society organizations and key government agencies like the Ministry of Gender, Children and Social Development, National Commission on Gender and Development and government institutions such as the Courts (secular and Kadhis), Police and Commissions such as the Waki, & IEBC among others.

GGP III specifically focused on providing technical support to government institutions and national gender institutions and organizations for the purpose of achieving equal access of men and women to goods and services, and civil society organizations in holding duty bearers accountable. Through specific and varied activities, GGP III contributed to engendered national and local institutional policies and legal frameworks; increased women's participation in governance at all levels; and supported civil society in articulating women's needs, demanding and influencing the delivery of equitable services.

The GGP program has a budget of 12.1 M USD.

Program Focus and Strategies

The GGP III adopted a two-pronged human-rights based approach. From the one side, it worked with the state, as the duty-bearer with respect to providing equitable services to Kenyan citizens and protection of human rights, improved service delivery through the development and implementation of gender-responsive policies and frameworks. From the other side, it engaged with citizens at the grassroots level, as the rights-holders, and increased their awareness about women's human rights, the duties of the state towards its citizens and increased the capacity of women in particular, and formulated a unified position and strengthen their voice in the demand for equitable service delivery.

The programme provided technical support to government institutions and national gender machineries in achieving equal access of women to goods and services, and civil society organizations in holding duty bearers accountable. Institutional capacities were developed that contributed to citizen-oriented quality policy, programme and services with budget allocations through which women were assured of equal opportunities and access.

By working with both the duty-bearers and the rights-holder, the GGP III created a platform to hold state (government) and public forces accountable for implementing and enforcing policies and laws protecting women's rights in all areas and provided capacity-building and support services at the grass-roots level as, ultimately, it is the state's ability to enforce policies and laws and provide space and resources for citizen participation that will over time lead to sustainable change in public and community behaviors and practices.

Program Goal and Objectives;

The overall goal of GGP III was to ensure that **Kenyan women and men are able to access services and opportunities and exercise their rights equally.**

The key program outcomes of the project were:

- i) Increased number of Kenyan legal frameworks, Laws and policies at national and local levels that promote and Protect women's human rights
- ii) Women participate in governance and decision-making processes at national and local levels and actively lobby for women's issues.

To attain its development objectives, the GGP III Programme worked through three key and crosscutting components that provide an encompassing conceptual framework for the entire Programme, These components include:

1. **Institutional Capacity-Building:** GGP III interventions provided support to prompt institutional reform priorities through capacity-building, technical assistance, advocacy, and lobbying
2. **Community Sensitization and Support to Civil Society:** Through this component, GGP III Programme focused on awareness creation among the public and women in particular on legal, policy and institutional reforms processes and the achieved results in of improved gender responsive delivery. Additionally, it strenghtend the ability to unify women to push for a common platform in realization

of gender responsive development and service delivery and

3. Promoting Gender-Sensitive Results-Based Programmed Management:

Through this component, GGP III consistently built the capacity of its partners and provided technical expertise at all levels to promote the development and use of gender-sensitive results-based programme management methods and correct reporting on progress of reform processes, thus increased and exposed government accountability in this regard.

Evaluation Process:

The evaluation will be undertaken according to UN Women Evaluation Policy and UNEG Norms and Standards, accessible at <http://www.unwomen.org/about-us/accountability/evaluation/>. It will follow a gender and human rights responsive evaluation approach. The management arrangements for the evaluation will ensure the effective participation and engagement of programme stakeholders. The evaluation report including the management response to evaluation recommendations will be disclosed publicly through the UN Women Evaluation Resource Center at <http://erc.undp.org/unwomen/index.html>.

The evaluation will be shared broadly with all stakeholders involved in the programme to inform future initiatives. See also "Evaluation Code of Conduct and Evaluation Standards and Principles" further down below in this TOR.

An evaluation reference group will be established 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.

Key Evaluation Questions / analytical Framework:

The questions below are indicative of the key information needs identified during the formulation of this Terms of Reference. The questions will be further refined during the inception phase of this evaluation.

Asses 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 Kenya 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 unintended, 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 UNIFEM 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

Underlying factors

- Are there any underlying factors beyond the control of the programme that have influenced the outcome?
- What were the key assumptions made?
- Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, the degree of stakeholders and partner's involvement in the completion of outputs, and how processes were managed or carried out.

During the inception phase, the Evaluation Team will further refine the above questions in close consultation with key stakeholders and will ensure that key information needs are addressed. Based on these consultations the Evaluation Team will develop an evaluation matrix which will include the key questions, the evaluation criteria, indicators as well as information sources to be used and the ways to cross-reference and triangulate the information.

Description of Responsibilities :

A defining characteristic of a Gender Equality & Human Rights responsive evaluation is the engagement of stakeholders, particularly women and marginalized groups. The term stakeholder is broadly used to include those who deliver, influence and are impacted by the programme. Engaging stakeholders means they actively participate in or co-own the evaluation, from defining the evaluation scope through evaluation conduct to decision making based on evaluation conclusions and recommendations.

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 evaluator 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.

The evaluation team will be composed of at least 2 consultants, with the team leader responsible for delivering the key deliverables as outlined in this TOR.

Main Outputs of the Evaluation:

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

- Evaluation inception report containing the following:
 - Interpretation of TOR
 - Design of evaluation including outline of methodology
 - Evaluation matrix
 - Work plan, including a timeframe of the overall process and a table with key milestones and dates for deliverables
 - Evaluation tools
- Program site visits, both the team leader and the local consultant will be responsible for conducting the field visits.
- Feedback of results to the Evaluation Reference Group, 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 team leader has overall responsibility for finalization and submission of the reports.
- The report final report should be structured as follows;
 - Title page, table of contents, acronyms
 - Executive summary
 - Purpose of the evaluation
 - Evaluation objectives and scope
 - Evaluation Methodology
 - Context of subject
 - Description of the subject
 - Findings
 - Analysis
 - Conclusions
 - Recommendations
 - Lessons learnt
 - Annexes

The report should not exceed 30 pages excluding annexes

The evaluation is expected to start on **22nd July 2013** and will run for 40 days. The evaluation location and partners will be identified during the inception meetings with donors and UN Women.

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, donor 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 to GGP donors.
- Direct observation by visiting supported organizations in the intervening areas

- 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 should be applied for the sites to be visited for meetings with beneficiaries.
- Case studies and surveys will also be used as part of data collection.

Management Arrangements

UN Women will select the evaluation consultant/team. UN Women will be responsible for the hiring and management of the evaluators. UN Women and the donors 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.

UN Women will develop an appropriate dissemination strategy and will ensure that the evaluation results are shared broadly. Following UNWomen Evaluation Policy, a management response will be developed within six weeks after report finalization. UN Women will also make sure that evaluation recommendations are considered and ensure that agreed actions are implemented and monitored.

Evaluation Team:

The evaluation team will be composed of at least 2 independent consultants (1) international consultant who will be the team leader for the evaluation and (1-2) local consultants who will work closely with the team leader. The team leader will possess the following combination of skills and expertise:

- At least a master's degree in any social science; PhD an asset.
- At least ten years of evaluation experience, five years of which in evaluating development programs related to human rights, gender and results-based evaluations
- Experience in leading evaluations and managing an evaluation team
- Knowledge of issues concerning women's human rights and gender equality including specifically in the area of i) women leadership and participation, ii) gender based violence, and iii) 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
- Ability to work with the Evaluation Manager to ensure that a high quality evaluation report is produced
- Facilitation skills and the ability to deal with multi-stakeholder groups
- Fluent in English; knowledge of local language an asset

Evaluation Code of Conduct and Evaluation Standards and Principles:

- Contact details for 3 references. Please note that your previous employers could also be contacted.

Incomplete applications will not be considered. Please make sure you provide all requested materials

Please email your applications to: **consultancies.eharo@unwomen.org** not later than 12th July 2013 with the subject line clearly marked "**TEAM LEADER – GGP III EVALUATION**".

The deadline for submission of applications is 12th July 2013.

UN Women: The Gender and Governance Program- Nairobi, KENYA

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| 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.

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| Brand : | Other UN Agencies |
| Practice Area : | Gender and Governance |
| Application Deadline : | 12-July-13 |
| Type of Contract : | SSA |
| Post Type and Level : | National Consultants (2 positions) |
| Duty Station : | Nairobi, KENYA |
| Languages Required : | English |
| Starting Date : (date when the selected candidate is expected to start) | 22nd-July-2013 |
| Duration of Initial Contract : Expected Duration of Assignment : | 25 days |

Background:

The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was established by General Assembly resolution 64/289 of 2 July 2010 on system-wide coherence, with the mandate to assist countries and the United Nations system itself to progress more effectively and efficiently toward the goal of achieving gender equality, women's empowerment and upholding women's rights. This strategic plan, developed pursuant to paragraph 77 of resolution 64/2892 is the first such plan created by UN-Women. The plan lays out the organization's priorities for achieving this goal up to 2017, and which it will assess and revise in 2013, in order to align it with the planning cycles of other United Nations agencies.

The UN-Women vision is a world where societies are free of gender-based discrimination, where women and men have equal opportunities, where the comprehensive economic and social development of women and girls is ensured so that they can lead the change that they want to see, where gender equality and women's empowerment are achieved, and

women's rights are upheld in all efforts to further development, human rights, peace and security.

The UN-Women mandate brings together those of the four pre-existing entities³, calling on the Entity to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. The mandate is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Millennium Declaration, relevant General Assembly, Economic and Social Council (ECOSOC), Commission on the Status of Women (CSW) and other applicable United Nations instruments, standards and legislation. Central to the UN-Women mission is its role in leading and coordinating United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into concrete action at the country level.

The mission statement of UN-Women was set out in the proposal of the Secretary- General as follows: "Grounded in the vision of equality enshrined in the Charter of the United Nations, the composite entity will work for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, the composite entity will lead and coordinate United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It will provide strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors." ⁴

Introduction and rationale for the evaluation:

The end of project evaluation is aimed at assessing the progress made towards the achievement of the overall and specific objectives based on project proposal, current data and direct observation as well provide the project achievements, gaps, lessons learnt and provide recommendations and best practice that focus on key components to guide future programming by UN Women and its donors.

The specific evaluation objectives (please see details under key questions) are:

6. To assess the *relevance* of the Program in regard to consistency, ownership and congruency, technical adequacy, and complementarity of program with other initiatives;
7. To determine the *effectiveness* of the program in achievement of results, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results;
8. To assess the *sustainability* of the program including the participation of partners in planning and implementation of interventions, as well as assessing the measures taken to ensure that activities initiated by the Program will be completed and continued on cessation of donor support;
9. To document the *impact* of the program highlighting what were the intended and unintended, positive and negative, long term effects of the program
10. To provide the best practices/recommendations that may be used in the future programming

The evaluation including its recommendations will be used as a resource by UN Women as knowledge base on good practices in the area of gender and governance and to inform future programming and direction. As part of the evaluation, a Theory of Change will be developed that will help structure the debate on the possible pathways for contributing to long-term changes in gender and governance. The evaluation will also be used also by the GGP donors to assess and decide on longer-term support to UN Women and its partners.

The evaluation is expected to be carried out from **22nd July - 16th to August 2013.**

Background of the Program:

Program Overview

The Gender, Human Right and Governance Program (GGP) were designed to play an instrumental role in creating an enabling environment and accountability to women, especially those living in poverty, in order for them to achieve equality and enjoy their rights. The program seeks to promote gender justice including access to justice for women, to be instrumental in increasing women's options, capacities and resources to promote transformational leadership in governance, peace and security processes. It is based on a collaborative approach to gender issues from national to community level interventions that enhance poor women's political, social, legal and economic rights as a mechanism of poverty reduction.

The Gender, Human Right and Governance Program were implemented in two components; the Gender and Governance Program III (GGP III) and the Human Rights Program. This evaluation will focus on the Gender and Governance Program component.

GGP III represents the third phase of the Gender and Governance Programme launched in September 2004. The programme worked towards promoting equal opportunities and access to services for both men and women, addressing the need to include women's issues in governance structures, and supported women's leadership at national and local levels.

To implement the Program, UN Women partnered with over 40 civil society organizations and key government agencies like the Ministry of Gender, Children and Social Development, National Commission on Gender and Development and government institutions such as the Courts (secular and Kadhis), Police and Commissions such as the Waki, & IEBC among others.

GGP III specifically focused on providing technical support to government institutions and national gender institutions and organizations for the purpose of achieving equal access of men and women to goods and services, and civil society organizations in holding duty bearers accountable. Through specific and varied activities, GGP III contributed to engendered national and local institutional policies and legal frameworks; increased women's participation in governance at all levels; and supported civil society in articulating women's needs, demanding and influencing the delivery of equitable services.

The GGP program has a budget of 12.1 M USD.

Program Focus and Strategies

The GGP III adopted a two-pronged human-rights based approach. From the one side, it worked with the state, as the duty-bearer with respect to providing equitable services to Kenyan citizens and protection of human rights, improved service delivery through the development and implementation of gender-responsive policies and frameworks. From the other side, it engaged with citizens at the grassroots level, as the rights-holders, and increased their awareness about women's human rights, the duties of the state towards its citizens and increased the capacity of women in particular, and formulated a unified position and strengthen their voice in the demand for equitable service delivery.

The programme provided technical support to government institutions and national gender machineries in achieving equal access of women to goods and services, and civil society organizations in holding duty bearers accountable. Institutional capacities were developed that contributed to citizen-oriented quality policy, programme and services with budget allocations through which women were assured of equal opportunities and access.

By working with both the duty-bearers and the rights-holder, the GGP III created a platform to hold state (government) and public forces accountable for implementing and enforcing policies and laws protecting women's rights in all areas and provided capacity-building and support services at the grass-roots level as, ultimately, it is the state's ability to enforce policies and laws and provide space and resources for citizen participation that will over time lead to sustainable change in public and community behaviors and practices.

Program Goal and Objectives;

The overall goal of GGP III was to ensure that **Kenyan women and men are able to access services and opportunities and exercise their rights equally.**

The key program outcomes of the project were:

- iii) Increased number of Kenyan legal frameworks, Laws and policies at national and local levels that promote and Protect women's human rights
- iv) Women participate in governance and decision-making processes at national and local levels and actively lobby for women's issues.

To attain its development objectives, the GGP III Programme worked through three key and crosscutting components that provide an encompassing conceptual framework for the entire Programme, These components include:

4. ***Institutional Capacity-Building:*** GGP III interventions provided support to prompt institutional reform priorities through capacity-building, technical assistance, advocacy, and lobbying
5. ***Community Sensitization and Support to Civil Society:*** Through this component, GGP III Programme focused on awareness creation among the public and women in particular on legal, policy and institutional reforms processes and the achieved results in of improved gender responsive delivery. Additionally, it strengthened the ability to unify women to push for a common platform in realization

of gender responsive development and service delivery and

6. Promoting Gender-Sensitive Results-Based Programmed Management:

Through this component, GGP III consistently built the capacity of its partners and provided technical expertise at all levels to promote the development and use of gender-sensitive results-based programme management methods and correct reporting on progress of reform processes, thus increased and exposed government accountability in this regard.

Evaluation Process:

The evaluation will be undertaken according to UN Women Evaluation Policy and UNEG Norms and Standards, accessible at <http://www.unwomen.org/about-us/accountability/evaluation/>. It will follow a gender and human rights responsive evaluation approach. The management arrangements for the evaluation will ensure the effective participation and engagement of programme stakeholders. The evaluation report including the management response to evaluation recommendations will be disclosed publicly through the UN Women Evaluation Resource Center at <http://erc.undp.org/unwomen/index.html>.

The evaluation will be shared broadly with all stakeholders involved in the programme to inform future initiatives. See also "Evaluation Code of Conduct and Evaluation Standards and Principles" further down below in this TOR.

An evaluation reference group will be established 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.

Key Evaluation Questions / analytical Framework:

The questions below are indicative of the key information needs identified during the formulation of this Terms of Reference. The questions will be further refined during the inception phase of this evaluation.

Asses 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 Kenya 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 unintended, 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 UNIFEM 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

Underlying factors

- Are there any underlying factors beyond the control of the programme that have influenced the outcome?
- What were the key assumptions made?
- Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, the degree of stakeholders and partner's involvement in the completion of outputs, and how processes were managed or carried out.

During the inception phase, the Evaluation Team will further refine the above questions in close consultation with key stakeholders and will ensure that key information needs are addressed. Based on these consultations the Evaluation Team will develop an evaluation matrix which will include the key questions, the evaluation criteria, indicators as well as information sources to be used and the ways to cross-reference and triangulate the information.

Description of Responsibilities :

A defining characteristic of a Gender Equality & Human Rights responsive evaluation is the engagement of stakeholders, particularly women and marginalized groups. The term stakeholder is broadly used to include those who deliver, influence and are impacted by the programme. Engaging stakeholders means they actively participate in or co-own the evaluation, from defining the evaluation scope through evaluation conduct to decision making based on evaluation conclusions and recommendations.

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 evaluator 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.

The evaluation team will be composed of at least 2 consultants, with the team leader responsible for delivering the key deliverables as outlined in this TOR.

Main Outputs of the Evaluation:

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

- Evaluation inception report containing the following:
 - Interpretation of TOR
 - Design of evaluation including outline of methodology
 - Evaluation matrix
 - Work plan, including a timeframe of the overall process and a table with key milestones and dates for deliverables
 - Evaluation tools
- Program site visits, both the team leader and the local consultant will be responsible for conducting the field visits.
- Feedback of results to the Evaluation Reference Group, 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 team leader has overall responsibility for finalization and submission of the reports.
- The report final report should be structured as follows;
 - Title page, table of contents, acronyms
 - Executive summary
 - Purpose of the evaluation
 - Evaluation objectives and scope
 - Evaluation Methodology
 - Context of subject
 - Description of the subject
 - Findings
 - Analysis
 - Conclusions
 - Recommendations
 - Lessons learnt
 - Annexes

The report should not exceed 30 pages excluding annexes

The evaluation is expected to start on **22nd July 2013** and will run for 25 days. The evaluation location and partners will be identified during the inception meetings with donors and UN Women.

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, donor 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 to GGP donors.
- Direct observation by visiting supported organizations in the intervening areas
- 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 should be applied for the sites to be visited for meetings with beneficiaries.
- Case studies and surveys will also be used as part of data collection.

Management Arrangements

UN Women will select the evaluation consultant/team. UN Women will be responsible for the hiring and management of the evaluators. UN Women and the donors 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.

UN Women will develop an appropriate dissemination strategy and will ensure that the evaluation results are shared broadly. Following UNWomen Evaluation Policy, a management response will be developed within six weeks after report finalization. UN Women will also make sure that evaluation recommendations are considered and ensure that agreed actions are implemented and monitored.

Evaluation Team:

The evaluation team will be composed of at least 2 independent consultants (1) international consultant who will be the team leader for the evaluation and (2) local consultants who will work closely with the team leader.

The national consultants will possess the following combination of skills and expertise:

- At least a master's degree in any social science
- At least five years of evaluation experience, 2 years of which in evaluating development programs related to human rights, gender and results-based evaluations
- Knowledge of issues concerning women's human rights and gender equality including specifically in the area of i) women leadership and participation, ii) gender based violence, and iii) 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
- Ability to work with the Evaluation Manager to ensure that a high quality evaluation report is produced
- Facilitation skills and the ability to deal with multi-stakeholder groups
- Fluent in English; knowledge of local language an asset

- Contact details for 3 references. Please note that your previous employers could also be contacted.

Incomplete applications will not be considered. Please make sure you provide all requested materials

Please email your applications to: **consultancies.eharo@unwomen.org** not later than 12th July 2013 with the subject line clearly marked **“NATIONAL CONSULTANTS – GGP III EVALUATION”**.

The deadline for submission of applications is 12th July 2013.